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Job satisfaction of hospitality employees of the department of tourism accredited hotels in Baguio City

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Abstract:

This study aimed to determine the level of job satisfaction of hospitality employees of the Department of Tourism (DOT) accredited hotels in Baguio City according to the star classification of the hotel, assigned departments, and personal factors. By determining the level of job satisfaction of employees according to the identified factors, management and owners of hospitality businesses would focus on sustaining the factors that are perceived as essential and will increase the employee's level of performance while creating sustainable human resource programs on areas needing improvements. The study was composed of 219 rank and file employees of DOT accredited hotels in Baguio City. The study made use of a descriptive method to answer the research objectives. The findings showed that the employees of the DOT accredited hotels in Baguio City are very satisfied. 4-Star hotel employees have a higher level of satisfaction compared to 3-Star hotel employees. According to their assigned department, the level of job satisfaction of employees showed that Executive and Administrative employees have the highest job satisfaction, followed by the Sales and Marketing and Food & Beverage. Employees of Front Office, Housekeeping, and Human Resource were very satisfied while Engineering, Accounting, and Finance employees were also very satisfied but lower in the level of job satisfaction compared to the other departments. The study showed that satisfaction was higher among employees who have direct communication with guests than those working in the back offices or support departments. The level of job satisfaction of Generation X and Millennials were both satisfied. However, younger employees are less satisfied with their jobs than older employees. The level of job satisfaction of hospitality employees according to gender showed that male employees were more satisfied than female employees. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. The job satisfaction of hospitality employees varies according to their highest educational attainment, although they were all mostly satisfied. No rank and file employee had a postgraduate degree. The findings showed that the higher the level of educational attainment among hospitality employees, the higher their satisfaction level. The most dominant job factors were ranked according to their performance that affects their level of job satisfaction. The employees believed that salaries and wages remain the most dominant factor in increasing their job satisfaction level.

Keywords: Job satisfaction, Job performance, Hospitality employees, Job factors, Accredited hotels

1. Introduction

Over the decades, tourism has experienced continued growth and deepening diversification to become one of the world's fastest-growing economic sectors. Modern tourism is closely linked to development and encompasses a growing number of new destinations. These dynamics have turned tourism into a critical driver for socio-economic progress. Tourism has become one of the major players in international commerce and represents, at the same time, one of the primary income sources for many developing countries (UNWTO, 2017).

In the Philippines, for May 2017, visitor arrivals reached 532,757, an increase of 19.60 percent compared to the May 2016 visitor count of 445 449. Visitor arrivals in May 2017 surpassed the 500,000 marks providing a bright outlook for Philippine tourism. (Tourism.gov.ph).

Baguio City, the summer capital and a major tourist destination in the Philippines, has recorded a 126-percent increase in tourist arrivals during the first quarter of 2017 (Baguio City Tourism Office, 2017).

These increases in tourist arrivals put more pressure on hotels' employees to keep up with the guest's and tourist's expectations in providing quality products and services. Hospitality employees must be satisfied with their jobs to rally those people they are working with and under their supervision.

2. Literature Review

Worldwide research projects have suggested that employee turnover is among the highest in the hospitality industry. Studies have shown that the average turnover level among non-management hotel employees is about 50 percent and about 25 percent for management staff. According to research conducted by the Hotel and Motel Association in Britain, estimates of average annual employee turnover range from around 60 to 300 percent (Gazioglu and Tansel, 2006).

As such, the correlation between job satisfaction and performance has been studied by many researchers because it is of significant interest to the entire administration and human resource management in a global setting. Job satisfaction of employees plays a crucial factor in determining job performance. High-performing individuals will assist institutions in achieving their strategic aims, mission, and vision, thus sustaining the organization's competitive advantage (Wilkin, 2013).

MAJOR CONTENT THEORIES OF JOB SATISFACTION

Content Theories mainly deal with determining the satisfaction levels of particular needs and their priority. These theories are still crucial for understanding what motivates people at work (Robbins, 2005).

Herzberg Two-Factor Theory

In 1959, Frederick Herzberg came up with a theory closely related to Maslow's hierarchy of human needs theory and introduced the two-factor theory of motivation (McGregor, 1960). According to Herzberg's two-factor theory of motivation, the factors are divided into two dimensions, "motivators" and "hygiene." According to him, certain factors that would directly motivate employees and cause satisfaction are intrinsic. Herzberg calls these factors the "motivators" which give intrinsic satisfaction and represent the need for self-actualization and growth. The motivators are based on personal perceptions and inner feelings, including achievement, experience, the work itself, responsibility, and status through promotion and opportunity for growth and advancement. On the other hand, "hygiene" factors lead to extrinsic satisfaction and cause dissatisfaction, include; supervision, interpersonal relationships, recognition, management, company policy and administration, promotion, salaries and benefits, status, job security, and physical working conditions (Waheed, 2011).

Factors Influencing Job Satisfaction

A study by Baah and Amoako (2011) states the factors affecting job satisfaction as follows; feeling of success, relations with the management and employees, job safety, responsibility, recognition, high salary, promotion opportunity, clarity of roles, participation in decisions, freedom, well-coordinated work, lack of continuity, relocation, performance, life satisfaction, and perceived work stress (Inuwa, 2016). All these kinds of studies support the idea that employee satisfaction has many aspects and is influenced by various factors (Zaim, 2012).

Significance of the study

This study would help managers, owners, and other stakeholders in the hospitality and tourism industry to determine the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City. Strategies and programs would be developed to address the areas where the employees are dissatisfied and further enhance job factors that satisfy them.

Objectives of the Study

This study aimed to determine the job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City.

Specifically, this paper sought to:

1. determine the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City along with organizational factors, work environmental factors, and work itself;

2. determine if there is a significant difference in the level of job satisfaction of hospitality employees of the Department of Tourism accredited hotels in Baguio City when grouped according to the classification of the hotel, assigned department, and personal factors; and

3. identify the most dominant factors that affect the job satisfaction level of hospitality employees of the Department of Tourism accredited hotels in Baguio City.

3. Methodology

This study made use of a descriptive method to answer the research objectives.

Study Design

Using descriptive research design, the respondents were asked to answer the questionnaires using quantifiable values with their specific descriptive interpretations. The research objectives were answered using the mean, analysis of variance, and ranks.

The population of the study

The study population and locale were limited to 219 regular ranks, and file employees of three 4-Star hotels and 19 3-Star hotels in Baguio City are accredited by the Department of Tourism-Cordillera Administrative Region (DOT-CAR). The total respondents consisted of 124 employees of 3-Star hotels, while there were 95 employees of 4-Star hotels. Table 1 shows the demographic profiles of the respondents.

Table 1

Demographic Profile of the Respondents

	Frequency	Percentage
Hotel Classification		
3-Star Hotels	124	28.57
4-Star Hotels	95	71.43
Total	219	100.00
Department		
Executive/Administrative	9	4.11
Front Office	29	13.24
Housekeeping	63	28.77
Food and Beverage	75	34.25
Accounting/Finance	7	3.20
Sales & Marketing	14	6.39
Human Resource	14	6.39
Engineering & Maintenance	8	3.65
Total	219	100.00
Gender		
Male	84	40.64
Female	130	59.36
Total	219	100.00
Age		
18-36 Years old (Millennials)	191	87.21
37-57 Years old (Generation X)	28	12.79
58 and above (Baby Boomers)	0	0.00
Total	219	100.00
Highest Educational Attainment		
High School	8	3.65
Technical/Vocational	4	1.83
Undergraduate/College	207	94.52
Graduate/Masters/Doctorate	0	0.00
Total	219	100.00

Data Gathering Tool

A checklist-type of questionnaire was used to gather the needed information in the study. The questionnaire has three parts. Part one contains the personal factors and demographic profile of the respondents. Part two contained questions related to job satisfaction and were rated using the 4-point Likert Scale. The third part contains items related to the factors influencing the employees' level of job satisfaction and ranked according to the degree of importance.

Data Gathering Procedure

A letter to float questionnaire for approval and endorsement was secured from the Regional Director of Department of Tourism-Cordillera Administrative Region (DOT-CAR), which encouraged active participation of the identified hospitality and tourism-oriented establishments.

Treatment of Data

The study utilized frequencies, weighted means, t-test, analysis of variance, and ranking. All of the data gathered through the questionnaires were encoded in the IBM Statistical Package for the Social Sciences (SPSS).

Based on the Likert Scale responses, the following statistical limits and verbal interpretation table were used in interpreting the weighted means.

Scale	value	Verbal Interpretation	Description
4	**3.26 – 4.00**	**Very Satisfied**	Overall satisfaction of the factor meets my requirements and expectations ***ALL the time***.
3	**2.51 - 3.25**	**Satisfied**	Overall satisfaction of the factor meets my requirements and expectations ***MOST of the time.***
2	**1.76 - 2.50**	**Dissatisfied**	Overall satisfaction of the factor meets my requirements and expectations ***SOMETIMES.***
1	**1.00 – 1.75**	**Very Dissatisfied**	Overall satisfaction with the factor ***DOES NOT*** meet my requirements and expectations.

4. Results and Discussion

The study sought to determine the level of job satisfaction of the Department of Tourism accredited hotels according to organizational factors, work environmental factors, and work itself.

Level of Job Satisfaction of Hospitality Employees of the DOT Accredited Hotels in Baguio City

Table 2 shows that overall, the respondents are satisfied (M=3.19) with their jobs. Based on job factors affecting the level of job satisfaction, the respondents are: satisfied (M=3.08) with organizational factors, very satisfied (M=3.29) with environmental work factors; and satisfied (M=3.22) with work itself factors. This means that despite the job factors affecting the employees of the hospitality industry of Baguio, it is perceived that there is a high degree of satisfaction among employees.

Promotion chances are perceived as available among employees. There is an opportunity for employees to participate in training. In-house training is provided on a case-to-case basis and subject to the specific needs of the hotel.

Appropriateness for employee benefits was also rated with a mean of 3.25 as satisfied under company policies. In the study of Sell and Cleal (2011), it showed that the different psychosocial and work environment variables like workplace and social support directly impact job satisfaction and that increase in rewards does not improve the satisfaction level among employees. Ghafoor (2012) emphasized that dissatisfaction occurs when the hygiene factors are not met, but they do not motivate employees. This may not be necessarily true among employees since they believed that hygiene factors play an essential role in improving employees' level of satisfaction.

Table 2
Level of Job Satisfaction of Hospitality Employees of the DOT Accredited Hotels in Baguio City

Job Factors	Mean Rating	Standard Deviation	Descriptive Interpretation
I. Organizational Factors			
1. *Salaries and Wages*			
1.1 Appropriateness of salary as compensation for employment	3.00	0.763	Satisfied
1.2 Pay in relation to what it costs to live in this area	2.92	0.744	Satisfied
1.3 Salary for the work I do	2.90	0.810	Satisfied
Sub-Area Mean	2.94	0.772	Satisfied
2. *Promotion Chances*			
2.1 Merit system for promotion	3.06	0.781	Satisfied
2.2 Promotion opportunities are available to me	3.04	0.829	Satisfied
2.3 Participation in national / International training	3.11	2.271	Satisfied
Sub-Area Mean	3.07	2.367	Satisfied
3. *Company Policies*			
3.1 Liberal and fair policies	3.19	0.770	Satisfied
3.2 Retention policy is clearly defined	3.21	0.722	Satisfied
3.3 Appropriateness for employee benefits	3.25	0.701	Satisfied
Sub-Area Mean	3.22	0.731	Satisfied
Total Mean	3.08	1.290	Satisfied
II. Work Environmental Factors			
1. *Supervision*			
1.1 Communication between superiors and co-workers	3.34	0.733	Very Satisfied
1.2 Management involves people in a decision that affects work environment	3.18	0.742	Satisfied
1.3 Management involves people in decisions that affect their job	3.35	2.092	Very Satisfied
Sub-Area Mean	3.29	1.189	Very Satisfied
2. *Work Group*			
2.1 Communication with colleagues in the department	3.45	0.664	Very Satisfied
2.2 Cooperation between departments	3.25	0.746	Satisfied
2.3 Competitiveness between department members	3.15	0.790	Satisfied
Sub-Area Mean	3.28	0.733	Very Satisfied
3. *Working Conditions*			
3.1 Clean and healthy working environment	3.36	0.730	Very Satisfied
3.2 Consideration given to personal needs	3.26	0.719	Very Satisfied
3.3 Adequacy of machines and equipment	3.28	0.742	Very Satisfied
Sub-Area Mean	3.30	0.730	Very Satisfied
Total Mean	3.29	0.884	Very Satisfied
III. Work Itself			
1. *Job Scope*			
1.1 Workload that could be completed in working hours	3.26	0.699	Very Satisfied
1.2 Job provides the appropriate amount of responsibility and accountability	3.25	0.680	Satisfied
1.3 Amount of work pace is appropriate to my position	3.17	0.756	Satisfied
Sub-Area Mean	3.23	0.712	Satisfied
2. *Autonomy and Freedom*			
2.1 Consideration given to your opinions	3.29	2.803	Very Satisfied
2.2 Consideration given to your suggestions	3.06	0.781	Satisfied
2.3 Autonomy overwork method and work pace	3.10	0.751	Satisfied
Sub-Area Mean	3.15	1.445	Satisfied

3.	*Clarity of Roles*			
3.1	Accountability and responsibility are clearly defined	3.27	0.683	Very Satisfied
3.2	Job functions expected are appropriate to my position	3.24	0.722	Satisfied
3.3	Expected behaviors relative to my work is clearly known to me	3.31	0.665	Very Satisfied
	Sub-Area Mean	3.27	0.690	Very Satisfied
	Total Mean	3.22	0.949	Satisfied
	Overall Mean	3.19	1.041	Satisfied

N=219

The results showed the importance of the physical working conditions and the social working conditions in increasing employee job satisfaction (Skalli, Theodossiou, & Vasilleiou, 2008). The employees are completely satisfied with supervision. There is excellent communication between superiors and co-workers. The employees are involved in the decision that affects the work environment and those affecting their job. This importance of the working condition in increasing job satisfaction was also reinforced in the study of Bakotic and Babic (2013), stressing that employees, in general, are satisfied under reasonable working condition, and in return, overall performance will increase. Employees should exert effort to understand whether and to what degree their employees have these job-related needs and the extent to which their jobs can be structured (Higgins, 2011).

As stressed in the study of Tariq, Ramzan, and Riaz (2013), variables like workload, salary, and stress at the workplace may lead an employee towards dissatisfaction. Management continually monitors the effects of these job factors in increasing job satisfaction. Unutmaz (2014) stressed that to motivate workers, managers must focus on changing the intrinsic factors by providing autonomy, opportunities, responsibilities, recognition, skills, and career. The study results showed that employees find their jobs provided the appropriate amount of responsibility and accountability. Their work pace was appropriate for their respective positions. The results showed agreement in the study of Stello (2011) where differences between satisfaction and dissatisfaction cannot be clarified and that the level of satisfaction cannot be predicted with the motivator or hygiene factors only. Employees see job satisfaction factors as relatively and subjectively different.

Differences in the Level of Job Satisfaction According to the Classification of the Hotel

The t-test result showed significant differences in the level of job satisfaction of hospitality employees and job factors according to the hotel's classification. The 2-tailed t-test for independent samples showed significant differences at a 0.05 level of significance. Specifically, these job factors are along with retention policies (p=.018<.05), appropriateness of employee benefits (p=.010<.05), communication between superiors and co-workers (p=.003<.05), management involving people in the decision (p=.016<.05) and cooperation between departments (p=.005<.05). The 4-Star hotel employees have a higher level of satisfaction, along with these factors compared to 3-Star hotel employees.

Differences in the Level of Job Satisfaction of Hospitality Employees According to Assigned Department

According to their assigned department, job satisfaction of the Executive and Administrative employees has the highest mean of 3.40 (very satisfied) followed by Sales and Marketing and Food & Beverage with a mean of 3.21(satisfied). Moreover, the job satisfaction of the Front Office, Housekeeping and Human Resource employees have a mean of 3.17 (satisfied) while Engineering, Accounting, and Finance have a mean of 3.12 (satisfied) and 2.91 (satisfied) respectively. It shows that satisfaction is higher among employees who have direct communication with guests than those working in the back offices or support departments.

The 2-tailed analysis of variance in the SPSS showed a significant difference in the level of job satisfaction of hospitality employees according to the assigned department only at the autonomy and freedom job factor at the $P=0.000<0.05$ level significance. Several factors other than a job dictate the varying levels of job satisfaction among the hotel departments' employee.

Differences in the Level of Job Satisfaction of Hospitality Employees According to Age (Personal Factor)

The level of job satisfaction of Generation X (37-52 years old) has a mean of 3.23, and Millennials (18-36 years old) have a mean of 3.18, which are both satisfied. Younger employees are less satisfied with their jobs than older employees. This result was also mentioned in the study of Tian and Pu (2008), where satisfaction levels in the hotel industry were low and differed with age and gender. The younger employees are confident, ambitious, and achievement-oriented. They also have high expectations of their employers, seek new challenges at work, and aren't afraid to question authority. Managers often misunderstand these characteristics, resulting in a lower level of job satisfaction among rank and file employees.

The 2-tailed t-test analysis in the SPSS showed significant differences in the level of job satisfaction of hospitality employees according to age at the $p=.00<0.05$ level of significance. There were significant differences in the level of job satisfaction of employees according to personal factors, specifically in the management involvement in decision-making and the consideration given to employee opinions. The older the employee, participation in decisions and opinions were perceived as higher than younger employees.

Differences in the Level of Job Satisfaction of Hospitality Managers According to Gender (Personal Factor)

The level of job satisfaction of hospitality employees according to gender showed that male employees are more satisfied (M=3.22) than female employees (M=3.18). In the study of Sadegh (2012), it was found that women are no less satisfied than men. However, women hospitality employees are less satisfied than men. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. This finding is validated in the study of Brockmann (2017) that sex differences inherent in job satisfaction may be because the job is secondary to many compared to their family. Women were stereotyped to be confined at home. This notion had placed the burden on female employees to satisfy both the needs at work and home, resulting in lower satisfaction at work.

The 2-tailed t-test in the SPSS showed a significant difference in the level of job satisfaction of hospitality employees according to gender in the promotion chances at the $p=.00<0.05$ level of significance. Female employees perceived that male employees get more preferential treatment in the workplace. Although this may not necessarily have practiced by the hotels, stereotyping has been perceived as prevalent even in the hospitality and tourism industry. In the study of Hechanova, Alampay, and Franco (2006), it was stated that psychological empowerment was positively correlated with job satisfaction and performance.

Differences in the Level of Job Satisfaction of Hospitality Managers According to Highest Educational Attainment (Personal Factor)

The level of job satisfaction of hospitality employees varies according to their highest educational attainment. High School (M=2.77), Technical/Vocational (M=3.04), and College

(M=3.21) were all satisfied. It was also noted that no rank and file employee had a postgraduate degree. Entry-level positions in the hospitality industry are emphasized based on work experience more than the level of educational attainment. The nature of workloads was attributed to more of the physical and hands-on jobs than the conceptual abilities in the performance of their work. The result showed similarities in the study by Heriyati (2012) that workers with higher educational levels would be more satisfied with their job than workers with lower educational levels. The findings showed that the higher the level of educational attainment among hospitality employees, the higher their satisfaction level.

The 2-tailed analysis of variance in the SPSS showed significant differences in job satisfaction of hospitality employees according to educational attainment in the following specific job factors at the p=.00<0.05 level of significance. Promotion opportunities, communication between superiors, cooperation between the department, competitiveness between the department, and expected behaviors to work were highlighted as significant differences among employees with different educational attainment levels. The results showed that the higher the educational attainment translates in lower job satisfaction due to higher job expectations from employees who are not often satisfied by the hospitality establishments.

The rank of the Most Dominant Job Factors that Affect the Satisfaction Level of Hospitality Employees

The top three most dominant job factors that affect the level of satisfaction of hospitality employees (Table 3) are salaries and wages (ranked 1), promotion chances (ranked 2), and working conditions (ranked 3). The result shows that salaries and wages remain the most dominant factor in increasing job satisfaction. The rank and file employees also pointed out in their comments and suggestions to improve their job satisfaction level mentioned similar answers in salaries, benefits, wages, incentives, promotion chances, and better working conditions as very important factors.

Table 3

Rank of the most dominant job factors that affect the satisfaction level

Job Factors	Rank
Salaries and Wages	1
Promotion Chances	2
Working Conditions	3
Company Policies	4
Job Scope	5
Supervision Clarity of Roles	6
Work Group	7
Autonomy and Freedom	8
Clarity of Roles	9

N=219

Note: Ranking of items in order of importance with #1 being the most important factor to #9 being the least important factor

The results confirmed that employees believed that salaries and wages are the primary and essential motivational factors that affect the organization's performance (Agwu, 2012). In the study of Lunenburg (2011), people could be motivated only by money, and incentive models to encourage people at work are necessary. Similar studies by Atasoy (2004) emphasized that rapid promotions or advancement will encourage employees to work harder to maximize productivity. Hospitality employees ranked promotion chances as the second important factor that will increase their level of satisfaction. Buhai (2008) also suggested that a firm can increase its productivity by improving the physical dimensions of the work environment and may have a positive impact on the company's productivity which had been ranked as the third-highest job satisfier for hospitality employees. Indeed, as Zaim (2012) mentioned, employee satisfaction has many aspects and could be influenced by various factors. Although employees may vary in priorities as to the impacts of the different job factors, top management and owners of hospitality establishments do not provide the needs and expectations of guests but extended to their employees.

5. Conclusion

The job satisfaction of rank and file hospitality employees of the Department of Tourism accredited hotels in Baguio City is satisfied. The establishments meet the employees' overall needs along with organizational factors, work environmental factors, and work itself. Sustaining this level of satisfaction is necessary as this would generally contribute to total satisfaction in delivering products and services to the guests. Nonetheless, monetary and non-monetary benefits are regarded as motivational factors among employees. 4-Star hotel employees have a higher level of job satisfaction compared to 3-Star hotel employees. The Executive and Administrative employees have the highest job satisfaction level, followed by Sales and Marketing and Food & Beverage. The Front Office, Housekeeping, and Human Resource employees were highly satisfied while Engineering, Accounting, and Finance employees were also highly satisfied but lower in the level of job satisfaction compared to the other departments. Generation X's job satisfaction level (37-52 years old) and Millennials (18-36 years old) was satisfied. However, younger employees are less satisfied with their jobs than older employees due to their characteristics and preferences. The level of job satisfaction of hospitality employees according to gender showed that male employees were more satisfied than female employees. The significant differences in job satisfaction of males and females are their values, goals, and workplace expectations. The job satisfaction of hospitality employees varies according to their highest educational attainment, although they were all mostly satisfied. The employees believed that salaries and wages remain the most dominant factor in increasing their job satisfaction level. Additional benefits are regarded as a means of increasing their level of job satisfaction.

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The impact of multidimensional commitment on employee's turnover intention after COVID-19 pandemic

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Abstract:

The restaurant industry as one of the top essential sectors in the hospitality industry is facing high employee turnover. Turnover is considered very costly for the restaurant business, and it is risky for the restaurant's reputation and longstanding sustainability. Employees' positive attitude and their commitment level, which resulted in high turnover rate, are the main concern of restaurant managers in Malaysia. To better understand the employee's intention to remain working in the restaurant industry, the current study proposed and investigated an expanded model of the theory of reasoned action with the addition of three components of commitment as moderators. The current study is the first to address the moderating role of multidimensional commitment in the model to envisage turnover intention in the restaurant industry. Data were collected from restaurant employees working in Kuala Lumpur, Malaysia (n = 285), through self-administered surveys. Explicit outcomes revealed the moderation effect of affective and normative commitment. Moreover, employee positive attitude and subjective norm significantly predict turnover intention. The present study provides significant suggestions for human resource consultants and restaurant decision makers who are interested in understanding the factors that affect turnover intention in the restaurant industry, which in the long run has an impact on the sustainability of the industry in today's competitive world.

Keywords: Turnover intention; Multidimensional Commitment; Restaurants; Hospitality and Tourism

1. Introduction

According to Malaysia's statistic report, food service is the largest contributor to the economy, at RM67.1 billion, meanwhile the beverage service is the second largest contributor at RM8.8 billion (Department of Statistics Malaysia Official Portal, 2017). The COVID-19 pandemic has created a sudden shortfall in revenue for the hospitality industry. Due to the government's strategy to control the Covid-19 pandemic, such as lockdowns, mobility restriction, and social distancing, many hospitality businesses especially restaurants had to limit their operations to only deliveries and take-outs, which gradually led to many employees moving to other industries. When the restaurants started operating again with considerable safety measures, the remaining employees were experiencing high levels of psychological and physical risks and job insecurity. The hospitality and service sectors such as restaurants are highly dependent on the human workforce (Boella, 2017) yet are consistently challenged with high employee turnover rate and shortage of skilled labour (Afsar et al., 2018; Chaichi & Salem, 2019).

Restaurants' performance profoundly depends on employees since it is considered a service sector. This signifies the importance of employees' role in the accomplishment of the industry.

The restaurant industry has gone through many developments in recent years. However, the employee factor is one principal problem for managers in Malaysia (Afsar et al., 2018; Zainol et al., 2015). Exalted turnover rate results in additional recruitment, selection procedures, training programs, and increased replacement cost. Organizations lose a substantial asset when accomplished employees leave the organization (Roche et al., 2015). Furthermore, it can be risky for the restaurants' longstanding sustainability. Therefore, it is imperative for the restaurants to advance proper human resource policies to maintain their employees. Most of the turnover literatures, particularly in Malaysia, are focused on economic factors such as payment, compensation, promotion, etc. Focusing only on economic factor cannot be considered a sufficient solution for employee turnover especially considering the COVID 19 situation, which has decreased the revenue for the restaurants. Initial understanding of the factors that affect employee's intention to leave and their commitment to the restaurant is essential for the restaurant industry. Due to the effects of the COVID-19 Pandemic, the restaurant industry has experienced intense losses. The pandemic has transformed work and life, creating new challenges for employees and employers in the restaurant industry. There were invisible barriers which decreased employee's willingness to go back to work such as the fear of using public transportation and the chance of getting infected, family obligations, if they had elderly family members who were in the high-risk groups, or children, or the risks of being in close contacts with numerous customers. These barriers have become a significant factor that led to restaurant businesses losing their employees.

There are a few recent studies on employee willingness to go back to work during the COVID-19 pandemic. For instance, a qualitative study by Stergiou & Farmakis (2021) on hospitality employees discovered that due to the stressful working conditions during COVID19, there is a lack of willingness to work among the employees. Their finding showed that for the remaining employees, the majority continued to work because they have a strong sense of professionalism and ethical obligation. Another qualitative study by Kalateh Sadati et al. (2021) on hospital nurses showed that regarding the high risk and stressful working situation, professional commitment is the main reason for nurses to continue doing their job.

During a pandemic, understanding employees' views and intention to continue working in the organization is important especially for hospitality employees who are facing health and safety related risks while carrying out their duties. This is particularly relevant for restaurant employees who can be affected by transferrable diseases through their frequent interaction with customers. To address the issue, we conducted a study on restaurant employees' voluntary intention to stay with the organization (turnover intention) during a pandemic. To better understand individual intentions and behaviour, current research applies the well-established theory of reasoned action (TRA) (Ajzen & Fishbein, 1977), which is used to understand individual intentions in various concepts. The objective of the current research is to assess individual intentions using the extended model of TRA with the addition of multidimensional commitment as a moderator. Meyer and Allen (1991) stated that multidimensional commitment incorporates three attitudinal components, namely affective, continuance, and normative commitment, which relatively show employee emotional attachment, obligational attachment, and moral attachment to the organizations. The present study tries to find out whether employee attachment to the organization (three components of commitment) can play a moderating role between TRA constructs and employee turnover intention during pandemic situation.

The study took place during the early unfolding of COVID-19 in Malaysia. The finding will increase the overall understanding about employee intention to stay, employee attitude, and employee commitment (emotional, obligational, and moral attachment), which would help the restaurants to maintain the employees and improve the sustainability of the industry in the competitive and wounded environment.

2. Literature Review

2.1. Theory of Reasoned Action

The Theory of Reasoned Action (TRA) projected by Ajzen & Fishbein (1977) proposed that an individual’s behaviour is the subjective intention to perform or not the behaviour. Behavioural intention is an indicator of the actual behaviour. Therefore, the current study decides to investigate employee’s turnover intention which can be considered as the actual turnover behaviour. According to the TRA, individual intention is shaped by two variables, namely attitude (ATT) and subjective norm (SN).

Attitude (ATT) is defined as the level at which an individual has a positive or hostile evaluation of the required behaviour (Ajzen & Fishbein, 1977) and is a substantial predictor of the intention. Further, subjective norm (SN) is described by the alleged social pressure to make individuals accomplish the specific behaviour (Ajzen & Fishbein, 1977). The TRA model theorizes SN as a significant predictor of intentions. Applied to turnover intention, subjective norm reflects individuals’ perceptions of whether staying with the restaurant is approved, encouraged, and implemented by most people who are important to him or her. Therefore, the following statements are hypothesized:

H1. Individual positive attitude will negatively affect turnover intention.
H2. Individual subjective norm will negatively affect turnover intention.

2.2. Meyer and Allen Model on Commitment

Organizational commitment was clarified as a psychological state that includes three unique aspects (Meyer & Allen, 1991). The three different aspects are affective commitment (AC), normative commitment (NC), and continuance commitment (CC). The AC is defined by an individual's emotional attachment to an organization, while NC by an individual's sense of compulsion to stay with the organizations. CC is affected by the costs which individuals would face if they leave the organization. Multiple studies (Meyer & Allen, 1991; Mowday et al., 1984) have shown organizational commitment as a mutual antecedent of turnover intention. Meyer & Allen’s commitment model (1991), which is used in the current study, defined commitment as an attitude towards the organization which decreases turnover intention.

2.3. Addition of Multidimensional Commitment to TRA model

The TRA model is flexible to be used to develop solutions by adding moderators and antecedent variables (Ajzen, 1991). Even though few studies have scrutinized the addition of moderating variables inside the TRA model, for instance, age (Downs & Hausenblas, 2005) and past behaviour (Hagger et al., 2002), no study has been found that focuses on commitments as a potential moderator variable in the TRA constructs. Furthermore, organizational commitment has been shown to play a moderating role in various contexts. For instance, a few studies (Falkenburg & Schyns, 2007; Sagie, 1998) have proved that organizational commitment displayed a moderating effect between satisfaction as job attitude and turnover intention. Organizational commitment has displayed a high association with turnover intention in many studies (Mobley, 1977; Porter et al., 1974). Commitment has also frequently presumed a value which is required to be raised among employees since committed staff show less intention to leave an organization compared to uncommitted employees (Porter et al., 1974). Therefore, the present study tries to find out whether the multidimensional model of commitment including three components proposed by Meyer & Allen (1991) can play a moderating role between TRA constructs and turnover intention. We did not find any adequate study on restaurant employees in Malaysia using commitment as moderator in the TRA theory and the present research is the first to address the moderating role of all dimensions of commitment in the TRA model.

Commitment is internalized as an enduring attitude that affects other attitudes, behaviour, and individual factors (Somers, 1995), and is considered an essential variable in understanding employee behaviour and attitudes (Meyer & Allen, 1991). Researchers (Kokkinaki & Lunt, 1997) found that individual job involvement plays a moderating role between attitude and intention. Higher level of job involvement precedes to positive attitudes towards the organization and occupational intention. Previous study by Cohen (2000) demonstrated strong correlation between job involvement and commitments. One of the definitions of commitment refers to employees' involvement with and emotional affection towards the organization (Meyer & Allen, 1991). Job context can play a moderating role in the attitude and turnover intention relationship (Sullivan, 1999). Therefore, it is plausible to assume that organizational commitment can play a moderating role between attitude and individual intention. Consequently, the following statements are hypothesized:

H3. Commitment moderates the link between attitude and turnover intention as a way to strengthen the negative relationship between attitude and turnover intention for individuals who have higher level of commitment.

Since commitment includes three facets, we can hypothesize the following:
H3a. affective commitment (AC) moderates the link between attitude and turnover intention
H3b. normative commitment (NC) moderates the link between attitude and turnover intention
H3c. continuance commitment (CC) moderates the link between attitude and turnover intention

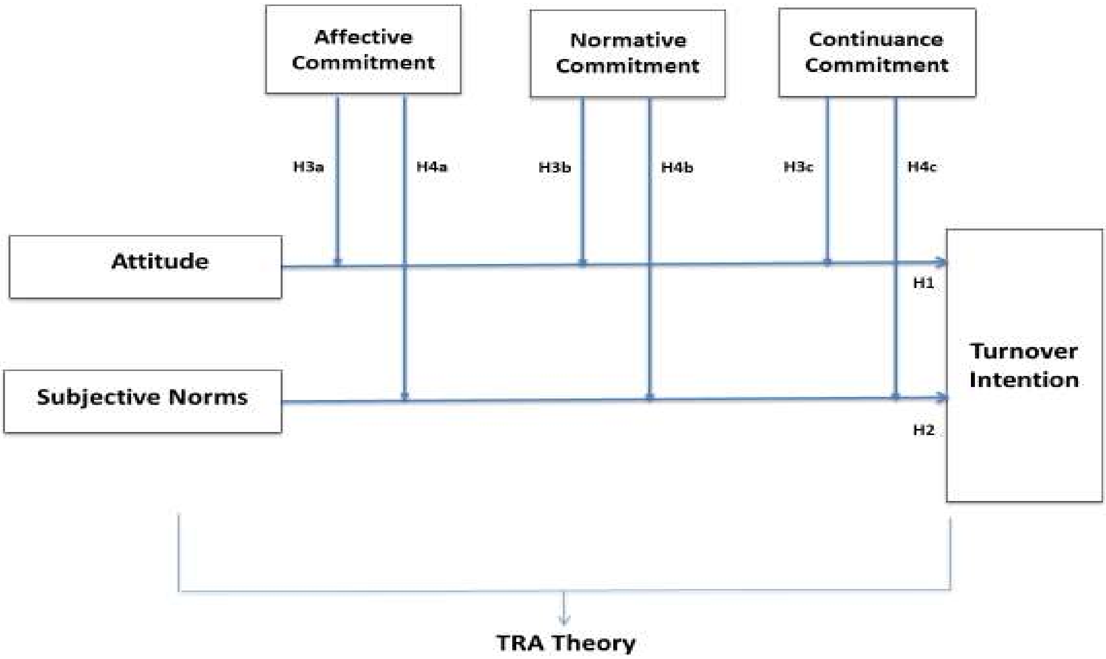
Subjective norm (SN) as the second construct in the TRA model showed a positive association with commitment (Dix et al., 2014). For instance, a commitment between couples can be influenced by subjective norm and social pressure (Ajzen & Fishbein, 1977). Previous study explored that that moral obligation moderated the association between SN and individual intention (Fatimah et al., 2011). According to Meyer and Allen (1991), one definition of commitment is stated as employees' belief and moral obligation to endure working in the organization and decreased likelihood of turnover intention. Therefore, it is plausible to assume that if individuals feel that the people who are important to them care about the organization they are working in, then they would probably feel a psychological attachment towards the organization (commitment) and feel more committed. This feeling of commitment leads them to be more willing to stay with the organization, which would consequently decrease their turnover intention. Therefore, the following statements are hypothesized:

H4. Commitment moderates the link between subjective norm and turnover intention as a way to strengthen the negative relationship between subjective norm and turnover intention for individuals who have higher level of commitment.

Since commitment includes three facets, we can hypothesize the following:
H4a. affective commitment (AC) moderates the link between subjective norm and turnover intention
H4b. normative commitment (NC) moderates the link between subjective norm and turnover intention

H4c. continuance commitment (CC) moderates the link between subjective norm and turnover intention

The proposed model of employee turnover intention in the restaurant industry is depicted in Figure 1.



3. Methodology

A quantitative method using cross-sectional survey was designed to investigate the proposed research model to observe the impact of the three components of commitment and TRA constructs on employee's turnover intention.

3.1. Measurement

All the items in the instrument were selected from formerly published studies and revised with necessary changes made considering the content of the current study. The survey is characterized under six sections, formulated using the 7-point Likert scale, represented by 1= strongly agree to 7= strongly disagree, since a 7-point scale allows for more diverse selections or answers which would improve the possibility of meeting the objective reality of individuals (Joshi et al., 2015). The scales covering the different components of organizational commitment, TRA constructs, and turnover intention have been produced based on various sources, such as professional human resource managers, hospitality and tourism managers, and relevant literature.

The commitment items include scales of AC containing seven items, CC containing eight items, and NC containing eight items; a total of 23 items created and investigated by Meyer and Allen (1991). In an effort to observe TRA constructs, the scales include attitudes (ATT) containing seven items and SN containing three items, which were selected from the study by Chen & Tung (2014), that have been used previously in the hospitality context and demonstrated high reliability. Further, turnover intention (TI) comprised of three items used and investigated by Emiroğlu et al. (2015). The agreement scales and survey items in this study were slightly modified to add items that were related to the COVID-19 pandemic. For instance, the existing scale “Most people who are important to me think I should stay at my organization” is changed to “Most people who are important to me think I should continue working at the current restaurant even during COVID-19 pandemic”. Demographic information is collected to identify respondents’ age, gender, ethnicity, marital status, and education level. The pilot surveys were first distributed to 20 restaurant employees to ensure the validity of the questionnaires and improve the clarity of the instrument. An investigation of the responses revealed the adequate reliability of the measurement scales.

3.2. Population and Sampling

The self-administered questionnaires were distributed among employees in the restaurant industry in Kuala Lumpur, which is the capital city of Malaysia and the most well-known tourism centre with so many restaurants. The sample size is considered effective when it ranges between 30 samples to 500 (Hair et al., 2016). Furthermore, the minimum sample size followed the ten times rules which states that samples should be ten times the largest number of structural paths directed at a particular construct (Hair et al., 2016). In the current research, the largest number of structural paths aimed at a particular construct (turnover intention) is 8 (including 6 moderators and 2 straight path), therefore, the minimum effective sample size will be 80. Considering the discussion above, 500 surveys were distributed. All participants were working full-time at the restaurants. Restaurant employees were selected by their HR managers or supervisors to complete the questionnaire. The study was conducted during the time of COVID-19 pandemic in Malaysia. The duration of data collection was 6 months, from July 2020 to January 2021. Finally, 285 effective responses were obtained, which display the response rate of 57.0 percent.

4. Results

This section demonstrates the descriptive statistic results, reliability and validity of the data, and the results of the Structural Model Analysis of the study.

4.1. Profile of the respondents

Descriptive statistic results including the types of restaurants and respondents’ profiles are presented in Table 1. Among all the valid responses, 50.9 percent of respondents were females and approximately 52.6 percent were between 20 and30 years old. About 59.6 percent of respondents were singles, and over half (56.1 percent) of the respondents have a bachelor’s degree. The majority of the respondents, 69.5 per cent, were operational staff. Moreover, 42.1 percent of the employees were Malay, and the other employees were of Chinese ethnicity (23.5 percent), Indian ethnicity (11.9 percent), and foreigners (22.5 percent) who were working in the restaurant industry in Malaysia.

Table 1 *Descriptive Results*

	Characteristics	Frequency	Percentage
Restaurant type	Upscale restaurants	85	22.5
	Fast service restaurants	200	12.6
Age	<20	37	13.0
	21-30	150	52.6
	31-40	66	23.2
	41-50	27	9.5
	> 50	5	1.8
Gender	Male	140	49.1
	Female	145	50.9
Education	High School	3	1.1
	Diploma	42	14.7
	Bachelor Degree	160	56.1
	Master Degree	68	23.9
	PHD	12	4.2
Job Position	operation Staff	198	69.5
	Administrative	19	6.7
	Supervisors	11	3.9
	Assistant Manager	32	11.2
	Manager	22	7.7
Ethnicity	Malay	120	42.1
	Chinese	67	23.5
	Indians	34	11.9
	Other	64	22.5

4.2. Structural Equation Modelling

PLS-SEM technique is used to test the hypotheses and causal relationship between the latent constructs since when the objective is to develop and expand a theory, PLS-SEM method is more superior to CB-SEM (Salem & Chaichi, 2018; Hair et al., 2016). Furthermore, researchers consider PLS-SEM method as the most appropriate tactic for analysing complex models including many continuous moderators, with both small and large samples sizes (Matthews et al., 2018). Based on the above justification PLS-SEM is used in the current study.

4.3. Reliability and Validity of the Data

The current research, in order to evaluate the internal consistency and the reliability of the data, analysed the value of Cronbach's alpha. According to Hair et al. (2016), for the assessment of Cronbach's alpha, the value greater than 0.70 is deliberated as an appropriate measure and establishes good internal consistency. Table 1 demonstrates the reliability of the constructs in the present study. The analysis results show the reliability of all the constructs with the values being higher than 0.7, which also confirm the internal consistency. The results also confirm the convergent validity which is proven by the average variance being more than 0.50 and outer loading higher than 0.5. The outcomes of composite reliability and AVE for the present study are tabulated in Table 2 which show sufficient convergent validity.

Table 2 *Reliability and Convergent Validity*

	Average Variance Extracted (AVE)	**Cronbach's Alpha**	**Composite Reliability**
Turnover Intention (TI)	0.672	0.756	0.860
Attitude (ATT)	0.714	0.931	0.945
Subjective Norm (SBN)	0.725	0.815	0.888
Affective commitment (AC)	0.651	0.915	0.928
Continuous commitment (CC)	0.618	0.855	0.889
Normative commitment (NC)	0.595	0.781	0.854

Discriminant validity was calculated by applying the Fornell & Larcker (1981) criterion, which stated that a construct ought to explain better the variance of its own indicators compared to other primary constructs in a model (Table 3). The matrix indicates that the AVE square root of each construct has a higher value than the correlation of that variable with any other constructs and thus, the discriminant validity is confirmed.

Table 3 *Discriminant Validity*

	AC	**ATT**	**CC**	**NC**	**SN**	**TI**
AC	**0.807**					
ATT	0.011	**0.845**				
CC	-0.440	0.014	**0.786**			
NC	-0.039	-0.081	0.030	**0.772**		
SN	-0.023	0.420	0.010	-0.102	**0.851**	
TI	0.078	-0.535	-0.054	0.069	-0.345	0.820

4.4. Proposed Model Analysis

The present study, after removing the constructs with lower outer loadings of less than 0.4 (Hair et al., 2016), ran the PLS-SEM procedure to investigate the data. Figure 2 demonstrates all the associations among the variables. An R^2 determination was particularized to prove and validate the percentage variance clarified by the constructs. The value of R^2 ranges from 0 to 1, the values closer to 1 validates the higher value of the variance while the R^2 value closer to 0 is not considered significant (Hair et al., 2016). The current study obtained the R^2 value of 0.304 before the moderating effect of commitment. After the addition of the moderating effect, the R^2 value increased to 0.352. As shown in Table 5, 35.2 percent of turnover intention variances is clarified by the TRA constructs and three components of commitment as the moderator.

Moreover, the predictive relevance value Q^2 should be greater than zero to certify the model predictive accuracy (Hair et al., 2016). The Q^2 of turnover intention in the present case has a value of 0.20 which implies the significance predictive of the model. The outcomes of the hypothesized assumptions are demonstrated in Table 4 and Table 5. The outcomes revealed that H1 and H2 are accepted, while H3 and H4 are partially supported.

Table 4 *Hypothesis Results for TRA constructs*

H	Relationship	Path coefficient	Sample mean	Standard deviation	T Statistic	P Values	Support
H1	ATT -> TI	-0.449	-0.452	0.061	7.386	0.000	Negative relationship
H2	SN -> TI	-0.152	-0.150	0.061	2.499	0.013	Negative relationship

H1, which states that individuals' positive attitude will negatively influence turnover intention (path coefficient = -0.449, p-value = 0.00), is supported. H2, which suggests that individual subjective norm will negatively affect turnover intention (path coefficient =-0.152, p-value = 0.013), is also supported.

Table 5 *Hypothesis Results for Moderators*

Moderator	Relationship	R^2	Path Coefficient of Moderator	T VALUE	P VALUE	Significance
		0.352				
ATT -> TI (H3)						
AC	ATT -> TI		-0.201	2.259	0.024	S
CC	ATT -> TI		-0.116	1.435	0.152	N. S
NC	ATT -> TI		-0.062	0.781	0.435	N. S
SN -> TI (H4)						
AC	SN -> TI		0.061	0.783	0.434	N. S
CC	SN -> TI		-0.029	0.426	0.670	N. S
NC	SN -> TI		-0.139	2.090	0.037	S

The hypothesized moderating effect of the three components of commitment on the link between TRA constructs and turnover intention (TI) is partially supported. The outcomes are stated as follows.

H3, which states that commitment moderates the association between attitude (ATT) and TI, is partially supported since affective commitment (AC) moderates the link between ATT and TI (H3a supported) but (CC) and (NC) showed no significant moderating impact on the relationship (H3b and H3c rejected). H4, which suggests that commitment moderates the link between subjective norm (SN) and TI, is partly supported since Normative commitment (NC) moderates the link between SN and TI (H4b supported). The other components of commitment, (CC) and (AC), show no moderating role in the association between SN constructs and TI (H4a and H4c rejected). Figure 2 illustrates all the relationships among the variables.

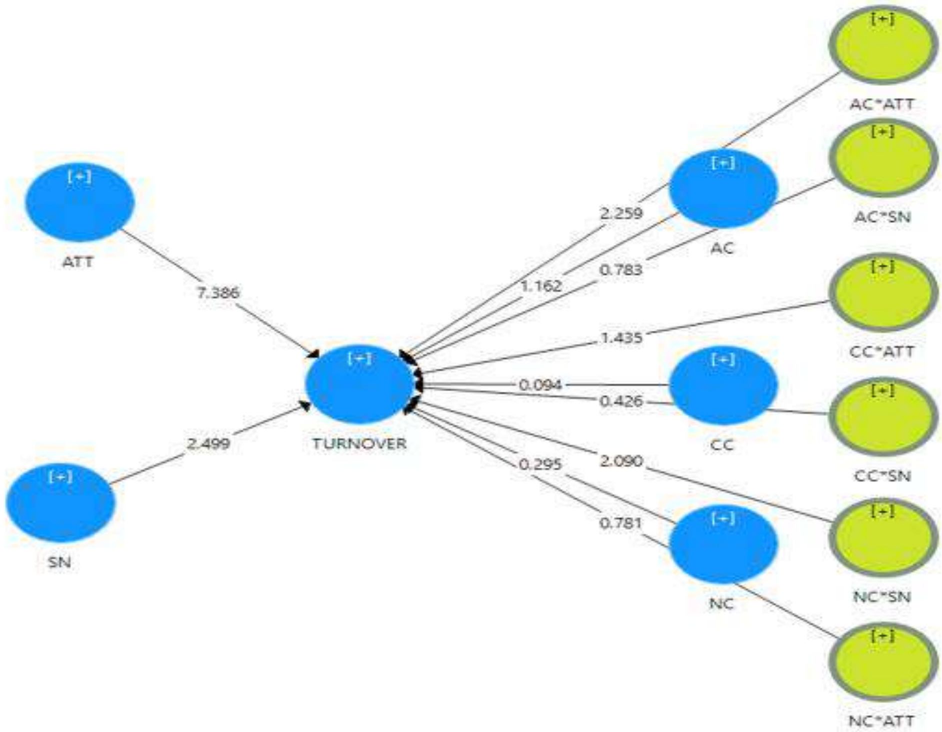


Figure 2 *Structural Model Analysis*

5. Discussion and Conclusion

5.1. Discussion of findings

The proposed model of turnover demonstrates acceptable reliability and validity levels and explains a considerable amount of variation in turnover with the R2 value of 35 per cent. All of the TRA components showed significant adverse impact on turnover intention. Amongst all the constructs, attitude shows the most considerable association with turnover intention. This result is in line with Ajzen & Fishbein's definition of TRA theory, which elaborated that the TRA is a significant predictor of various behavioural intentions in a diverse context (Singh & Onahring, 2019) .

Further, the present study scrutinizes the moderating effect of commitment in the TRA construct. The difficulty in detecting moderating interaction effect has been well documented by several authors (McClelland & Judd, 1993). If the moderating impact exists, then the difference between the two R2 before and after the moderation occurs should be significant. Even a small difference in the R square value, as little as 1 per cent, should be considered relevant in evaluating the strength of the moderating effect (Evans, 1985). In the current study, the results of commitment as moderator partially meet the expectation of the study. The complete structural model analysis with the addition of commitment attained R2 of 0.35, while the TRA model without commitment reported R2 of 0.30. The addition of the commitment to the model explicates an extra 5 per cent of the variance, which explains that the moderation effect is medium to high.

From all the three components of commitment, affective commitment (AC) (t value = 2.25, r=-.20) started to moderate the association between attitude and turnover intention, negatively. Additionally, normative commitment (NC) (t value = 2.09, r=-.13) moderated the association between subjective norm and turnover intention, negatively. However, an analysis found no moderating effect of continuance commitment (CC) on the link between TRA and TI. In conclusion, in the complete structural analysis, the moderating role of commitment between TRA and TI partially meets the expectation of the present research.

5.2. Contribution and Implications

The present research adds value to turnover literature by proposing and investigating an integrative model of turnover during the COVID-19 pandemic. The present integrated model of TRA and three facets of commitment as moderator to discover predictors of turnover intention is considered a novel approach. Indeed, the researcher has found no study that provided an empirical approach to evaluate the moderating effect of the three components of commitment within the TRA framework to provide insight into employee turnover intention, especially during a pandemic.

Besides theoretical contributions, this study demonstrates significant practical implications. One outcome of the extant study indicates that there is a sturdy association between the TRA constructs (attitude, subjective norm) and turnover intention. An implication of this finding is further supported, thus enhancing the theory of reasoned action in the restaurant industry. Attitude is the strongest TRA construct to predict turnover intention, showing that during a pandemic, employees' positive attitude towards restaurants is one of the main reasons to continue their work with the restaurants. Moreover, subjective norm components showed that individuals who are significantly important to employees (family, friends) are another reason for employees to continue with their job during pandemic situation. The practical implication should focus on human resource strategies to increase positive attitude of employees towards restaurants and consequently decrease turnover intention. Previous study by Chaichi (2012) in the hospitality industry in Malaysia showed that attitudes of employees enrich the quality of work performance and result in greater customer satisfaction. In this regard, offering daily encouraging lectures for 10 minutes and operating counselling programs especially during pandemic times, in which employees are faced with many stressful situations, will encourage employees to consider their job from a positive perspective. Professional development activities, and other forms of training can be developed to facilitate individuals' positive attitude towards the organizations. Moreover, providing some employee benefit during a pandemic crisis such as flexible working hours and healthcare support for employees' family and children can significantly influence employees' positive attitude towards the restaurants.

Another crucial implication of the study is that affective (emotional attachment) and normative commitment (moral attachment) partially moderates the association between TRA and turnover intention. Therefore, restaurant employees' turnover intention is also related to their feelings of commitment. This result emphasized that, employees who are emotionally and ethically attached to the organization, have less intention to leave even during pandemic situations. Hence, human resource practices that are aimed at increasing employees' commitment levels should be the concern of restaurant management. There are practical solutions to improve employee commitment such as communication with the supervisor, which increases employee's affective commitment to the organization (Alkhateri et al., 2018). This communication can include job-related tasks, regular positive feedback by supervisors, and frequent encouragements by supervisors. Furthermore, supportive environment in the workplace plays a crucial role in developing normative commitment (Bahrami et al., 2016). Therefore, employees who can easily communicate with their supervisors and are satisfied with the work environment display more commitment to their job. Restaurant managers should prioritize employees' health and well-being during a pandemic and offer the employee sick pay if possible, and also allow emergency family and medical leave. The restaurants can offer paid sick leave or salary advance payments to employees in order to provide supporting working environment. These strategies can develop good psychological environment in the restaurant industry and therefore promote employee emotional and ethical attachment and, as a result, increase their commitment level. Restaurant managers are advised to communicate with their employees frequently and provide them with more support to decrease turnover intention and consequently promote restaurant industry sustainability.

5.3. Limitations and suggestions

In spite of the contribution of the current study, there are restrictions which should be recognized for future exploration. The present study is limited to the specific demographic area as a result of economic and time restraint. Future study is encouraged to test the proposed model of this study in broader area and cultural settings. Furthermore, there are still some percentages of the variance that have remained inexplicable. Conceivably other applicable factors might impact turnover intention. The addition of other moderating variables will contribute to substantial theory expansion (Baron & Kenny, 1986). Moreover, the investigation of the Theory of Planned Behaviour (TPB), which is the extension of the TRA theory, to evaluate turnover intention in the restaurant industry can be a good suggestion for future research.

5.4. Conclusion

The growth of the restaurant industry in Malaysia offers a strong reason for this research to be carried out, specifically to look into the employee turnover issue in this industry. TRA is employed in the current research to predict employee turnover intention. The research objective was to explore a model of employee turnover intention that encompassed the three-component commitment as the moderator in the TRA constructs. This research provides exclusive evidence to suggest that employees' attitude and subjective norms have positive impact on the employee's intention to remain in the restaurant industry during a pandemic. Moreover, affective commitment and normative commitment play significant roles in an employee's intention to stay with the restaurant. Findings suggest that by elevating affective commitment (employee emotional attachment to the restaurant) and normative commitment (employee moral attachment to the restaurant), and focusing on HR activities to improve employees' positive attitudes and subjective norms, restaurants are likely to increase the employee's intention to stay with the organization and consequently decrease turnover intention during a pandemic.

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Investigating the influences of psychological empowerment and job characteristics on positive psychological capital of hotel employees

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Abstract:

This study emphasizes the importance of psychological empowerment and job characteristics, and investigates their influences on positive psychological capital of hotel employees. Data was collected from 563 employees of 3 to 5 stars hotels in Taiwan. Results indicated psychological empowerment and job characteristics have positive influences on positive psychological capital on 10,000 samples bootstrapping analyses with a 95% confidence interval (CI). We thus provide implications for the psychological dimension of positive organizational behavior at work and understand that the change of employees' psychological attitude in hospitality.

Keywords: psychological empowerment, job characteristics, positive psychological capital, hospitality

1. Introduction

In recent years, experts and scholars have been emphasizing the advantages of using positive psychology (Fredrickson, 2001; Luthans et al., 2004; Seligman & Csikszentmihalyi, 2000), and the enhancement of positive psychological capital is associated with employees' individual attitudes, behaviors, and performance (Avey et al., 2010). Seligman and Csikszentmihalyi (2000) published the concept of positive psychology, pointing out the gaps in our knowledge. Seligman and Csikszentmihalyi (2000) also predicted that we will see the emergence of scientific and professional specializations to this topic for the next decades. In the field of positive psychology, Fredrickson (2001) had argued that individual psychological factors had a significant impact on behavioral performance, and that positive behaviors of employees could be encouraged through positive psychological capital. However, positive psychological capital is still often neglected in the business settings. In the era of globalization, organizations and individuals will have to face great challenges in the future (Luthans et al., 2004). Furthermore, positive psychological capital can be managed with less capital cost than human capital and social capital. Therefore, positive psychological capital could have a certain degree of benefit to both physical and psychological development in the hotel industry.

2. Literature Review

Positive psychological capital is a psychological state that focuses on the individual's longevity (Seligman & Csikszentmihalyi, 2000). Nowadays, the work environment is more complex and competitive. As technology advances, organizations will continue to adapt and change, as well as include leadership enhancements (Avolio et al., 2000). For many organizations, the competitive advantage comes mainly from human capital (Luthans et al., 2004). In this vein, the high pressure, fast pace, and high expectations of the workplace can easily cause physical and mental effects on employees. In addition, positive psychological capital is one of the factors to measure an individual's psychological status, and it is open, developable and changeable. Positive psychological capital can be enhanced in the workplace through relatively short-term, highly focused interventions, and the results can be seen in a short period of time (Luthans et al., 2007).

Furthermore, psychological empowerment, as a form of intrinsic motivation, can increase the ability of service workers to take initiative (Hechanova et al., 2006; Suyoto et al., 2019). Accordingly, it is also important for managers to understand what factors contribute to psychological empowerment. Many studies have incorporated the scope of psychological empowerment into the hospitality industry for in-depth study (Hancer et al., 2005; Hechanova et al., 2006; Lin et al., 2017; Namasivayam et al., 2014). Psychological empowerment and positive psychological capital, as positive psychological resources, play important role in organizational change (Lizar et al., 2015). Psychological empowerment is more likely to influence an individual's readiness for change than psychological capital, so control of psychological empowerment in psychological states is more important than psychological capital. Furthermore, attracting and retaining employees with positive psychological capital can also bring positive advantages to the organization under high psychological empowerment.

In addition, human resource managers in the hospitality industry can reduce negative effects by examining entrenched job characteristics (Zhao et al., 2016). The job characteristics theory introduced in the scope of job responsibilities, it is now widely cited as the job analysis model. This theory has been widely used in hotels, restaurants, travel agencies, and various services of the hospitality industry to predict the various psychological attitudes and intensity of needs of individual employees (Zhao & Ghiselli, 2016; Zhao et al., 2016). According to the job characteristics theory (Hackman & Oldham, 1976), includes five core job dimensions, three critical psychological states, as well as personal and work outcomes. More specifically, job characteristics, critical psychological states, and outcomes will be affected by the pursue of self-esteem or the strength of self-growth needs. On the other hand, the more individuals can feel these psychological states aroused by job characteristics, the more they can be motivated, thereby ameliorating job performance, and even decreasing absenteeism or turnover rates. The process of job characteristics is created through work design, which refers to the way that employees have to carry out their tasks at work (Noe et al., 2019). Furthermore, the Job Diagnostic Scale provides a measure of psychological attitudes as a mediator of the question of job characteristics and job outcomes (Hackman & Oldham, 1975). Sameer et al. (2019) showed that these five job characteristics constructs (i.e., skill variety, task identity, task significance, autonomy, and feedback) are positively related to the four components (i.e., optimism, hope, resiliency, and efficacy) of psychological capital. According aforementioned arguments, we thus propose the following Hypotheses:

Hypothesis 1. Psychological empowerment has a positive influence on positive psychological capital.

Hypothesis 2. Job characteristics have a positive influence on positive psychological capital.

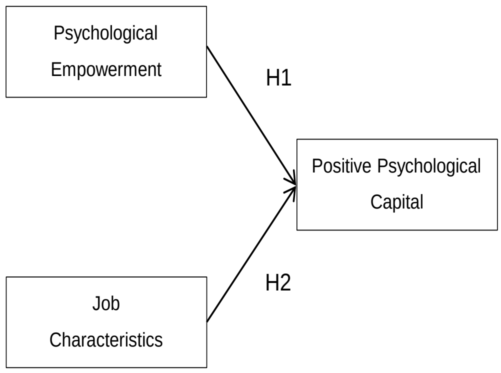

Figure1. Research framework.

3. Methodology

The population of this study was the hotel practitioners of 3-star to 5-star hotels in Taiwan. The respondents were composed of 12 firms, each of the firms had 5 to 7 departments, and each of the departments had 8 to 13 employees. Out of 630 questionnaires distributed, 563 were effective with 89.4%. Among the respondents, 62% were female hotel employees. In terms of age, most of the participants were in their 20-30 years old (74.8%). Work experience was in 1 to 3 years (47.8%). 90.9% are on monthly salary. All hypothesizes were confirmed using the Structural Equation Modeling technique based on 10,000 bootstrapping samples with a 95% confidence interval (Taylor et al., 2008).

4. Results

According to the results of this study, psychological empowerment was found to have a positive and significant effect on positive psychological capital, which is in line with the concept of positive psychology. Psychological empowerment and positive psychological capital, which are positive psychological resources, play strong roles in organizational change and have positive and significant impacts on employees (Lizar et al., 2015). Job characteristics also have a positive and significant effect on positive psychological capital. After validation of job characteristics, good job characteristics also generate positive psychological capital, which can lead to growth and advancement in work organizations (Sameer et al., 2019). Accordingly, Hypothesis 1 and Hypothesis 2 are both supported.

5. Discussion and Conclusion

Previous studies have focused on human capital and work performance (Luthans et al., 2004), but neglected the importance of employees' individual psychology. In view of this, this study emphasizes the influence of psychological empowerment and job characteristics on employees' positive psychological capital. Employees' job characteristics and positive psychology enable them to endure the difficult working environment of the hotel industry, which is then transformed into positive psychological energy and brings positive advantages to the organization. Besides, the concept of positive psychology is a relatively new issue in recent times. In the past, traditional psychology has focused on negative and pathological perspectives on human behavior and activities. Therefore, future research can further consider the problems faced by hotel employees, through the negative influence in psychology to conduct subsequent research and study. Most of all, this study provided empirical evidence for the importance of psychological empowerment and job characteristics as well as their influences on employees' positive psychological capital of hotel industry.

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Revisiting the antecedents and consequences of internship satisfaction: A study with hospitality & tourism management students from Asia

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Abstract:

The objectives of this study are threefold: (1) to identify the antecedents affecting Asian students' internship satisfaction; (2) to outline how those identified antecedents dynamically affect Asian students' internship satisfaction; and (3) to examine the potential consequences of internship satisfaction. Drawing on the qualitative data provided by 15 Asian students who are major in hospitality and tourism management, various dimensions of antecedents (e.g., workplace, supervisors, co-workers) are found to jointly and interactively affect Asian students' internship satisfaction. The attainment of internship satisfaction would indirectly affect students' intention to rejoin the industry via confirmation of their expectations towards internships. The person-job fit would also assessed by students before determining their retention intention.

Keywords: Internship satisfaction, retention intention, work-integrated education.

1. Introduction

1.1. Research Background

As a central component to the curricula of hospitality and tourism management programs, internship has been widely acknowledged as an efficacious experiential learning approach which can prepare students to be industry ready via understanding workplace ethos, acquiring first-hand knowledge, learning other employable skills, and examining theory through practice (Goh & King, 2020; Mensah, Appietu, & Asimah, 2020). Seyitoğlu's (2019) study with gastronomy students from Turkey reports that the internship program did assist students in getting familiar with the hospitality industry in general and the kitchen environment in particular. In another study conducted by Sonnenschein, Barker and Hibbins (2019), the interviewed students suggested that the internship program made them aware of the current needs of the industry and strengthened their passion to work in the industry after graduation. The interviewed hoteliers in Sonnenschein et al.'s (2019) also acknowledged that hotels could benefit via providing internship opportunities to university students, because interns' strong communication and intercultural skills can allow them to serve foreign guests in a better way.

Considering that internship creates much value for students, industry professionals as well as education institutions, numerous studies about internship in hospitality and tourism were conducted in recent years. Diversified topics and issues have been extensively researched like overviewing the internship practices embraced by different universities and institutions (Pusiran, Janin, Ismail, & Dalinting, 2020; Zopiatis & Theocharous, 2013), examining students' expectations and perceptions towards their internship programs (Ruhanen, Robinson,

& Breakey, 2013; Self, Adler, & Sydnor, 2016), identifying key determinants affecting students' selection of internship employers (Fong, Lee, Luk, & Law, 2014) and many others. Besides the topics listed above, various emerging topics have also been investigated in latest studies such as the efficacy of using ICT in enhancing students' internship preparedness (Wang, Yang, Chen, 2020), the prevalence of sexual harassment happened to hospitality interns and the actions taken by them if harassed (La Lopa & Gong, 2020), as well as the challenges of embracing virtual internship (Bilsland, Nagy, & Smith, 2020).

1.2. Research Gaps

One of the most researched topics pertaining to internship in hospitality and tourism is the examination of antecedents/factors affecting interns' satisfaction with their internship programs (e.g., Chen & Shen, 2012; Hussien & La Lopa, 2018; Ruhanen et al., 2013). Stansbie, Nash and Jack's (2013) study shows that skill variety and task significance can enhance interns' perceived meaningfulness of their work and in turn increase their overall satisfaction with internship program. Hussien and La Lopa's (2018) study reports that job characteristics (e.g., autonomy), personal characteristics (e.g., student self-initiatives) and university support (e.g., university supervisor) are crucial contributors to internship satisfaction. In their recent study, Mensah et al. (2020) empirically verify the positive impact of organizational, supervisor and co-worker supports on hospitality students' internship satisfaction.

While studies exploring antecedents/factors affecting interns' satisfaction with their internship program are not scarce, several knowledge gaps were still un-addressed. First, the participants in prior studies are mostly American, European and other non-Asian students (e.g., Hussien & La Lopa, 2018; Mensah et al., 2020). Besides some notable exceptions like Tse (2010), studies focusing on students studying in Asian institutions are relatively limited. As noted by King and Tang (2020), Asia's hospitality and tourism education grows rapidly in recent years to address the expanded need for human capital of the region. Although numerous hospitality and tourism management students participate in internships every year, limited studies attempted to examine the abovementioned topic from the Asian students' viewpoints.

Second, previous studies on this topic mostly employed the quantitative approach and constrained the scope of factors before the empirical investigation (e.g., Ko, 2008; Lam & Ching, 2007). Undeniably, the use of quantitative and particularly hypothesis testing approach can help understand the relative impact of those selected factors on interns' internship satisfaction. Yet, the use of qualitative approach is more likely to contribute richer knowledge to theory and literature, because more factors as well as the inter-relationship among those identified factors can possibly be identified from the qualitative data shared by the informants (Glaser & Strauss, 2017). In spite of this inherent advantage, qualitative studies on this topic were rarely seen.

Last but not least, although prior studies identified and verified many vital factors which affect hospitality and tourism students' internship satisfaction, previous researchers mostly assume those factors influence internship satisfaction in an additive fashion. According to Doty, Glick, and Huber's (1993) configuration theory, factors seldom influence the outcome independently. Instead, factors often jointly and interactively determine the outcomes of interest. Yet, to the best of the authors' knowledge, no previous studies on this topic have attempted to explore how different factors interactively affect students' internship satisfaction and their retention intentions towards the industry.

1.3. Research Objectives

Through harnessing the qualitative approach and specifically in-depth interviews, this study aims to thoroughly understand how various antecedents interactively affect Asian students' internship satisfaction. To be specific, the objectives of this study are: (1) to identify the antecedents affecting Asian students' internship satisfaction; and (2) to outline how those identified antecedents dynamically affect Asian students' internship satisfaction. To contribute more knowledge to literature on this topic, another objective of this study is: (3) to examine the potential consequences of internship satisfaction. The findings of this study are expected to complement prior studies which are pertinent to internships in hospitality and tourism.

2. Methodology

2.1. Data Collection

As noted earlier, this study employs the qualitative approach and specifically in-depth interviews to understand antecedents and consequences of Asian students' internship satisfaction. The target respondents are undergraduate students who are major in hospitality and tourism management and have completed their internship programs recently. The lead and second authors sent emails to all qualified candidates who study in their respective institutions, and invited them to participate in an in-depth interview. Fifteen students accepted the invitation. All of them were majored in hospitality or tourism management, and successfully completed an internship in a hospitality-/tourism-related company prior to the data collection date. The profile of participating interviewees is shown in Table 1.

Table 1 *Demographic profile of interviewees*

ID	Sex	Place of origin	Internship		
			Type of company	*Division*	*Duration*
P1	F	China	Hotel (international; chain)	Catering	6 months
P2	M	Hong Kong	Hotel (local; chain)	Front Office	3 months
P3	F	Hong Kong	Hotel (international; chain)	Housekeeping	3 months
P4	F	Hong Kong	Hotel (international; chain)	Housekeeping	3 months
P5	F	Hong Kong	Hotel (international; chain)	Catering	3 months
P6	F	Hong Kong	Hotel (local; chain)	Housekeeping	3 months
P7	F	Hong Kong	Aviation (international; chain)	Guest service	6 months
P8	F	Hong Kong	Travel agency (local)	Guest service	6 months
P9	F	Macau	Theme park (international)	Catering	6 months
P10	F	Indonesia	Hotel (international; chain)	Front office	6 months
P11	F	China	Hotel (local; independent)	Human resources	6 months
P12	F	Hong Kong	Hotel (international; chain)	Front office	3 months
P13	M	Hong Kong	Aviation (international; chain)	Guest service	3 months
P14	F	Macau	Hotel (local; chain)	Catering	1 month
P15	F	Taiwan	Hotel (international; chain)	Front office	3 months

Face-to-face interviews were conducted under the authors' moderation, and mobile devices were used to record the interview dialogues for transcription and data analysis. The semi-structured interview mode was adopted to administer the interviews. In short, the interviews were guided by questions relating to their: (1) overall internship experience; (2) overall satisfaction with the internship program; (3) major factors determining the internship satisfaction; and (4) subsequent career planning after completing the internship program. On average, each interview lasted for around 35 minutes. The dialogue of each interview was transcribed verbatim after completing the conversation. The interview transcripts were reviewed by the corresponding interviewees to avoid any loss of data and inaccurate interpretation.

2.2. Data Analysis

The grounded theory method was utilized to analyze the qualitative data. As illustrated by Corbin and Strauss (2014), the grounded theory method provides researchers with an opportunity *"to examine topics and related behaviors from many different angles- thus developing comprehensive explanations"* (p. 11). Alike other qualitative studies, the lead and second authors firstly read the transcripts multiple times in order to make sense of the data. Afterwards, the two authors separately re-read the transcripts to identify and categorize manifest content. Similar manifest content was also grouped together to derive broader themes. In the final stage, the authors synthesized the themes into a sequential order. A diagrammatic illustration was also prepared to visualize the inter-relationship among all factors/variables mentioned by the interviewees. The data analysis was conducted multiple times to guarantee the reliability. To minimize the personal bias, the two authors conducted the abovementioned steps separately and then cross-compared the results.

3. Results

3.1. Antecedents of Students' Internship Satisfaction

Similar to the findings presented in prior studies (e.g., Chen & Shen, 2012; Hussien & La Lopa, 2018), the Asian students who participating in this study mentioned that several types of antecedents critically affected their internship satisfaction.

Training arrangement, particularly the availability and execution of training schedule, is one type antecedent which were frequently mentioned by many interviewees. P15 reported that her internship experience was not satisfactory because she did not have a proper training schedule. Six interviewees noted that they were not satisfied with their internship programs because the planned training schedule differed from the actual one. P11 reported that the hotel she worked with did not following the original training schedule. P4 also illustrated that she was *"supposed to work in three different divisions every two days"* according to her training schedule. But due to the severe labor shortage problem, she *"could only receive a 2-hour training in each of those three divisions consequently."* Although P14 was delighted to receive many chances to work in different divisions, her overall internship satisfaction was still highly affected by the poor alignment with the pre-determined training schedule. Besides the issues pertinent to training schedule, the availability of sufficient studentship (i.e., salary to student interns) and adequate pre-work training was considered as key antecedents affecting internship satisfaction among Asian students.

Apart from the training arrangement itself, many interviewees described that their corresponding training arrangement was affected due to some issues pertinent to their *supervisors*. P4 said that the quality of training received was negatively affected by her supervisor's *"insufficient working and management experience"*. P15 echoed and added that the mentor appointed by her hotel *"was not a full-time staff but an intern."*

The inherent workload possessed by interns' supervisors was found to a factor affecting supervisors' involvement and dedication to interns' learning experience. P4 sympathized and understood why her supervisors could only devote limited time to coach her and other trainees because their inherent workload was heavy. P1 and P11 asserted that some full-time employees did grumbled about the heavy workload. As a result, the quality of their internship experience and even their commitment to pursue career in the industry were affected adversely.

Apart from those features about supervisors, *co-workers*' working style and their trust towards interns' capabilities were specified by some interviewees. P5 was not satisfied with her *"unnecessary heavy workload"* because the colleagues who worked in the same restaurant still relied on *"paper and pencil"* to handle reservations, even though the computerized system was in place. P9 recalled that she was unhappy with her internship because the *"senior-dominant"* organizational culture made her and other interns always being blamed by senior staff.

Two interviewees, i.e., P8 and P9, supplemented that full-time staff sometimes did not give many hands-on and practicing opportunities to interns because they often *"depreciated"* interns' capabilities and expressed low level of trust towards them. Due to the lack of learning and training opportunities given by co-workers, their learning efficacy and internship satisfaction were therefore discounted.

Other than those three types of antecedents listed above, many interviewees reported many *workplace-/organization*-related factors would influence students' training arrangement and in turn internship satisfaction. In short, six interviewees underscored that the availability of full-time staff posed both direct and indirect impacts on their training arrangement. P2, P7 and P12 commonly agreed that the labor shortage problem was severe in their companies. P4 echoed and vividly illustrated that *"each room attendant was supposed to make up 16 rooms in one shift, but they were sometimes asked to make up 30 rooms. Since their workload is heavy already, it is understandable that they cannot take time to teach/coach us".*

The availability of supporting facilities was considered as critical antecedents affecting full-time staff's operational efficiency and interns' learning efficacy. P3 was dissatisfied and disappointed with her affiliated company due to the lack of technologies/supporting systems in place. P10 also stated that the dearth of supporting facilities in the workplace made her failed to work efficiently and enhance self-confidence. Specifically, P10 said that *"when I worked there, the hotel only installed two computers in the Front Office. Adding that the built-in property management system was sometimes out of order, these problems did influence my work and operational efficiency."* The workplace harmony, which refers to the harmonious working atmosphere co-created by employees, was highlighted by four interviewees (i.e., P1, P5, P10. P14) during their interviews. Several interviewees also added that supervisors' and co-workers' morale was highly influenced by the compensation package given by the company and the availability of standard operating guidelines.

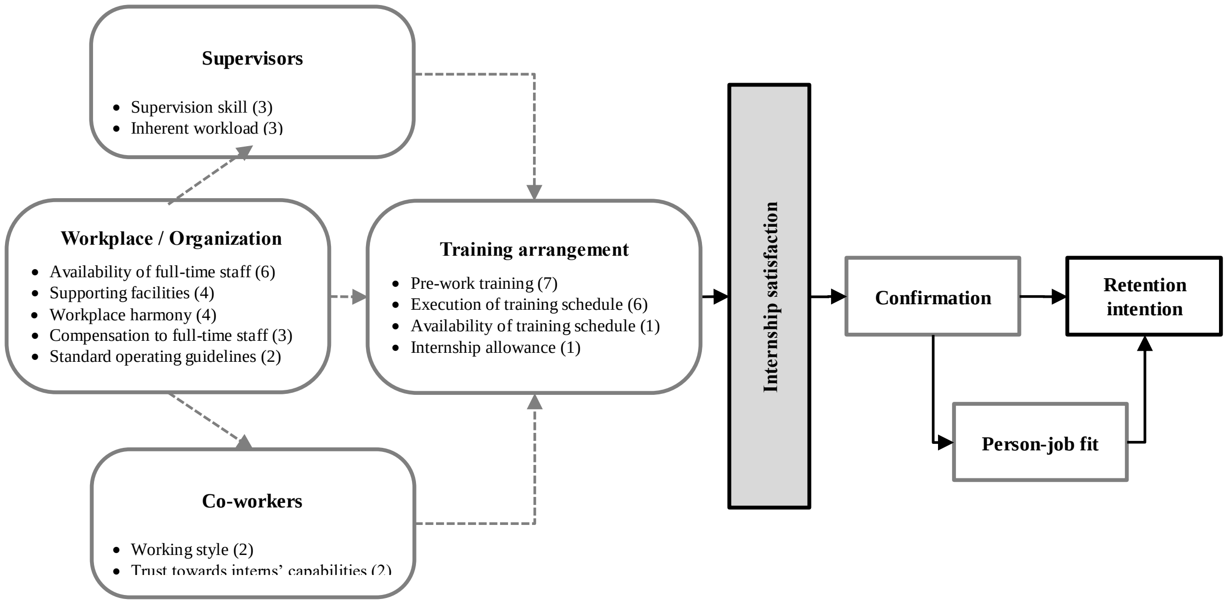
To conclude, all interviewees agreed that *workplace, supervisors* and *co-workers* interactively affect students' *training arrangement*. The *training arrangement* will in turn affect their overall satisfaction towards the internship program.

3.2. Consequences of Students' Internship Satisfaction

Regarding the potential consequences induced by internship satisfaction, surprisingly, the majority of interviewees asserted that internship satisfaction would indirectly (but not directly) affect their intentions to retain/rejoin the industry after graduation. Four interviewees (i.e., P3, P7, P10, P12) suggested that their satisfactory experience were coherent with their expectancy before the internship commenced. Positive confirmation was achieved due to the pleasant internship, and the positive confirmation did motivate interviewees to re-consider rejoining the industry or even same company after graduation. By contrast, to those five interviewees (i.e., P1, P4, P13, P14, P15) who received unpleasant internship experience, their experience was in clash with their expectancy. The negative confirmation drove them to consider switching to work in other industries after graduation.

Although many interviewees consented that internship satisfaction would indirectly affect their intention to retain/rejoin the industry via confirmation, two interviewees specified that the person-job fit would firstly be assessed before determining their retention intentions. As described by P8, she was satisfied with her internship experience and her experience was in line with her pre-internship expectancy. However, *"since I recognized that my personality does not "fit" certain types of works (e.g. those work from 9 to 6) after completing my internship, I will therefore change to work in front-of-the-house divisions after the completion of my study."* P9 shared a similar thought. She formerly did not plan to work in the industry prior to the internship. However, *"as the nature of those industries or jobs are incongruent with my personality, I therefore changed to work in the hotel industry now."* Figure 1 graphically summarizes the findings of this research study.

Figure 1. Diagrammatic illustration of research findings



__Note.__ Numbers shown in the parentheses refer to the number of mentioning given by interviewees.

4. Conclusions

Employee turnover has long been a huge challenge to the hospitality and tourism operators. This challenge is becoming fiercer to operators who manage the businesses in Asia, because the rapid growth of tourism industry has resulted into an increasing demand in competent talents (King & Tang, 2020). To equip students studying in Asian institutions with appropriate skillset prior to their graduation as well as to retain talented students to rejoin the industry upon the completion of their studies, both school administrators and industry practitioners must collaborate closely to develop and hence fully implement high quality internship programs for the future pillars (Wan, Wong, & Kong, 2014).

Being one of the few studies which specifically focuses on the matter of *"how various antecedents interactively affect Asian students' internship satisfaction"* and *"how the attainment of internship satisfaction subsequently affects Asian students' post-graduation behavior"*, the findings of this research study are expected to benefit both industry practitioners and academic researchers. Regarding the practical contributions of this study, the current study provides industry practitioners and particularly training managers with a comprehensive framework for evaluating and optimizing the internship program offered to existing or prospective interns. Wan et al. (2014) stressed that the design and implementation of effective internships is a key determinant to the long-term career commitment and engagement of students. If operators would like competent interns or candidates to rejoin their companies after completing their studies, operators should not solely focus on the specifics of training arrangement. Instead, they should notice about other associated aspects such as the provision of supporting facilities, the provision of supervision training to supervisors, the assurance of enough full-time staff and others.

Regarding the contribution of this study to knowledge and theory, since limited studies attempted to examine the topic from the Asian students' viewpoints, this study does redress the knowledge gap among the existing literature. Alike the results presented in Tse (2010), the current study shows that various dimensions of antecedents (e.g., *workplace, supervisors, co-workers*) would jointly affect Asian students' internship satisfaction. Moreover, the current findings exhibit that those identified antecedents do not affect students' internship satisfaction in an additive fashion. Instead, in line with the assertion given by Doty et al.'s (1993) configuration theory, the identified antecedents jointly and interactively determine the outcomes of interest. Despite the inclusion of a small size of samples in this study, the findings of this study do complement prior literature on this topic through providing a new angle to revisit a frequently researched topic.

But still, future researchers are recommended to verify the model proposed in this study (i.e., Figure 1) through replicating this study in another setting or utilizing the quantitative approach (e.g., survey plus structural model testing). To readers from the academic realm, they are advised to generalize the results with caution because most participating interviewees are from Hong Kong. The opinions shared by the interviewees might not reflect those shared by students from other Asian countries.

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The moderating effect of perceived organizational support toward hotel employees' psychological ownership and brand-building activities

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Abstract:

The study aims to examine the impact of customer-oriented behavior and organizational citizenship behavior through psychological ownership. This study investigates the effect of brand knowledge, brand attachment, and deep acting on psychological ownership depending on the degree of perceived organizational support. A survey was conducted on 247 hotel employees in the Seoul metropolitan area for empirical analysis, and for analysis used the partial least square method (PLS) and SPSS23.

Keywords: Knowledge management, Deep Acting, Brand Knowledge, Customer Oriented Behavior, Perceived Organizational Support, Organizational Citizenship Behavior

1. Introduction

The international hotel chain has been opened numerous new hotel properties and segmented by brands (So & King, 2010). All customer touchpoints drive brand experience, and many of these are determined by service encounter employees. It is essential to promote its image and value to customers within the competitive hospitality industry (Kim, 2012). For customers, brands can make a decision more easily, promise a service quality, reduce risk. Hotels are organized and distribute their manuals (e.g., Standard Operating Procedure) to employees to make their customers feel the same whenever they visit. According to Burnmann & Zeplin (2004), if the promise made in the brands is not consistently kept in the customer experience at a frontline, it will damage brand credibility. On the other hand, managing employee's emotional displays has been recognized as an essential aspect of customer satisfaction. Organizations have implicit or explicit display rules to maintain toward successful performing roles in an organizationally desired (Van Dijk & Kirk-Brown, 2006). Every service process in a hotel requires knowledge such as brand knowledge, guest-related knowledge, task-specific knowledge, emotional display rules (Bounken, 2002). Hotels can improve their service quality by enhancing employees' knowledge and the corresponding service procedures. Service quality strongly depends on hotels' ability to acquire, develop, and distribute knowledge assets, especially in the hospitality industry (Bouncken, 2002). Emotional regulation has been studied in terms of emotional exhaustion (Lv, Xu, Ji, 2012), emotion dissonance (Karatepe &Aleshinloye, 2009), and turnover intention (Goodwin, Growth & Frenkel, 2011). Thus, this study aims to fill the gap in understanding the relationship between emotional regulation and organizational support from the knowledge management perspective. Organizational citizenship behavior (OCB) refers to individual contributions in the workplace that go above and beyond role requirements and contractually rewarded job achievements (Bateman and Organ, 1983). Therefore, the employee's brand-building activities can be divided into customer-oriented and organizational citizenship behavior that actively participate in internal activities. Both the employee's internal and external roles are necessary for brand success. The major purpose of the study is to investigate the moderating effect of POS and brand-building activities of the employees. With the results of this study, we provide both theoretical and practical implications to hotel managers.

2. Literature Review

2.1. Brand Knowledge and attachment

Brand knowledge pertains to knowledge about a specific brand. Accumulating knowledge is vital for organizational innovation (Li, Yuan, Ning, & Li-Ying, 2015), and knowledge sharing is believed to help manage the knowledge of organizations. In order words, organizational development and growth depend on how employees are share knowledge to achieve organizational goals. For example, if an employee is dealing with a demanding customer, they must respond on a standard basis. With the same issue, some employees answer “yes” and others say “no”, the customer no longer trusts its brand. Therefore, it is vital to support and train their employees. According to Bowlby (1969), attachment is emotional bonding between parents and children. Thomson, MacInnis & Park (2005) argued that brand attachment plays an essential role in brand success, and brand attachment positively influences brand loyalty. Therefore, in this study, employees' attachment to the organization has affection for their brands and tries to make more effort to comply through recognition and acceptance of brand standards.

2.2. Emotional labor

Emotional labor involves managing one's feelings to create organizationally desired emotions (Hochschild. 1983). Emotional labor involves two kinds of emotional regulation strategies: Deep Acting (Actually experiencing the desired emotions) and Surface Acting (faking the expected emotions). Emotional display rules refer to organizational standards that indicate which emotional expressions are appropriate for the situation (Ekman, 1973; Lee, Ok & Hwang, 2016). Employees use emotional regulation strategies to manage their emotions and maintain positive interactions with customers.

2.3. Psychological Ownership

Psychological Ownership (PO) is defined as a "mindset in which employees perceive that a certain knowledge or information belongs to them" (Liu, 2012). In other words, Psychological ownership reflects the individuals' "awareness, thoughts and beliefs regarding the target of ownership" (Pierce, Kostova & Dirks, 2003), and Avey, Avolio, Crossley & Luthans (2009) categorized its dimensions as promotion- or prevention-oriented. Employees with promotion PO tend to share helpful information with other team members. And this is because they recognize that it contributes to organizational performance and individuals' fulfillment (Sue & Lee, 2019). Previous studies pointed out that PO plays a role within employee-organization relationships (Pendleton, Wilson, & Wright, 1998; Pierce, Kostova, & Dirks, 2003). If employees feel that they own the company is most likely to perform positive citizenship behaviors for the firm and its members (Lee, Yang, Koo, 2018). Therefore, this study examines the relationship between PO and COB, OCB.

2.4. Moderating effect of Perceived Organizational Support

Perceived Organizational Support (POS) refers to how individuals believe that the organization cares about them, values their input, and provides them with help and support (Eisenberger, Huntington, Hutchinson, & Sowa, 1986). Organizational support theory holds that employees develop POS and assess the benefits of increased work effort. POS would increase employees' obligation to achieve the organization's goal, their affective commitment to the organization, and their expectation that would reward improved performance. Furthermore, according to prior research, perceived organizational support is vital to positive employee behaviors and attitudes. Since there is a strong relationship between commitment and psychological ownership, we propose a positive relationship between leadership and psychological ownership. This relationship is more potent when employees' perceived organizational support is high. Based on the previous theory and literature review, we developed research model in Fig. 1.

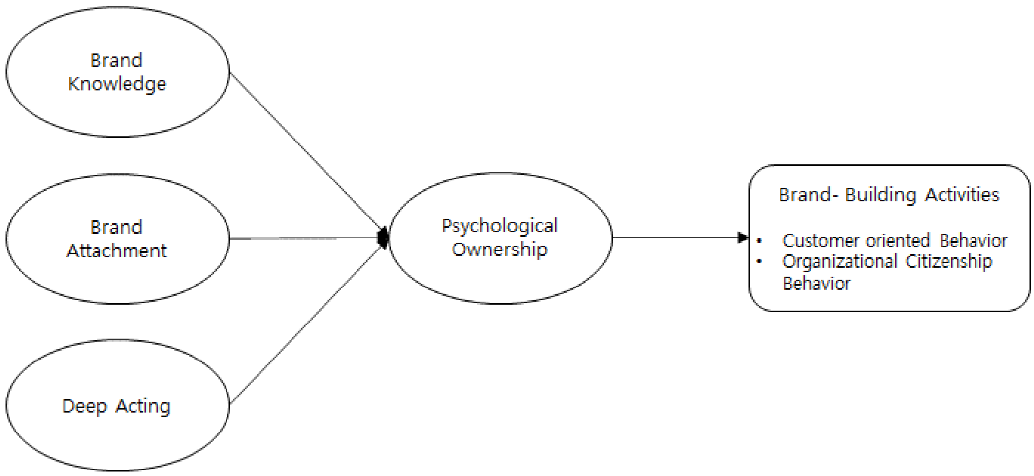

Figure 1. Conceptual Model

3. Methodology

Data collection through the field survey was conducted. The survey was distributed to hotel employees in Seoul, Incheon, and Busan. A total of 247 usable responses were collected and analyzed. All items were measured on a seven-point Likert scale. To ensure content validity, items that have been verified in previous studies were modified and applied to this study. After collecting data, we used the partial least square method (PLS), a structural equation modeling method for analyzing the results. The analysis proceeds through two stages: a confirmatory factor analysis to verify a measurement model's reliability and validity and structural model analysis to verify hypotheses.

4. Discussion and Conclusion

Emotional labor is essential in the hotel industry. In this paper, we would like to expand the meaning of knowledge in a broader sense and see the impact on brand-building activities based on the organization's degree of support. As a result of this study, we have confirmed that less brand knowledge negatively affects brand-building activities. Therefore Organizations, especially in the hotel industry, knowledge and attachment through organizations' support play an essential role in brand-building activities. On the other hand, there was no significant effect in individual emotional states in organizational support. Although organizational support does not affect individual emotional level, however emotional regulation strategies in the hospitality industry should manage as knowledge to improve service quality and customer satisfaction.

Moreover, we expect to suggest strategies to the hotel manager to manage knowledge more effectively and enhance their competitiveness.

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How do exhibitors develop exhibition attachment?

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Abstract:

Exhibitors can develop attachment to an exhibition, which could be an important factor of exhibition loyalty. However, limited research is carried out. This study, therefore, uses grounded theory to explore exhibitors' mental changes within the structure of liminality theory. The results show that the perceptions of exhibitors evolved from physical space to the interactive, and then to emotional place. Exhibitors established exhibition dependence, affective attachment, exhibition satisfaction, and exhibition identity through interaction, thus forming exhibition attachment in the liminal zone.

Keywords: Exhibitors, Exhibition attachment, Liminality theory, Grounded theory, Exhibition, Commercial setting

1. Introduction

Place attachment is prevalent in environmental psychology, leisure, and geography researches (Lewicka, 2011). However, it has received little attention at event venues, especially in commercial venues.

An exhibition is not only an impermanent planned event, but also a typical commercial environment (He et al., 2019). Getz (2007) proposed a liminal experience model for planned events, indicating that liminality. He divided the event experience into three stages: a pre-liminal phase, a liminal phase, and a post-liminal phase. This study thus seeks to narrow this gap by focusing on the formation process of exhibitors' exhibition attachment from liminality theory perspective. We employed a Chinese empirical case to investigate the formation mechanism of exhibition attachment in commercial settings to enrich literature in this field, and provides theoretical references and practical guidelines.

2. Methodology

2.1. Research approach

Considering place attachment of exhibitors is a relatively new subject, we adopted a qualitative research method—the grounded theory method, to investigate the whole process of exhibitor's developing exhibition attachment. The space considered for this study is the Canton Fair Complex, Asia's largest modern exhibition center, located in Pazhou Island, Guangzhou, China. Among the innumerable exhibitions held in it, we chose Guangzhou International Professional Light and Sound Exhibition (GLSE), which has high visibility, high professionalism, high enterprise participation, and major influence in the industry.

2.2. Data collection and analysis
Grounded theory attributes significance to continuous comparison and theoretical sampling (Patton, 2014). To collect data, this study employed semi-structured in-depth interviews and observation of exhibitors showing up at the 16th and 17th GLSE. The question design included interview questions from Davenport and Anderson's work (2005).

Data collection was organized from May to July 2018 and from February to March 2019. Different companies' sixteen exhibitors agreed to interviews. A total of 20 interviews were recorded. The 21st and 22nd interviews did not provide additional insights or new features, so the sample in the 20th interview reached theoretical saturation.

At the analysis stage, all transcribed texts were converted into NVivo format. The coding process was comprised of three phases. The first phase, open coding, 134 initial concepts (nodes) and 32 categorization concepts were obtained. The second phase was main axis coding, six categories emerged, brand identity, destination attractiveness, exhibition dependence, affective attachment, exhibition satisfaction, and exhibition identity. The goal of the final phase is to clarify the relationships among these categories and to engender a storyline process, where the structure of "formation of exhibition attachment along the timeline of exhibition experience" integrated the separated categories into a theoretical framework.

3. Results

According to the liminality theory, Getz divides the event experience into three stages: separation, on-site experience, and reversion. Based on the perspective of liminality theory, this study divides the exhibitors' establishment process of exhibition attachment into three phases: functional cognition before exhibition, interactive behavior during exhibition, and attachment formation after exhibition.

3.1. Phase I- Functional cognition before exhibition
Exhibitors' psychological activities before exhibition influence their subsequent participation experience. The exhibitors are in a relatively independent stage before exhibition. This is the "separation" stage in the liminality theory. However, exhibitors often have to make trade-offs in terms of function before the exhibition to decide whether to attend. In other words, exhibition at this stage is only a functional place for them to realize transactions. This tendency of choosing to take part in the exhibition is mainly includes brand identity of the exhibition and destination attractiveness.

3.2. Phase II - Interactive behavior during exhibition
An exhibition creates a particular kind of "liminal zone" (Getz, 2007) that contrasts with exhibitors' usual working environment. It provides an opportunity for exhibitors to interact with both the venue and other participants. In this interactive process, the exhibitors initially showed more dependence on the functionality of the venue facilities, layout, services, security and so forth, forming exhibition dependence. Furthermore, exhibitions gradually became familiar with the venue and participants, and the affective attachment is formed accordingly. This whole process is the "on-site experience" corresponding to the liminality theory.

3.3. Phase III - Attachment formation after exhibition
After the exhibition, exhibitors leave the special event scene and return to daily. They will form their overall perception of exhibition based on the entire exhibition experience. The emotional bond generated by the interaction will further affect the exhibitor's next time participation

decisions and expectations. Therefore, this post-exhibition stage is equivalent to the " reversion "stage in the liminality theory. Compared with the “pre-experience identity” in the first stage, this stage shows the “post-experience identity”, which specifically includes exhibition satisfaction and exhibition identity.

Exhibitors trying to define their own image from a place perspective also attach a psychological meaning to exhibitions through interactive experience. Figure 1 shows our conceptualization of the formation mechanism and dimensions of the exhibitor’s sense of place.

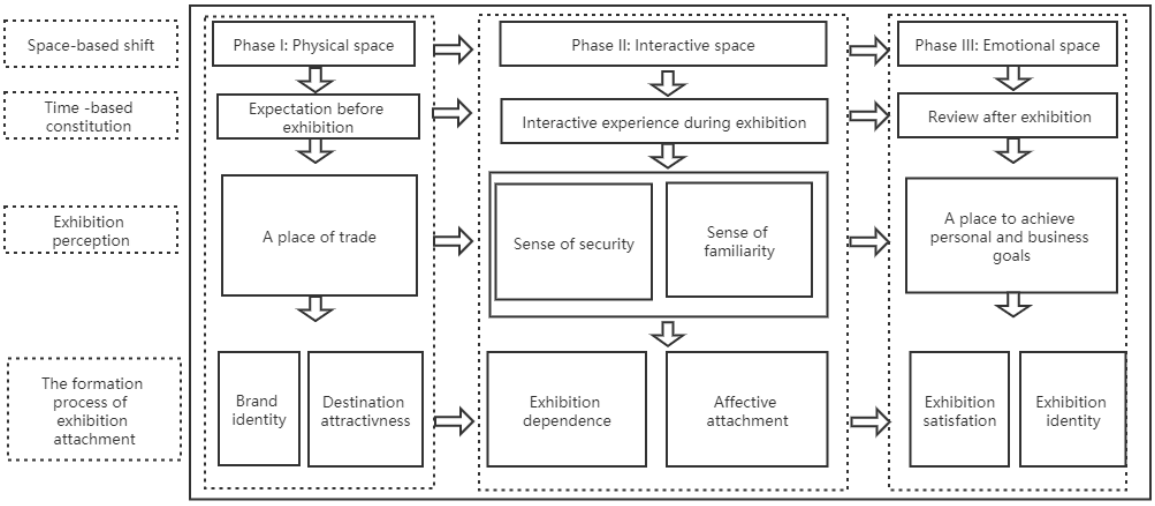

Figure 1. The formation mechanism and dimensions of the exhibitor’s exhibition attachment

4. Discussion and Conclusion

4.1. Conclusion

This paper responds to the discussion on whether place attachment can be generated in commercial environment. Using the 16th and 17th GLSE as examples, it explored the emotional change process of exhibitors in the exhibitions, under the framework of liminality theory, and then summarized the formation mechanism and component dimensions of exhibition attachment among exhibitors. The two contributions of this study are—reveal new dimensions to exhibition attachment and enrich the application scope of liminality theory.
Previous studies on place attachment have focused more on houses and recreation areas, but less on commercial settings. Taking exhibition as the research object, this paper analyzes the change in exhibitors’ cognition of exhibitions, and constructs a multi-dimensional model of exhibition attachment formation along the timeline of exhibition experience.

Exhibitors’ perceptions of the exhibition evolved from physical space to interactive space, and then to emotional place, before, during, and after the exhibition experience, respectively. Based on this, we concluded that over time, brand identity evolves into exhibition identity.

4.2. Practical implications

From a practical standpoint, this study sheds light on the need for exhibition organizers to acknowledge the impact of creating brand identity and providing memorable interactive experiences on the exhibition attachment of exhibitors. Establishing exhibitors’ exhibition attachment can foster exhibitor loyalty and promote the exhibition. Specifically, in the preparation stage, organizers should strengthen exhibitors’ brand identity. During the exhibition, organizers can increase the frequency of interactions among exhibitors and other participants. After the exhibition, organizers must manage exhibitors' materials, understand exhibitors' satisfaction and other feedback information in different ways.

4.3. Limitations and further research

Although this study of place attachment reveals universally applicable data on the process of attachment formation in commercial environment, it was conducted from a microscopic view, with limitations to the case and methodology. First, applications may be limited, as the case selected in the study is subject to specific industry characteristics. Future researches with exhibitions in different industries or regions is strongly recommended. Second, this research utilized only a qualitative method. It would also be very interesting to investigate the correlations among exhibition attachment of exhibitors, loyalty, and willingness to revisit through a quantitative approach.

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Surviving COVID: Pursuing a vision or practicality? TAB Group Pte Ltd: A case study

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Abstract:

SME owner-managers in the hospitality industry are hit hard by the Covid-19 pandemic. This case study seeks to understand the key concerns faced by an SME owner-manager, and the coping and adjusting strategies used to cope with these concerns. It serves as a start to better understand and help SME owner-managers build towards recovery planning post-Covid.

Keywords: SME owner-managers, Hospitality industry, Covid-19, Key concerns, Coping strategies, Adjusting strategies

1. Introduction

Covid-19 hit the hospitality industry in Singapore with a decline in visitor arrivals by 85.7% and tourism receipts by 78.4% in the first three quarters of 2020. SME owner-managers are particularly hard hit. This study extends Alonso et. al.'s (2020) study on SME owner-managers globally to Singapore. This case study seeks to understand three aspects of riding the Covid-19 wave from the perspective of an SME owner-manager. The research questions are:

1) What are the key concerns of an SME owner-manager in the hospitality industry?
2) What were the coping strategies used to address these concerns?
3) What were the adjusting strategies used to cope with these concerns?

2. Methodology

A case study approach was used. The interview was transcribed, and themes were identified following Alonso et. al.'s (2020) and Gilmore and Pine's (1997) frameworks.

3. Results

The results reflected that the key concerns faced were similar to Alonso et. al.'s (2020) study while the coping and adjusting strategies used were a fine balance of pursuing vision and practicality.

4. Discussion and Conclusion

These strategies could be further expanded with more inputs from other SME owner-managers for knowledge sharing and better post Covid-19 recovery planning and implementation industry wide.

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Use it or lose it: Exploring alternative workspaces as a new business model for the hotel industry post COVID-19

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Abstract:

This study examines the possibilities for hotels in Singapore to explore the use of alternative workspaces in order to supplement their revenue streams during the Covid-19 pandemic. Due to the vulnerability that hotels face currently, the use of alternative workspaces could help them to survive until travel for leisure is once again widely possible. To investigate this, the present study explores what the potential is for hotels to use alternative workspaces through semi-structured, in depth, key informant interviews and focus groups, as well as an online survey.

Keywords: Alternative Workspaces (AW), Hotels, COVID-19

1. Introduction

The COVID-19 pandemic has changed the working and leisure environment drastically. The imposed travel restrictions globally have led to a drastic decrease in international leisure travellers (Williams, 2020), which has constrained the main revenue source of hotels. According to The Singapore Tourism Board (2020) there has been a plunge of SGD$4.4 billion in the country's tourism receipts and a decline of SGD$963 million in room revenue for the first three quarters of 2020 as compared to 2019.Therefore, hotel businesses are desperately looking for ways to reassess their business models to generate additional revenue with their existing assets. This reassessment should include the possibilities of generating new revenue streams from offering alternative workspaces (AW).
Hotels are well-equipped with appropriate resources and meeting spaces that can be easily configured to an ergonomic working environment. Moreover, hotels have been hosting

business travellers, providing services and facilities such as a business centre, postal services, coping and printing as well as secretarial services. Hotels could leverage these readily available resources and adopt an AW business model.
This study ultimately aims to analyse the demand for AW to determine its viability as a new business model for hotels and is based on the following research questions:

RQ1: How can hotels generate new revenue streams through the adoption of alternative workspaces?
RQ2: What are the operational challenges that hotels face when adopting alternative workspaces?
RQ3: What motivates potential customers to use alternative workspaces in hotels?
RQ4: What is the demand of AW in hotels?

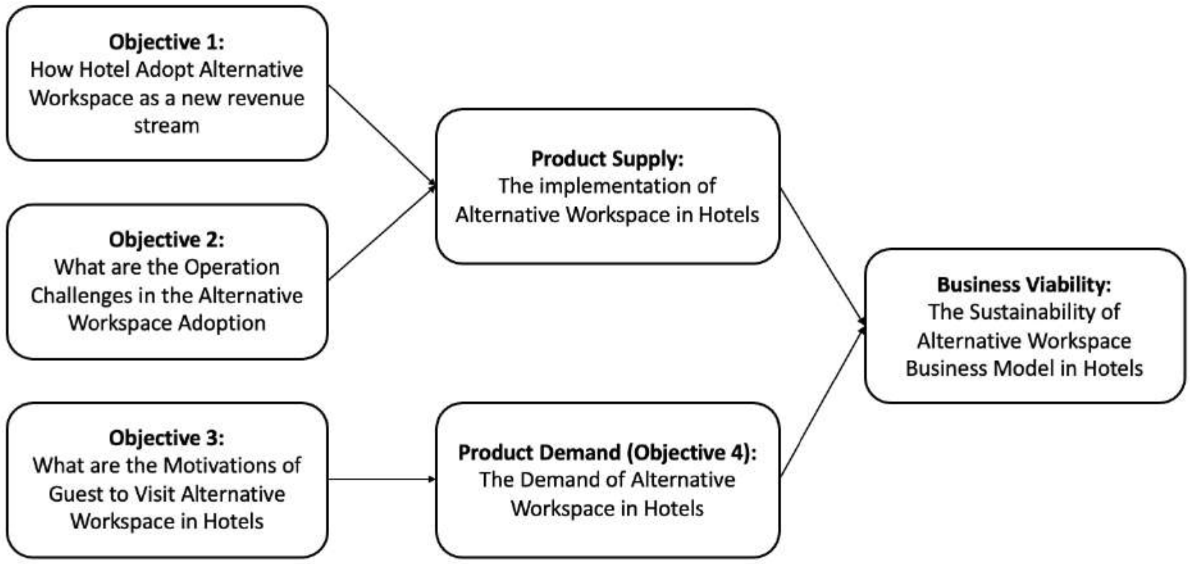

Figure 1. Conceptual Framework

With reference Fig. 1, Objectives 1 and 2 aim to understand how hotels manage and adjust their resources to develop their AWs. Objective 3 aims to understand what the key features are that motivate individuals to make use AWs in hotels. To determine the sustainability and viability of the AW business model, the team aims to understand how feasible it is for hotels to produce an AW service product and what the current market demands of AW are as a service product in hotels.

2. Literature Review

2.1. Definition of Alternative Workspaces

According to Patel (2016), AW strategies are defined as work areas that are beyond the dedicated workspace. This includes a variation of workstations, benches, open collaboration, closed collaboration etc. In close relation to AW, there is also co-working. Mallett (2016) defines co-working as using facilities in the same work area that provides a level of flexibility to individuals to utilise for either short or long periods. According to Robelski et al. (2019), co-working was identified as an operator providing a workstation accompanied by facilities such as conference rooms, private offices, or cafés.

2.2. Examples of Alternative Workspaces

In Singapore, there has been a rising trend in various organisations providing AW for workers to increase productivity. Examples such as WeWork, The Hive and The Great Room provide facilities and amenities for workers at various rates (Osdoro, 2020).
Some malls are reutilising the unused spaces into co-working spaces to meet the demand of the modern workspaces (Resnick, 2016). Utilising the spaces in shopping malls benefit the asset owners, co-working players as well as end users (Pratap, 2018). In Singapore, there has also been a rise in private work pods located in shopping malls, also known as Switch (Switch, 2020).

Furthermore, Airport lounges are pushing beyond the boundaries of being solely for travellers, by providing pay-to-enter lounges for one to get their work done (Asquith, 2019). American Express has opened up its lounge for its cardholders that features a plethora of offerings from celebrity-chef food buffets to spa facilities (McCartney, 2014).

Across the globe there have been many creative innovations of providing a new work environment for workers to feel more inspired. AW also redefines the perimeters of spaces and unused areas. Shaw (2015) featured a series of unconventional workspaces from an urban-treehouse-office, a yacht-turned-office and an office constructed from a series of refurbished train carriages. Finally, with land scarcity and overpopulation, Hong Kong looked into the future of workspaces by developing portable work pods that are easily convertible for one to work through utilising unused spaces (Gensler Hong Kong, 2016).

2.3. Possible adoption of Alternative Workspaces in Hotels

With the successes of many businesses adopting AW, various hotels have started to adopted this approach, allowing guests to either work from the hotel's facilities or in the hotel room. An example of this is Accor's joint venture - Wojo (Skift, 2019). To remain competitive, especially in the current pandemic, hotels have to adapt to attract the ever-changing lifestyle preferences and technological requirements of their guests (Farazad, 2019).

As both co-working companies and hotels are real estate businesses, it would be feasible and viable for hotels to adopt the approach of AW as they have similar resources. These resources include event spaces, WiFi, mini-bars, housekeeping services, food and beverage selections, concierge services (Arcc Spaces, 2021), and printing and mail services (The Great Room, 2020). With strategic planning and coordination, AW can generate new revenue streams from these underutilised spaces within the hotel.

There are several benefits when hotels adopt AW such as increased revenues from creating spaces where individuals can work, live and share their experiences (Accor, 2019). This adoption increases bookings and customers, as the spaces would be available to the public (Morch, 2018). AW in hotels would also help build a community between the individuals and local brands, creating a sense of connection by encouraging locals to use such spaces for meetings (The Hotels Network, 2018), Also, the use of such spaces can help to build loyalty whilst upselling its products to the customers, fostering a deeper sense of belonging with the brand and creating additional revenue (Farazad, 2019). Furthermore, the implementations of AW would directly attract digital nomads, whose lifestyle fits perfectly into the business model (Morch, 2018). Through the adoption of AW, it would strengthen the resilience of the hotel industries, giving rise to flexibility and better response to crisis in the future.

Due to the lack of research on AW in the hospitality industry specifically, the challenges of AW have not been thoroughly studied. To examine the long-term impacts of the implementation of AW, thorough feasibility studies need to be conducted to ensure that hotels are able to sustain this adoption in the long term and provide substantial financial returns.

3. Methodology

3.1. Research design

This research aims to (1) analyse how hotels have adopted AW as a new business model and (2) identify the challenges that hotels face in terms of their operations. Due to the fact that the adoption of AW in hotels as a response to Covid-19 is a relatively new development, this study aims to employ a qualitative methodology with 3 distinct research phases; 1. semi-structured interviews 2. focus groups and 3. an online survey.

3.2. Methods and Sampling

The semi-structured interviews will be carried out with hotel representatives in Singapore that have adopted AW. The interviewees will be chosen for their expertise, to explore their views on alternative workspaces in hotels. A sample size of 15 will be identified through purposive sampling as the interviewees require a certain level of knowledge and expertise on the topic. Following the interviews, two groups of six participants will be invited to participate in focus group discussions to understand the motivators that entice individuals to use AW in hotels. Again, purposive sampling will be adopted in this research phase, selecting participants that have utilised AW in a hotel. The focus groups aim to explore the respondents' satisfaction and work productivity when utilising AW to analyse the viability of adopting AW from the perspective of guests/users.

Finally, after collecting data from the interviews and the focus groups, the data obtained will be used to craft an online survey. The goal is to gather at least 150 responses with simple random sampling being adopted. The aim of this final research phase is to explore the motivations for using AW, the patterns of usage, what the alternative work options are, the perceived benefits and drawbacks of coworking, sharing knowledge and collaborative activities.

4. Initial Findings / Moving forward

This research project is now in the first phase of data collection with interviews being conducted with the hotel representatives. The initial findings suggest that there are indeed opportunities for hotels to re-organize their service offerings and aid in off setting the losses that hotels have experienced due to the Covid-19 pandemic. These initial findings are promising and highlight that from the hotel operator's perspective this is a viable strategy. Moving forward, what needs to be assessed is the views of the users and how these AW workspaces can be optimized to be more attractive. This will be done through the focus groups and the online survey upon completion of the interviews with the hotel representatives.

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How social exclusion influences tourist intention to visit popular versus distinctive attractions?

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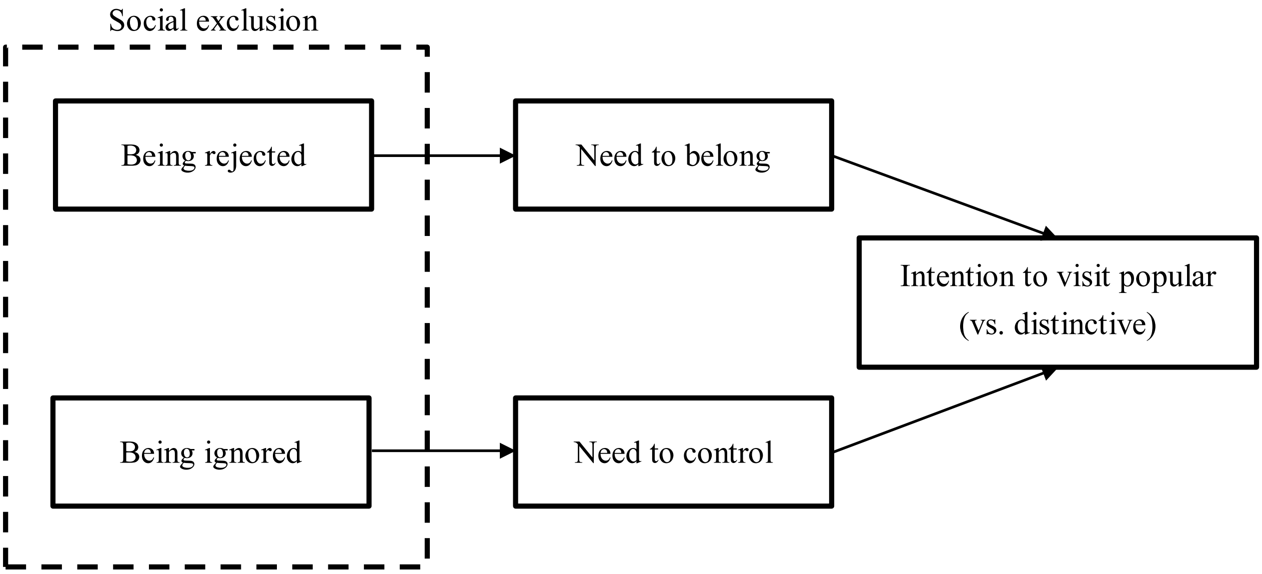
Abstract:

Social exclusion is conceptualized as being socially ignored, far from, or being socially rejected by other people or a group of individuals (Jiang, Li, Li, & Li 2020; Williams, Cheung, and Choi 2000). Furthermore, previous research has clarified that social exclusion could be divided into two types, that is, being socially ignored and being socially rejected (Lee and Shrum 2012; Molden, Lucas, Gardner, Dean, & Knowles 2009). A few researches have examined how the two types of social exclusion influence consumer preference and choice. For instance, being rejected threaten consumer relational needs, such as the need to belong and other-directed self-esteem needs, while being ignored affects efficacy needs, such as power, control, and meaningful existence. Consequently, being rejected activates the willingness to helping others to restore relationships, whereas ignored individuals show a higher preference for conspicuous consumption (Lee and Shrum 2012). In tourism research, although researcher has addressed that social exclusion interacted with gender influence brand attitude, no research has examined the subtle difference in the two types of social exclusion or go further to explore how social exclusion impact on tourist intention to visit attractions (i.e., intention to visit popular versus distinctive attractions). The understanding of tourists' intention to visit attractions would provide marketers and policymakers an effective direction to win tourists back. In this research, we propose that the two types of social exclusion would differently influence tourist intention to visit attractions, such that being socially rejected (vs. ignored) will increase tourist intention to visit popular (vs. distinctive) attractions.

Furthermore, we examined the mechanism behind the proposed effect. Past research shows that rejected consumers are more likely to purchase their school spirit wristbands than nonrejected consumers (Mead, Baumeister, Stillman, Rawn, & Vohs 2011), which suggested that being rejected will lead to the need to belong to a social group; hence, it motivates the preference for a popular target. In the same reasoning, for those tourists being socially rejected, the need to belong would be heightened, and thus lead to intention to visit popular attractions. On the other side, if people are ignored, the primary need to be restored is power, controllability, and meaningful self-existence (Williams 2007). Therefore, we propose that for those tourists experiencing social ignorance, the need for control would be activated, and then lead to intention to visit distinctive attractions. To summarize, the need to belong will mediate the relationship between social rejection and tourists' intention to visit popular attractions; while the need for control would mediate the relationship between social ignorance and tourists' intention to visit distinctive attractions. Our conceptual model is summarized in figure 1.

Figure 1. Conceptual model



Keywords: Social exclusion, Intention to visit, Need to belong, Need to control

3. Methodology and Results

A pretest was conducted to verify our main hypothesis that tourists prefer distinctive (vs. popular) attractions when they are socially ignored (vs. rejected). A total of 178 individuals (women, 62.40%) were randomly assigned into a 3(social exclusion: being rejected vs. being ignored vs. control) x 2 (attraction: popular destination A vs. distinctive destination B) mixed designed experiment, in which attraction is a within-subject factor. In the first part, participants are randomly assigned into three conditions of social exclusion involving a writing task. After the writing task, they are indicated to answer questions about the manipulate check, "How do you feel when you recall the experience ("rejected and ignored") on a 7-point scale (1=*Not at all*, 7=*Very much*; Lee and Shrum 2012). Then they were presented with two fictional attractions (island A: popular island; island B: distinctive island) and were asked to indicate their intention to visit the two islands, which was measured with 4 items (Molinillo, Liébana-Cabanillas, Anaya-Sánchez, & Buhalis 2018; Van and Song 2014; α=.92 for A and α=.94 for B). After that, participants filled in demographic information and then were dismissed.

As expected, participants in the rejected condition reported feeling more rejected than participants in the ignored condition ($M_{rejected}$=6.06, SD=1.05 vs. $M_{ignored}$=5.32, SD=1.51; t(103)=3.12, p<.01) and the control condition($M_{rejected}$=6.06, SD=1.05 vs. $M_{control}$=1.86, SD=1.34; t(106)=18.90, p<.001), whereas participants in the ignored condition reported feeling more ignored than participants in the rejected condition ($M_{ignored}$=5.58, SD=1.18 vs. $M_{rejected}$=5.02, SD=1.22; t(175) =2.49, p<.05) and the control condition($M_{ignored}$=5.58, SD=1.18 vs. $M_{control}$=2.07, SD=1.27; t(175) =15.46, p<.001). Those results certify that the manipulations were successful.

A 2(condition: control vs. rejected vs. ignored) x2(attraction: popular vs. distinctive) ANOVA were conducted with the intention to visit the two islands as outcome variables, in which the attraction was a within-subject factor. As shown in figure 2, for the popular destination (island A), participants in the rejected conditions show significant higher intention to visit the island

(island A), compared to the ignored condition ($M_{rejected}$=4.58, SD=1.52 vs. $M_{ignored}$=3.42, SD=1.15; $t(175)$ =4.63, p<.001) and the control condition($M_{rejected}$=4.58, SD=1.52 vs. $M_{control}$=3.85, SD=1.43; $t(175)$ =2.89, p<.01). And there is no difference in intention to visit island A for the ignored condition and control condition ($M_{ignored}$=3.42, SD=1.15 vs. $M_{control}$=3.85, SD=1.43; $t(175)$ =1.69, p>.05). While for the distinctive destination (island B; see figure 3), participants in the ignored conditions show significant higher intention to visit the distinctive island (island B), compared to the rejected condition ($M_{ignored}$=5.81, SD=1.00 vs. $M_{rejected}$=4.75, SD=1.47; $t(108)$=4.62, p<.001) and the control condition($M_{ignored}$ =5.81, SD=1.00 vs. $M_{control}$=5.01, SD=1.38; $t(102)$=3.55, p<.01). And there is no difference in intention to visit island B for the rejected condition and control condition ($M_{ignored}$=5.81, SD=1.00 vs. $M_{control}$=5.01, SD=1.38; $t(117)$=.98, p>.05). These results support our hypothesis.

Figure 2. The effect of social exclusion on the intention to visit island A (popular island)

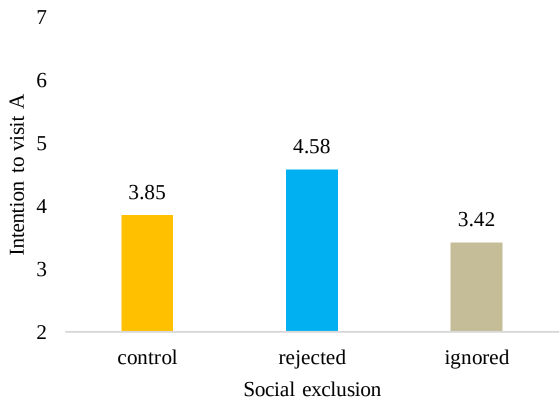
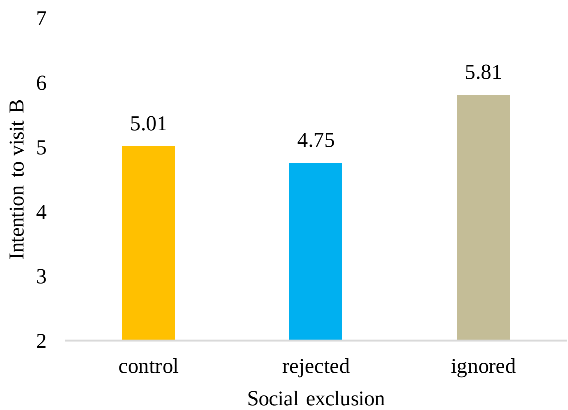


Figure 3. The effect of social exclusion on the intention to visit island B (distinctive island)



Discussion

This research shows that tourists prefer distinctive (vs. popular) attractions when they are socially ignored (vs. rejected). Additionally, the effect is driven by the need to belong when tourists are being socially rejected and the need for control when they are being socially ignored. This research is the first to identify conditions in which social exclusion increases tourists' intention to visit popular versus distinctive attractions. Furthermore, it also enriches our understanding of the need explanation under specific social exclusion types. These findings provided valuable managerial insight into how to win back tourists who experienced ignorance or rejection. Besides, because culture or gender may also moderate the relationship between social exclusion and attraction, future research can explore these possibilities.

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The mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three star hotels

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Abstract:

The study aimed to investigate the mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three-star hotels of 300 customers. This study employed non-experimental design utilizing descriptive correlation technique. The statistical tools used were mean, Pearson r, regression technique, and medgraph using Sobel z-test. Using Pearson r, the results revealed significant relationships between quality delivery, customer satisfaction, and loyalty of three-star hotels in Davao City. Whilst, utilizing medgraph Sobel z-test, the results of the study revealed partial mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three-star hotels. This implies that the mediating role played by quality delivery assisted in clarifying the process that was responsible for the relationship between customer satisfaction and loyalty of three-star hotels.

Keywords: Quality Delivery, Customer Satisfaction, Loyalty, Three Star Hotels, Philippines

1. Introduction

Many hotels realize the cost of gaining a customer, but they are unaware of the cost of losing a customer. There are several reasons behind the customers stop doing business with the firm, such as uncertainties of moving away, not understanding the value of the customer's unsatisfied. Bad service, poor products, and quality that do not meet customer requirements are often the product of providing customers with value, as emphasized by Khadka and Maharjan (2017). The critical values should be generated based on the appropriate understanding of the customer situation and needs of the business (Gupta, Lehmann & Stuart 2004.) Loyalty building requires the business to focus the value of its products and services and to show that it is interested to fulfill the desire or build the relationship with customers. (Griffin 2002).

Customer loyalty is one of the best intangible assets of a hospitality industry as espoused by Cossío-Silva, Palacios-Florencio, Revilla-Camacho and Vega-Vázquez, (2016). For this reason, developing customer loyalty is one of the key parts of enhancing competitiveness in the industry as well as ensuring business continuity (Mubiri, 2016) by providing excellent service quality and reaching customer satisfaction is the most significant and challenging issue facing the contemporary service industry nowadays (Janković & Marković, 2013). Designing for customer loyalty requires customer-centered approaches that recognize the want and the interest of service receiver. Customer loyalty is built over time across multiple transactions (Khadka & Maharjan, 2017). A relationship with a customer is equally important in customer loyalty. This requires that company competitiveness in a broader context extends beyond itself, as no company can be world-class at everything (Keen & McDonlad, 2000).

The level of competition is very high in modern business, so every organization tries to attract loyal customers to ensure their success. Customer loyalty information is a measure of how well or poorly an organization meets the needs of its clients (Fedotova, Kryvoruchko, &

Shynkarenko, 2019). It is also strategically critical that what different customers say is interpreted correctly. Perhaps, the precedent of customer loyalty is customer satisfaction, and firm success is the product of customer loyalty (Bae, 2012). As the metric of customer satisfaction is affected by moderators, academics describe the impact of heterogeneity on the customer loyalty metric across individual customers and market conditions. For hospitality industry firms, customer loyalty is important because customer defects can have more to do with the profits of a service business than size, market share, unit costs, and many other factors typically associated with a competitive advantage (Firoozbakht , Rahmani-Nejad & Taghipoor, 2014).

Hotels of all kinds and sizes are increasingly facing changing circumstances (Boon-itt & Rompho, 2012; Azam, Ab Yazid, Khatibi & Mohamad, 2017). Such modifications may be minor or significant, but there is an immediate need to deal with changes. It is a real challenge to cope effectively with these challenges in the external and internal environments and meet anticipated standards of efficiency. Decision-makers should analyze all the important factors by systematically analyzing the input from customers to assess the most suitable decisions and behavior to please customers to maintain them. Therefore, the intentional management process structure forces hotel workers to analyze variables in determining what to do and how to do it. Thus, based on the problem statement and the background of the research, this study will examine the mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three-star hotels in Davao City.

Research Objective

The aim of this study is to probe the mediating effect of quality delivery on the relationship between customer satisfaction and loyalty in three-star hotels in Davao City. Moreover, this study was guided by the following objectives:

1. To measure the level of customer satisfaction among three-star hotels in Davao City in terms of:
   1.1. ambience;
   1.2. hospitality; and
   1.3. added value.
2. To assess the level of loyalty among three-star hotels in Davao City in terms of:
   2.1. attitudinal loyalty; and
   2.2. behavioral loyalty.
3. To ascertain the level of quality delivery among three-star hotels in Davao City.
4. To discover the significant relationship in terms of:
   4.1. customer satisfaction and loyalty;
   4.2. customer satisfaction and quality delivery; and
   4.3. quality delivery and loyalty.
5. To determine the mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three-star hotels in Davao City.

Hypothesis

The following null hypotheses were tested at 0.05 level of significance. This was the basis in establishing the significance of the hypotheses of this study, which are:

Ho1: There is no significant relationship between customer satisfaction and loyalty; customer satisfaction and quality delivery and; quality delivery and loyalty.

Ho2: Quality delivery does not significantly mediate the relationship between customer satisfaction and loyalty.

2. Literature Review

This section presents readings from the related literature, different books, journals, articles, and internet of different authors relevant to the present research work. The review of literature revolves around the variables enumerated in the research objectives: Customer Satisfaction, Loyalty and Quality Delivery. Customer satisfaction, as indicated by Jones, Mak & Sim, (2006), was taken into consideration in the choice or selection of indicators used in the study. The following indicators are ambience and hospitality and added value. These indicators served as the parameters in measuring the independent variable. On the other hand, the loyalty, as indicated by Wang (2007), was taken into consideration in the choice or selection of indicators used in the study. The following indicators are behavioral loyalty and attitudinal loyalty. These indicators served as the parameters in measuring the dependent variable.

Further, the quality delivery, as indicated by Getty & Getty (2003), was taken into consideration in the choice or selection of indicators used in the study. The following indicators are Tangibility, Reliability, Responsiveness, Confidence, and Communication. These indicators served as the parameters in measuring the mediating variable. Also, related studies are presented herein.

2.1. Customer Satisfaction

Customer satisfaction plays an important role in hospitality products and services. Customer satisfaction is very important to the success of hotel marketing because it influences the choice of hotel and the decision of the customers to return to the same hotel (Azam, Ab Yazid, Khatibi, & Mohamad, 2017). As highlighted by (Oliver, 2014; Hinlayagan, 2018) that customer satisfaction comes from a great customer experience. Perhaps, customer experience is a very important factor contributing to the high level of customer satisfaction in the hospitality industry that may focus on gaining loyalty. Indeed, customer satisfaction has been known for study since customer responses determine the long-term customer relationship, which can subsequently lead to the sustainability of a business (Anderson, Fornell & Mazvancheryl, 2004; Anderson, Bryant, Cha, Fornell & Johnson, 1996; Hackl & Westlund, 2000; Cheng, Gan, Imrie, & Mansori, 2018).

Customer satisfaction became among the most important antecedent that the hotel management needs to achieve while delivering services to customers. Customer satisfaction, leads to various effects and it was known to be an indicator of a company’s future income and profit (Forozia, Gilani & Zadeh, 2013). In other word, service provider of hotel industry should put a priority in fulfilling customer’s need as their main objectives. Furthermore, customer satisfaction has become the determinant and predictable aspects of success, therefore, hotels are not able to compete with their rivals without satisfying customers (Forozia et al. 2013). They further asserted that customer satisfaction analysis helps hotel operators to assess their weaknesses and flaws, ergo solving customer’s real needs and wants. In addition, Mohajerani and Miremadi (2012) postulated that customers’ satisfaction will occur when customers’ perception are met or exceeds customer’s expectation. Similarly, Lahap, Radzi, Ramli, Said and Zain (2016). stated that customer satisfaction is defined as the individual’s perception of a performance of products or services that tailored to his or her expectation. This means that if a hotel is able to fulfilling customer needs, in return they will be satisfied vice versa. Customer satisfaction can be seen as a customer’s perspectives in which his or her needs, wants, and expectations throughout the product or service life cycle have been met or surpassed, bringing about ensuring repurchase and delay unwaveringness (Berezina, Cobanoglu & Usta, 2014). Customer satisfaction is a business belief which leads to the creation of value for customers, anticipating and managing their expectations, demonstrating ability, and responsibility to satisfy their needs (Dominici and Guzzo, 2010). If the hotel industry can easily understand and satisfy customer needs, they will conceivably make greater profits than those who fail to satisfy them.

Customer satisfaction has been defined in various ways, but the conceptualization, which appears to have achieved the widest acceptance, is that satisfaction is a post-choice evaluative judgment of a specific transaction (Bastos and Gallego, 2008). Customer satisfaction is the result of a customer's perception of the value received in a transaction or relationship – where value equals perceived service quality relative to price and customer acquisition costs (Gashti, Jahanshahi, Khaksar, Mirdamadi and Nawaser, 2011). On the other hand, the recent service marketing literature understanding is further expanded wherein customer satisfaction is described as being constructed of perceived image (Chien-Hsiung, 2011), service quality, and perceived value (Miremadi & Mohajerani, 2012). In the views and perspective of hospitality and tourism, customer are visitors who utilize and experience the goods and services purchased. For this reason, customer satisfaction and loyalty are the key determinants in the success of the market concept implementation. Customer Satisfaction is a key factor for any organization that wants to increase customer loyalty and create a better business performance towards quality delivery, as mentioned by Khadka and Maharja (2017). Thus, customer satisfaction is the leading criterion for assessing the service quality provided by the hospitality industry and the corresponding service to the customer (Vavra, 1997, 2002; Ganguli & Roy, 2011; Berenguer, Cerver & Gil, 2008; Ellis, Pizam, & Shapoval, 2016). In addition, Sim et al. (2006) enumerated the indicators that identify customer satisfaction, which refers to ambience and hospitality and added value.

The first indicator of customer satisfaction is the *ambience*. This is the ability to offer a competitive advantage to the service providers. It refers to the environmental conditions of a particular surrounding or area (Gronhaug & Heide, 2006; Milliman & Turley, 2000; Chai, Jee, Lim & Loh, 2019). In the hospitality industry settings, the quality and theme of infrastructure can be managed and designed to create and harmonize sensory appeals throughout service delivery, thus promoting desired customer engagement (Åstrøm, 2017). Existing studies have shown that adequate lighting, friendly staff, scents, ambience, sounds, comfortable temperature and opportunities to co-create sensory experiences that improve hotel customer approach behaviors, including their sense of mood and attachment place. (Ariffin, Abdullah & Bibon, 2017). Thus, among the factors to the hospitality industry, the ambience is considered essential in building customer satisfaction and hotel patronization.

The second indicator of customer satisfaction is *hospitality***.** It is a term that celebrates the essence of all receptivity and structure that a location has to accommodate a customer. In the provision of hospitality, tangible and intangible factors can be viewed such as food, drink, accommodation and the atmosphere, as well as excellent service (Marques, Marques & Yamashita, 2018). Hence, in the industry context and in contrast to other business sectors, it is the factor of hospitality that generates customer satisfaction- an ephemeral commodity (Walker, 2006). Therefore**,** hospitality is strongly linked to providing services, and an intimate relationship between hosts and customers is required. However, others argue that a hospitable meeting goes beyond the mere provision of services required for customer comfort and involves social interaction through which hosts, and customer develop their identities and negotiate power relationships. (Cobos, Sorokina & Wang, 2018).

It was mentioned by Moretti (2015) that hospitality have made significant progress, especially in the hospitality sector, with work relating service concepts to the customer experience and the relationship with hospitality and its basics. Furthermore, there is an opportunity to build a long-term partnership, as established by relationship with brand loyalty, through deliberate cooperation and mutual dependency, as being characterized by the development of social and structure bonds. Thus, thone of the most important ingredients for perceiving a positive experience of a customer that will lead to satisfaction and followed by loyalty (Camargo & Guimarães, 2018).

The last indicator of customer satisfaction is the *added value***.** It affects satisfaction and loyalty is another important element according to some related studies (Jones, Mak & Sim, 2005; Sim et. al. 2006). However, the perceived added value was described as 'a customer overall assessment of the usefulness of a service based on the perception of what is obtained and what is given (Bitner & Ziethaml, 2003). The interaction between hospitality provider and customer reinforce mutually created experiences that generate emotional, social, and functional benefits (Teng, 2011). However, sensations and feelings have to remain at the forefront of hospitality, according to Hemmington (2007). In addition, customer accommodation experiences are part of management differentiation strategies such as enhancing value and loyalty perceived by the customers (Lashley, 2008; Teng, 2011).

2.2. Loyalty

Oliver (1999) highlighted that loyalty is a deeply held commitment to rebuild and re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behaviors. Also, customer loyalty is the primary objective of customer satisfaction measurement, as cited by Mohamad et. al. (2017). Loyal customers are less likely to be swayed by negative news or information about the services, as emphasized by Deng, Lu, Wei, & Zhang (2010). Avcikurt and Dogdubay (2016) opine that customer loyalty is subject to how the customer compares a perceived performance of their service and expectations, where the customer feels delighted if the perceived performance is better than the expectation. According to Adetunji, Mohamad, and Priyo (2019), customer loyalty refers to customers' positive mindset and favorable attitudes toward a company which can be reflected through their commitment to repurchase the company's product/service and recommend the product/service to others. In other words, customer loyalty is an indication of favorable customer attitudes and positive behaviors. Customer loyalty is a focus of every serious organizations because it defines consumers' willingness to repurchase and recommend a product and service. In the context of hotel service industry, a loyal customer is expected to re-visit and recommend a hotel to other prospective patrons (Cronin & Taylor, 1992; Feick & Lee, 2001; Priyo et al., 2019).

At times, Customer loyalty was operationalized to measure behavior and attitude (Durga, Kaura & Sharma, 2015). Hence, customer loyalty is often related to the willingness of customers to repeatedly purchase a good or service that is accompanied by a psychological bond and hold favorable attitudes toward a good or the organization supplying the goods or services (Roh, Thai, & Yeo, 2015). Thomas and Tobe (2013) emphasize that "loyalty is more profitable." The expenses to gain a new customer are much more than retaining the existing one. Loyal customers will encourage others to buy and think more than twice before changing their mind to buy other services. Customer loyalty is not gained by accident. They are constructed through sourcing and design decisions. Designing for customer loyalty requires customer-centered approaches that recognize the want and interest of the service receiver. Simply put, customer loyalty is built over time across multiple transactions.

The first indicator of loyalty is *attitudinal loyalty***.** Liu-Thompkins, Tam and Williams (2010) defined attitudinal loyalty as a favorable evaluation that is held with sufficient strength and stability to promote a repeatedly favorable response towards a product/brand or a store. The attitudinal approach in assessing the level of customer loyalty should be more focused (Carter, 2014). The hospitality industry repeat purchase frequency would not be an adequate indicator of loyalty because it involves an attitudinal and emotional commitment to a provider/brand (Danaher, Gupta & So, 2015). Attitudinal measurements consider emotional and psychological attachment or commitment (Beard, 2013; Firoozbakht, Nejad & Taghipoor, 2014). Once a customer is deeply committed or has a strong intention to repurchase, recommend, and spend more, the guest is likely to remain loyal to an organization (Han & Ruy, 2015; Davey, 2014; Griffin, 2002). Customers with attitudinal loyalty are expected to defect when they found an alternative service with better quality and lesser price (Priyo et al., 2019). Therefore, attitudinal loyalty is the positive inclination of customers toward a service related to other businesses that provide the same service. Suppose there is an alternative hotel with better qualities and a cheaper price in the industry. In this case, certain customers are likely to defect (Kaura et al. 2015).

The second indicator of loyalty is *behavioral loyalty***.** It is referred to as the strong commitment of customers to purchase the product/service despite the availability of alternatives in the market (Lenka, Mohapatra & Suar, 2009). As cited by Han & Ruy (2015); Fang, Palmatier, Steinhoff & Wang (2015), the behavioral measurements refer to a customer's repetitious purchase behavior as an indicator of loyalty for a service or brand. The behavioral aspects of the customer loyalty were characterized in terms of repurchase intentions, word-of-mouth communication, and recommendations of the organization (Jahanshahi et al., 2011). However, researchers have emphasized the overall disadvantage of including the behavioral dimension in assessing the level of customer loyalty (Lovelock, & Patterson, 2015; Davey 2014). In addition, behavioural loyalty is a strong customer willingness to purchase the product/service given the existence of alternatives in the industry (Kaura et al., 2015). Thus, it represents the actual customers purchasing behaviour. The definition of customer loyalty was seen as a combination of the favorable attitude of customers and the behaviour or repurchases, which is revealed by customers' willingness to recommend the product/service to others and to repeat purchases (Durga, Kaura & Sharma (2015). In general, both attitudinal and behavioural loyalty explain customers' willingness, commitment, readiness to purchase, repurchase and recommend a service to others (Priyo et al., 2019). Therefore, this study considers customer loyalty to be a combination of behavioural and attitudinal loyalty.

2.3. Quality Delivery

The significance of service quality to the economic performance of service businesses has been well established, specifically in the hospitality industry (Campos-Soria, Garcia & Garcia, 2005; Kandampully & Suhartanto, 2000; Dean, Mei & White, 1999; Heringto, Merrilees & Wilkins, 2007; Ladhari, 2012). Hence, the service quality increases customer satisfaction, improves loyalty, enlarges market share, increases return on investment, enhances profitability, and facilitates the establishment of a sustainable competitive advantage (Han, Kwortnik, & Wang, 2008; Gagnon & Roh, 2008; Bre´a & Gonza´lez, 2005; Heringto, Merrilees & Wilkins, 2010). Some of the authors who have examined the issue have applied the generic SERVQUAL instrument (Berry, Parasuraman & Zeithaml, 1988) to the measurement of hotel service quality

(Hussain & Nadiri, 2005; Emenheiser, Tas & Wuest, 1996), whereas others have developed new instruments for measuring service quality in this specific service setting (Getty & Getty, 2003; Juwaheer, 2004; Mei et al., 1999; Katics & Schofield, 2006; Herington, Merrilees & Wilkins, 2007).

In assessing the service quality in the hospitality industry, the finest model that has been used for many researchers is the SERVQUAL model, which highlights the comparative differentiation of the service quality to the customer service expectations and perceptions, as customers evaluate the actual performance of the service obtained within a stipulated time (Berry, Parasuraman, & Zeithaml, 1985, 1991, 1994; Mavondo & Nasution, 2008). The lodging quality index (LQI) is a multidimensional scale developed by Getty & Getty (2003) on the basis of the SERVQUAL instrument.

The development process of the LQI scale began with the ten dimensions initially suggested in the first version of SERVQUAL (Berry, Parasuraman, & Zeithaml, 1985). In fact, Parasuraman et. al., (1985) was developed in 1988 that a conceptual model of service quality are recognized gaps in service quality and advised to measures the five dimensions namely; reliability, responsiveness, assurance, empathy and tangibility that considered to be a multidimensional measure of perceived service quality in the hospitality industry (Babakus & Inhofe, 2015) which is specifically defined in terms of customer satisfaction towards service quality (Bag & Ray, 2015).

Furthermore, the model determines the connection between the expected service and the actual service received in a particular situation (Nell & Cant, 2014). It can be used on a day-to-day operation to track customer perceptions towards a hotel's service quality compared to its competitors. Since it is progression oriented, it focuses on service delivery, which is not on the outcomes of the service encounter, whereas process and outcome together, a better forecaster of customer choice than process or outcome alone.

In other words, service quality describes as the presentation of services that exceed the expectations (Haleh, Miri, Omidvari, Sadeghi & 2014) that provides an opportunity for hospitality to assess its service quality performance on the overall dimensions. Also, it permits the hospitality and tourism industry to categorize its customer into different segments based on SERVQUAL scores. Siddiqi (2011) mentioned that service quality is one of the critical success factors that gives impact to the hospitality industry's competitiveness. There is no assurance that what is an excellent service today is also applicable for the futures. It is dynamic for establishments to develop new strategies continuously and improve their level of service. In a later work by Parasuraman et al. 1988), some of the original dimensions were collapsed, leading to the well-known five-dimensional SERVQUAL instrument.

2.4. Correlation Between Measures

Further studies show that customers' loyalty is an important outcome of the relationship between quality delivery and customer satisfaction and serves as a significant correlation by Ismail and Yunan (2016). This study showed two important findings: first, service quality act as an important predictor of customer satisfaction. This finding also has supported and broadened studies done by (Baldwin & Sohal, 2003; Ates, Aydin, Cetin & Ozturkcan, 2009; Al-Borie & Damanhouri 2013; Al Nasser, Hussain & Hussain, 2015; Ismail, Rose & Zaki, 2016). Second, service quality does act as an important predictor of customer loyalty. This finding also has supported and extended studies by (Sohal & Wong, 2003; Alzaidiyeen, Akbar, Jamil, Matsom & Wadood, 2010; Dortyol, Gulmez, Kitapci & Yaman, 2013; Awwad, Bandar, Mohammed & Muhammed, 2014).

As cited by Khadka and Maharja (2017), based on the study of Coyne (1986), the link between customer satisfaction and loyalty is affected by two critical thresholds. On the high side, when satisfaction reaches a certain level, loyalty increases dramatically, and at the same time, satisfaction declined to a certain point, loyalty dropped equally dramatically (MacMillan, Oliva & Oliver, 1992; Khadka & Maharja, 2017.) The customer is linked to a business's success. Customer satisfaction and loyalty should be incorporated into the long-term goal of a business. Customer satisfaction is a key element for every organization wishing to increase customer loyalty and create a better business achievement. The role of satisfaction in loyalty largely indicates that the former is a key determinant of the latter (Basu & Dick, 1994; Khadka & Maharja, 2017).

There are two main reasons that customer satisfaction and loyalty are vital to modern business, specifically in the hospitality industry Czepiel & Rosenberg (2017). First, consumers are a scarce resource to get from an old customer much better than a new one. Secondly, customer satisfaction and loyalty have a positive impact on the company's profitability income. Customer satisfaction is an important element in quality delivery because understanding and meeting the needs and desires of the customer can result in increased market share from repeated purchases (Vavra, 2002). Moreover, customer satisfaction has become an important aspect of the hotel industry, as stated by Chandra and Jana (2016). It is one of a good measure of the quality delivery offered to the hospitality customer and can produce tactics to improve the quality delivery and products by means of measuring the level of their patronizing customer. There is a need to be the best service provider so that the hotel can remain competitive and an edge above the rest of the players in the industry as emphasized by Pearce and Robinson (2011). In most cases, this is achieved by involving customers in improving delivery by showing them that their suggestions are welcomed (Dewan & Singh, 2009). Keeping in mind that the end goal will provide quality delivery, a hotel should focus on the quality delivery and products and customer satisfaction and loyalty will follow (Jones, Mak & Sim, 2006). The high level of customer satisfaction has many benefits of the hotel; such as increased customer loyalty, enhanced brand, reputation, reduced price elasticity, positive word of mouth and lower switching tendency (Miremadi & Mohajerani, 2012). The link between service quality and customer satisfaction has been the focus of research. The service quality and customer satisfaction were highly related (Anantharaman, Rajendran &, Sureshchandar, 2002; Izogo & Ogba, 2015) and that service quality is an important antecedent of customer satisfaction (Ladhari, 2009); Akroush, Abu-Lail, & Dahiyat, 2011 and Abu-Lail, Akroush & Samen, 2013).

The essence of the theory of quality delivery is based on the premise that it can bring positive improvements to quality management practices to boost customer satisfaction and loyalty (Agus, 2019). Hence, quality delivery has therefore, been identified by several researchers as a significant determinant of customer satisfaction, which in turn, affects customer loyalty (Chang, Cheng, Lai & Kuo, 2011). Thereby, when a hotel provides quality delivery that meets or exceeds customer satisfaction and loyalty will be the possible result (Hansen, Kanuk & Schiffman, 2012) therefore, the quality delivery is a determinant of whether the customer eventually stays with the hotel (loyalty) or defects with the competitor.

As a result, several researchers have identified quality delivery as a significant determinant of customer satisfaction, which influences customer loyalty (Izogo & Ogba, 2015). When a hotel delivers quality delivery that meets or exceeds the needs of customers, the potential outcome would be customer satisfaction and loyalty. Hansen, Kanuk & Schiffman, (2012), therefore, claims that the standard of quality delivery is a determinant of whether the customer eventually stays with the company (loyalty) or a rival defect. Thus, a service organization’s long-term success is essentially determined by its ability to expand and maintain a large and loyal customer base (Kandampully, 1998; Izogo & Ogba, 2015) through service quality that meets or exceeds customer expectations. Dominici and Guzzo (2010) also stated that as the cost of attracting new customers is higher than the cost of retaining the existing ones, therefore, managers must focus on retaining the existing customers by improving policies and procedure in managing customer satisfaction and customer loyalty. Customer satisfaction is the most important criteria in determining the quality of service delivered to customers through the products or services and other supplementary services (Lahap et al. 2016).

A service provider's performance depends on a high-quality customer relationship (Panda, 2003) that dictates customer satisfaction and loyalty (Chaniotakis, Lymperopoulos & Soureli, 2006). Research has repeatedly shown that service quality influences organizational outcomes such as efficiency dominance (Poretla & Thanassoulis, 2005), increased sales benefit (Duncan & Elliot, 2002) and market share (Fisher, 2001), strengthened customer relationships, improved corporate reputation and promoted customer loyalty (Ehigie, 2006). In addition, quality delivery and customer satisfaction have been found to be connected to customer loyalty through repurchase intentions (Caruana, 2002). (Levesque & Mc. Dougall, 1996; Newman, 2001). In today's dynamic hospitality industry, providing quality service to customers is a must for success and sustainability (Kheng, Mahamad & Ramayah, 2010).

The causal link between service quality delivery and customer satisfaction, and which of this construct has a direct impact on customer loyalty has been debated in the literature (Cronin & Taylor, 1992, 1994; Izogo & Ogba, 2015). Two basic approaches to studying this relationship have been identified in the literature. Some researchers choose to study the direct link between service quality and customer loyalty (Headley & Miller, 1993; Boulding, Kalra, Staelin, & Zeithaml, 1993; Cronin & Taylor, 1992) while a number of other research studies demonstrated that customer satisfaction plays a mediating role between service quality and customer loyalty (Ilias & Panagiotis, 2010; Dhandabani, 2010; Olorunniwo, Hsu & Udo, 2006; Benjamin, 2006; Berthon, Caruna & Money, 2000).

Previous studies have maintained that the effect of quality delivery on customer loyalty can be either direct or indirect. The indirect effect is intervened by customer satisfaction (Bou-Llusar, Camison-Zornoza & Escrig-Tena, 2001). However, the direct relationships between quality delivery, customer satisfaction and customer loyalty have gained more attention from researchers leaving the indirect relationships understudied. Also, customer satisfaction plays a significant role in shaping their perceptions and behavioural reactions (Bilgin, Shemwell & Yavas, 1998; Priyo et al., 2019). As such, in as much as organizations invest heavily in ensuring the quality of their services, customer satisfaction might put such efforts into jeopardy especially when the quality fails to meet their service quality (Keller & Kotler, 2009; Priyo et al., 2019). This because there is a broad difference between quality and satisfaction. Also, quality does not always lead to satisfaction because people satisfactions are based on several judgements and expectations. Hence, it is not easy to gain customers loyalty through quality delivery alone (Fatima, Malik & Shabbir, 2018). In line with the above, quality delivery is expected to mediate the relationship between customer satisfaction and loyalty.

Theoretical Framework

This study is anchored on the concept of SERVQUAL performance measurement scale espoused by Berry, Parasuraman and Zeithaml (1988). It stated that the service quality of an organization would have a competitive advantage towards customer satisfaction by having a firm customer loyalty (Caceres, 2007). For this reason, the lodging quality index (LQI) is used which is a multidimensional scale developed by Getty & Getty (2003) based on SERVQUAL instruments. A conceptual model of service quality was recognized gaps and measures the five dimensions, namely, reliability, responsiveness, assurance, empathy, and tangibility that considered a multidimensional measure of service quality in the hospitality industry. (Babakus & Inhofe, 2015) which is specifically defined in term s of customer satisfaction towards service quality (Bag & Ray, 2015). The SERVQUAL assesses the influence of service quality on customer loyalty among three-star hotels, mediating these variables with customer satisfaction. The study shows that improving the quality of service will improve customer loyalty and shows that the overall respondents view the hotels favorably, but there are still rooms for improvements.

The study is also supported by the social exchange theory (Homans, 1958), which explains the relationship between customer satisfaction and loyalty that hypothesizes that all human relationships are formed by using cost and benefit analysis and comparison of substitutions. Perhaps, the social exchange develops the relationship between two parties through a series of mutual exchanges that yield a pattern of reciprocal obligation to each party. Thus, social exchange theory shows that the individuals are willing to sustain the relationship because of the which is rewarding. As mentioned by Johnston and Kong (2011) that improving the customer experience will increase customer satisfaction and consequently, loyalty will be achieved. Moreover, this theory is appropriate for this study because that service happenstances can be observed as social exchanges with the interaction between service provider and customer that is being a crucial component of satisfaction and providing a strong reason for continuing a relationship that leads to loyalty (Redmond, 2015). In addition, Sim et. al. (2006) enumerated the indicators that classify customer satisfaction, which refers to ambience and hospitality and added value.

The concept of customer loyalty by Bowen & Chen (2001); Griffin (2002) as cited by Avcikurt & Dogdubay (2016) stated that the organization shall identify a loyalty program that provides a foundation for understanding how a customer loyalty is constructed. Also, the author enumerated the indicators of customer loyalty that will measure the loyalty of the customer, which refers to behavioral loyalty and attitudinal loyalty.

Conceptual Framework

The interplay of variables, as illustrated through a path analysis conceptual framework presented in Figure 1. As presented, it shows the independent variable, dependent variable, and mediating variable of the study. The independent variable is customer satisfaction, which has its indicators, namely: ambience, hospitality, and added value (Sim et. al. 2006). The *Ambience* refers to the character and atmosphere of the hotel towards the satisfaction of a customer. *Hospitality* refers to a hotelier who establishes the relationship between the customer, visitors, or strangers. *Added Value* refers to an amount added to the value of a product or service. The dependent variable is loyalty, which has its following indicators, namely: behavioral loyalty and attitudinal loyalty (Wang, 2007). The *Attitudinal loyalty* refers to a customer who chooses to be loyal because of the excellent service experienced. *Behavioral loyalty* refers to a customer who continues to purchase the service to experience service quality.

In this present study, the mediating variable is the quality delivery, which has the following indicators, namely: reliability, responsiveness, tangibility, assurance, and empathy (Getty & Getty, 2003). The *Reliability* is the ability to perform the promised service dependably and accurately. *Responsiveness* is the willingness to help customers and provide prompt service. *Tangibility* refers to the appearance of physical facilities, equipment, personnel, and communication materials of the hotel. *Assurance* is the knowledge and courtesy of employees and their ability to convey trust and confidence. *Empathy* is about Caring, individualized attention the firm provides its customers.

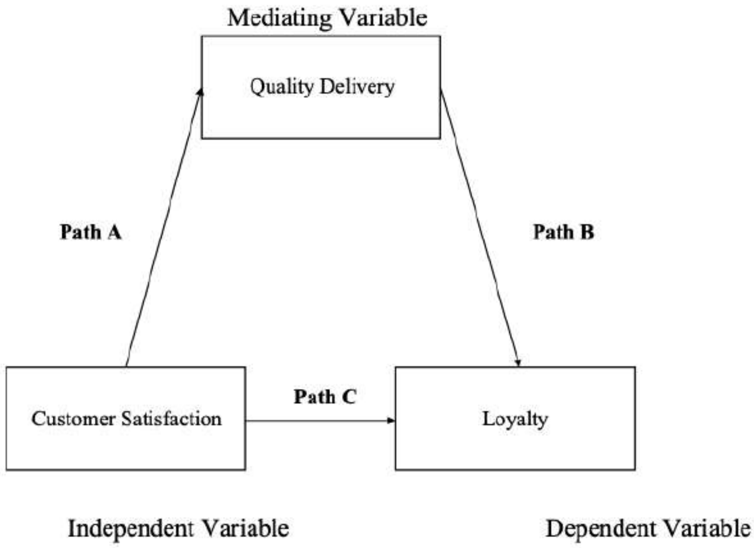


Figure 1. The Conceptual Framework of the Study

3. Methodology

Presented in this chapter are the discussions on research design, research locale, population and sample, research instruments, data collection, statistical tools, and ethical consideration.

3.1 Research Design

The quantitative, non-experimental design of research using correlational technique is use in this study. Correlational technique is a non-experimental design, where researcher examined the relationship between two or more variables in a natural setting without manipulation or control. In correlational studies, the researchers examine the strength of associations between variables by looking how change in one variable was correlated with change in the other variable (Patidar, 2013).

Moreover, a mediation model is used in this study. Mediation model is one that seeks to identify and explicate the mechanism or process that underlies an observed relationship between an independent variable (customer satisfaction) and a dependent variable (loyalty) via the inclusion of a third explanatory variable, known as a mediator variable (quality delivery). Rather than hypothesizing a direct causal relationship between the independent variable and the dependent variable, a meditational model hypothesizes that the independent variable influences the mediator variable, which in turn influences the dependent variable. Thus, the mediator variable serves to clarify the nature of the relationship between the independent and dependent variables. In other words, mediating relationships occur when a third variable plays an important role in governing the relationship between the other two variables (MacKinnon, 2008).

3.2 Research Respondents
The respondents of the study were the 300 customers from selected three-star hotels in Davao City. According to Siddiqui (2013) at least 300 respondents are required to make a meaningful insight. The researcher opted to choose the Pinnacle Hotel and Suites, Waterfront Insular Hotel Davao, and The Royal Mandaya Hotel since these hotels are the competitive three-star hotels in Davao City.

Further, the respondents used stratified random sampling procedure to obtain a sampling frame because we can estimate the population parameters from the weighted sample data which are got by means of simple random sampling from each stratum as highlighted by Aoyama (1954). This has a total of 300 customer respondents. The study was conducted from February 2020 to March 2020 in the School Year of 2019-2020.

In any ethnicity, the respondents were legal age and customers of selected three-star hotels in Davao City. The research survey was performed within the geographic setting identified; the choice of the respondents was made randomly, based on their willingness to know the intent of the analysis. This is to ensure that the study accounts for all responses to provide answers to the study's goals. The researcher determines the recruitment of the respondents. The exclusion of the respondents were not customer and legal age.

3.3 Research Instruments
The researcher used an adapted questionnaire from Sim, et. al., (2006) for the Customer satisfaction which was modified to suit the context of the study and was presented to the panel of experts for validation. The customer satisfaction includes the following indicators: ambience, hospitality and added value.

In evaluating the customer satisfaction of three-star hotels, the scale used to interpret the response of the respondents were presented below:

Range of Mean	**Descriptive Level**	**Interpretation**
4.20 – 5.00	Very high	This means that the customer satisfaction is very much observed.
3.40 – 4.19	High	This means that the customer satisfaction is much observed.
2.60 – 3.39	Moderate	This means that the customer satisfaction is moderately observed.
1.80 – 2.59	Low	This means that the customer satisfaction is less observed.
1.00 – 1.79	Very Low	This means that the customer satisfaction is not observed.

The second part of the questionnaire is an adapted questionnaire from Wang (2007) for loyalty which was modified to fit in to the study and subjected to the validation of the experts. The loyalty questionnaire includes the following indicators: attitudinal loyalty and behavioral loyalty.

In evaluating the loyalty, the ranges of means which were used are the following:

Range of Mean	**Descriptive Level**	**Interpretation**
4.20 – 5.00	Very high	This means that the loyalty is very much observed.
3.40 – 4.19	High	This means that the loyalty is much observed.
2.60 – 3.39	Moderate	This means that the loyalty is moderately observed.
1.80 – 2.59	Low	This means that the loyalty is less observed.
1.00 – 1.79	Very Low	This means that the loyalty is not observed.

The third part of the questionnaire was an adapted questionnaire from Getty and Getty (2013) for the quality delivery which was modified to fit in to the study and subjected to the validation of the experts. The quality delivery questionnaire includes the following indicators: tangibility, reliability, responsiveness, confidence, and communication.

In evaluating the quality delivery, the ranges of means were used are the following:

Range of Mean	**Descriptive Level**	**Interpretation**
4.20 – 5.00	Very high	This means that the quality delivery is very much observed.
3.40 – 4.19	High	means that the quality delivery is much observed.
2.60 – 3.39	Moderate	This means that the quality delivery is moderately observed.
1.80 – 2.59	Low	This means that the quality delivery is less observed.
1.00 – 1.79	Very Low	This means that the quality delivery is not observed.

The researchers conducted a pilot test to determine the extent to which the items in the instrument measures each of the core quality delivery, customer satisfaction and loyalty constructs. The instrument was pre-tested with 30 participants comprising customers of selected three-star hotels. As emphasized by Conroy (2015) summarized that sample size of 30 can measure reliability using Cronbach’s alpha considering the scale items have strong correlations. The reliability for each of the constructs in the instrument was examined for its Cronbach’s Alpha. The outcome of the analysis shows that each of the constructs in the instrument has a Cronbach’s Alpha reading > 0.9 as indicated in the Figure 3. The findings corroborate Taber (2018) findings which suggest that a Cronbach’s Alpha reading was 0.983 to 0.984 range this means that the adopted questionnaires were used in this study are acceptable and reliable.

Figure 3. Composite of Reliability of Individual Variables

Constructs	Number of Items	Cronbach's Alpha
Quality Delivery		
Tangibility	8	.984
Reliability	5	.984
Responsiveness	5	.983
Confidence	5	.984
Communication	4	.983
Customer Satisfaction		
Ambience	8	.983
Hospitality	12	.983
Added Value	5	.984
Loyalty		
Attitudinal Loyalty	6	.983
Behavioural Loyalty	6	.983
OVERALL		**.984**

In the same vein, the researchers conducted the validity of the scale employed for the study. The results show that all the items in the instrument met the parameters. To determine the relationship between the dimensions of quality delivery, customer satisfaction and loyalty, multiple regressions was used for analysis.

3.4 Data Collection

In the collection of data, the researcher sent a permission letter for the conduct of the study to the Hotel General Manager asking for the kind approval. The researcher needed to defend the study to Hotel General Manager before they've signed and proceed to testing. The researcher had really followed a proto call order imposed in every hotel in conducting research studies. With the benign approval of the Hotel General Manager, the researcher submitted the endorsement letters to the Hotel HR and consequently asked permit to distribute the survey questionnaires to the hotel customers.

Upon acceptance, the respondents will be briefed on the purpose of the study by the researcher and explained all the items individually and thoroughly to ensure valid and reliable results. Then, a Certificate of Appearance was secured from the Hotel concerned to vouch that the researcher honestly collected the data from the research respondents of the study. Consequently, the data gathered were tallied, tabulated, analyzed and interpreted statistically.

3.5 Statistical Tools

The following statistical tools were used in the computation of data and testing the hypotheses at 0.05 level of significance:

3.5.1. Mean. This was used to determine the level of quality delivery, customer satisfaction, and loyalty among three-star hotels in Davao City.

3.5.2. Pearson Product Moment Correlation (Pearson r). This statistical tool was used to determine the significance of the relationship between customer satisfaction and quality delivery, quality delivery and loyalty, and customer satisfaction and loyalty among three-star hotels in Davao City.

3.5.3. Regression as input to the Medgraph. This was used to determine the significance of mediation of quality delivery on the relationship between customer satisfaction and loyalty of three-star hotels in Davao City.

3.5.4. Sobel Test. This was used to determine whether a variable caries or mediates the effect of an independent variable to the dependent variable which is the outcome of interest.

4. Results

The outputs of the sets of data on the mediating effect of quality delivery on the relationship between customer satisfaction and loyalty of three star hotels in Davao City are presented, analysed and interpreted in this segment and ordered based on the objectives of this research. The order of the discussion on the mentioned topic are as follows: First, level of customer satisfaction; Second, level of loyalty; Third, level of quality delivery; Fourth, the correlation concerning customer satisfaction and loyalty, customer satisfaction and quality delivery, and quality delivery and loyalty. Lastly, results of the mediation analysis were also presented.

Level of Customer Satisfaction

Table 1, which is displayed in the subsequent page, reflects the level of customer satisfaction of three star hotels in Davao City. As revealed in the table, the overall level of customer satisfaction is 4.54 with a standard deviation of 0.49 described as very high. The standard deviation conveyed that the respondents have an almost homogeneous choice of answers from the given scale. The high-level result means that customer satisfaction of three-star hotels in Davao City was very much observed. Examining the data closely, it revealed slight differences in the mean and standard deviations scores. In fact, all mean scores belong to the same category of very high level. These were ambience obtained the highest mean score of 4.55 with a standard deviation of 0.57; hospitality got an average score of 4.54 with an equivalent to standard deviation of 0.47; and added value obtained the lowest mean score of 4.53 with standard deviation of 043.

Table 1 *Level of Customer Satisfaction (CS) of Three Star Hotels*

Indicator	SD	Mean	Descriptive Level
Ambience	0.57	4.55	Very High
Hospitality	0.47	4.54	Very High
Added Value	0.43	4.53	Very High
Overall	**0.49**	**4.54**	**Very High**

Level of Loyalty

Data on level of loyalty in Davao City is reflected in Table 2. It can be seen in the table that the overall mean score is 4.14 with a standard deviation of 0.47. The overall mean score is described as high level, which means that the level of loyalty towards customers of three star hotels was much observed. The cited overall mean score was the result based on the mean score of 3.92 or high level with a standard deviation of 0.41 for attitudinal loyalty and a standard deviation of 0.57 which is equivalent to the mean of 4.37 or very high for behavioural loyalty.

Table 2 *Level of Loyalty (L) of Three Star Hotels*

Indicator	SD	Mean	Descriptive Level
Attitudinal Loyalty	0.41	3.92	High
Behavioural Loyalty	0.54	4.37	Very High
Overall	**0.47**	**4.14**	**High**

Level of Quality Delivery

The data on the level of quality delivery of the three star hotel employees in Davao City is reflected in Table 3. The table reveals an overall average mean score of 4.58 and a standard deviation of 4.58, describes as very high. This means that quality delivery of three star hotel employees was very much observed. Scrutinizing the individual results of the indicator revealed that the mean score for tangibility got the highest mean score of 4.62 with a standard deviation of 0.56; reliability is 4.61 of 0.58 standard deviatio ; responsiveness and confidence got the same mean score of 4.56 of 0.40 standard deviation; and communication got the lowest mean of 4.55 with 0.40 standard deviation.

Table 3 *Level of Quality Delivery of Three Star Hotels*

Indicator	SD	Mean	Descriptive Level
Tangibility	0.56	4.62	Very High
Reliability	0.58	4.61	Very High
Responsiveness	0.57	4.56	Very High
Confidence	0.40	4.56	Very High
Communication	0.40	4.55	Very High
Overall	**0.50**	**4.58**	**Very High**

Correlation of Customer Satisfaction (CS) and Loyalty (L)

Data outputs of the Customer Satisfaction (CS) and Loyalty (L) correlation tests are shown in Table 4. The overall coefficient of correlations is .839 with a p-value of .000. This is describe as a significant correlation owing to the fact that the p-value was lesser than the value that was set for the level of significance of the study.

Going into data specifics disclosed that when indicators of customer satisfaction were correlated with the indicators of loyalty it yielded the following results: *Ambience* correlated with attitudinal loyalty and behavioural loyalty yielded an overall coefficient of .747 at p-value of .000; *Hospitality* correlated with attitudinal loyalty and behavioural loyalty got an overall coefficient of .748 with a p-value of .000; and *Added Value* when correlated with all indicators of loyalty yielded an overall coefficient of .717 with a p-value of .000.

Table 4 *Correlation of Customer Satisfaction and Loyalty*

	Loyalty (L)		
Customer Satisfaction (CS)	Attitudinal Loyalty	Behavioural Loyalty	Overall
Ambience	.690**	.735**	.747**
	(.000)	(.000)	(.000)
Hospitality	.719**	.709**	.748**
	(.000)	(.000)	(.000)
Added Value	.681**	.688**	.717**
	(.000)	(.000)	(.000)
Overall	.794**	.808**	.839**
	(.000)	(.000)	(.000)

Moreover, the correlation tests between indicators of CS & L yielded these results: attitudinal loyalty linked with ambience, hospitality, and added value got an overall coefficient of .794 with p-value of .000; behavioural loyalty when linked with ambience, hospitality, and added value got an overall coefficient of .808 with p-value of p-value of .000. The p-values, which were all .000 indicated a significantly reciprocal correlation concerning customer satisfaction and loyalty.

Correlation of Customer Satisfaction (CS) and Quality Delivery (QD)
Table 5 shows the result of the test of correlation between independent variable (CS) and the mediating variable (QD). The data in the table revealed that when indicators of quality delivery were correlated with the indicators of customer satisfaction yielded with the following results: *Tangibility* was correlated with ambience, hospitality and added value yielded an overall coefficient of .703 with a p-value of .000; *Reliability* correlated with ambience, hospitality and added value got an overall coefficient of .685 at p-value of .000; *Responsiveness* correlated with ambience, hospitality and added value has an overall coefficient of .685 at p-value of .000; *Confidence* correlated with ambience, hospitality and added value yielded an overall coefficient of .674; and communication when correlated with all indicators of customer satisfaction yielded an overall coefficient of .757 with a p-value of .000.

Furthermore, the bivariate correlation tests between indicators of CS and QD yielded these results: *Ambience* linked with tangibility, reliability, responsiveness, confidence and communication got an overall coefficient of .796 with p-value of .000; Hospitality linked with tangibility, reliability, responsiveness, confidence and communication has an overall coefficient of .723 with a p-value of .000; and *Added Value* when correlated with all the indicators of quality delivery got an overall coefficient of .716 with a p-value of .000. The overall coefficient of correlation was .846 at p-value of .000. All p-values indicated a significant correlation between customer satisfaction and quality delivery.

Table 5 *Correlation of Customer Satisfaction and Quality Delivery*

	Customer Satisfaction (CS)			
Quality Delivery (QD)	Ambience	Hospitality	Added Value	Overall
Tangibility	.719** (.000)	.569** (.000)	.579** (.000)	.703** (.000)
Reliability	.636** (.000)	.576** (.000)	.599** (.000)	.685** (.000)
Responsiveness	.663** (.000)	.644** (.000)	.610** (.000)	727** (.000)
Confidence	.592** (.000)	.594** (.000)	.590** (.000)	.674** (.000)
Communication	.727** (.000)	.648** (.000)	.629** (.000)	.757** (.000)
Overall	.796** (.000)	.723** (.000)	.716** (.000)	.846** (.000)

Correlation of Quality Delivery (QD) and Loyalty (L)

Table 6 contains the bivariate correlation data between Quality Delivery (QD) and Loyalty (L). When the indicators of quality delivery were correlated with the indicators of loyalty, it yielded an overall coefficient of .781 with a p-value of .000 which is significant at .05.Looking closely, *Attitudinal Loyalty* correlated with tangibility, reliability, responsiveness, confidence and communication got an overall coefficient of .742 with p-value of .000; and *Behavioural Loyalty* when correlated with the variable of quality delivery got an overall coefficient of .749 with p-value of .000.

Table 6 *Correlation of Quality Delivery and Loyalty*

Loyalty (L)	**Quality Delivery (QD)**					
	Tangibility	Reliability	Responsiveness	Confidence	Communication	Overall
Attitudinal Loyalty	.555** (.000)	.576** (.000)	.671** (.000)	.600** (.000)	.701** (.000)	.742** (.000)
Behavioral Loyalty	.604** (.000)	.584** (.000)	.664** (.000)	.569** (.000)	.712** (.000)	.749** (.000)
Overall	.607** (.000)	.608** (.000)	.698** (.000)	.611** (.000)	.740** (.000)	.781** (.000)

In addition, the bivariate correlation tests between indicators of QD and L yielded these results: *Tangibility* linked with attitudinal loyalty and behavioural loyalty got an overall coefficient of .607 with p-value of .000; *Reliability* linked with attitudinal loyalty and behavioural loyalty got an overall coefficient of .608 with p-value of .000; *Responsiveness* linked with attitudinal loyalty and behavioural loyalty got an overall coefficient of .698 with p-value of .000; *Confidence* linked with attitudinal loyalty and behavioural loyalty got an overall coefficient of .611 with p-value of .000; and when *Communication was correlated with the indicators of loyalty, it yielded an overall coefficient of .740 with p-value of .000.* This means that quality delivery and loyalty are significantly correlated.

Path Analysis

The data entry for the different paths is displayed in Table 7. The Independent Variable (IV) is Customer Satisfaction (CS), the Dependent Variable (DV) is Loyalty (L), and the Mediating Variable (MV) is Quality Delivery (QD). There were four steps involved in the path analysis.

In Step 1, customer satisfaction was regressed on loyalty. This was called Path C (IV and DV). The result yielded an Unstandardized Regression Coefficient (B) of .978 and a Standard Error (SE) of .032. The value of significance was .000

In Step 2, quality delivery was regressed on loyalty. This was called Path B (MV and DV). This path yielded an Unstandardized Regression Coefficient (B) of .819 and Standard Error (SE) of .047 with a .000 significance.
In Step 3, which was called Path A (IV and MV), customer satisfaction was regressed on quality delivery. It yielded an Unstandardized Regression Coefficient (B) of .712 and Standard Error (SE) of .039 with a significance of .000.

In Step 4, Loyalty was regressed on quality delivery and customer satisfaction. This was the analysis on the combined influence of MV and IV on DV, which yielded the following results: When loyalty (L) was combined with quality delivery (QD) it resulted to an unstandardized regression coefficient (B) .202 and a standard error (SE) of .047. For the results to be interpretable, the variable was rescaled, and regression was repeated. It then yielded a Standardized Regression Coefficient (B) of .176. The result was Part Correlation at .839

Table 7 *Data Entry for the Different Paths*
Mediating Effect of Quality Delivery on the Relationship between Customer Satisfaction and Loyalty of Three Star Hotels

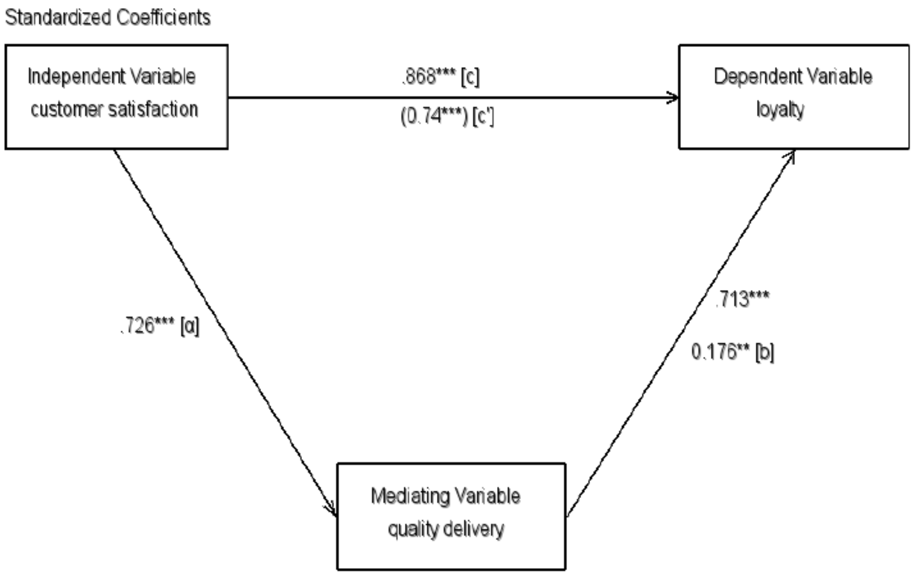
Independent Variable (IV) Customer Satisfaction (CS)		
Dependent Variable (DV) Loyalty (L)		
Mediating Variable (MV) Quality Delivery (QD)		
	STEPS	
1.	Path C (IV and DV)	
	Loyalty Regressed on Customer Satisfaction	
	B (Unstandardized Regression Coefficient)	.978
	SE (Standard Error)	.032
	Significance	.000
2.	Path B (MV and DV)	
	Loyalty Regressed on Quality Delivery	
	B (Unstandardized Regression Coefficient)	.819
	SE (Standard Error)	.047
	Significance	.000
3.	Path A (IV and MV)	
	Quality cDelivery Regressed on Customer Satisfaction	
	B (Unstandardized Regression Coefficient)	.712
	SE (Standard Error)	.039
	Significance	.000
4.	Combined Influence of MV and IV on DV	
	Loyalty Regressed on Quality Delivery and Customer Satisfaction	
	Quality Delivery	
	B (Unstandardized Regression Coefficient)	.202
	SE (Standard Error)	.047
	Beta (Standardized Regression Coefficient)	.176
	Part Correlation	.839
	Customer Satisfaction	
	Beta (Standardized Regression Coefficient)	.74
	Part Correlation	.781
	Total R Square	.767

Moreover, when loyalty (L) was regressed with customer satisfaction (CS), it yielded a Beta (Standardized Regression Coefficient) of .74, which was Part Correlation at .781. The total R Square was .767, which means that the combined effect of MV (Quality Delivery) and IV (Customer Satisfaction) on DV (Loyalty) was only 76.7%.

Mediation Analysis of the Three Variables

The result of the mediation is displayed in Figure 3. The Sobel test yielded a z-value of 4.256 with a *p*-value of 2.1E-5, which is significant of 0.05 level. This means that the partial mediation results generated by MedGraph tell us that quality delivery acted as a significant mediator between customer satisfaction and loyalty. In addition, the casual relationship between customer satisfaction and loyalty has been reduced from a significant beta coefficient value of 0.868 to 0.740, which is still significant at the inclusion of quality delivery, the mediator variable.

Lastly, the figure shows the results of the computation of the effect size in the mediation test conducted between the three variables. The effect size measures how much of the effect of customer satisfaction on loyalty of the customers can be attributed to the indirect path. The total effect value of 0.868 is the raw correlation between customer satisfaction and loyalty of customers. The direct effect value of 0.740 is the size of the correlation between customer satisfaction and loyalty of customer with loyalty included in the regression.



NOTE: The numerical values in the parentheses are beta weights taken from the second regression and the other values are zero order correlations.

Significance of Mediation			Significant
Sobel z-value		4.255996	p = 2.1E-5
95% Symmetrical Confidence Interval			
Lower		.10658	
Upper		.28854	
Unstandardized indirect effect			
*a*b*		.19756	
se		.04642	
Effect Size Measures			
Standard Coefficients			*R^2 Measures (Variance)*
Total:	.868		.753
Direct:	.740		.753
Indirect:	.128		0000
Indirect to Total Ratio:	.147		-.00

Figure 4. Results of the Mediation Computation

Further, the indirect effect value of 0.128 is the amount of the original correlation between the customer satisfaction and loyalty that now goes through quality delivery to loyalty (a*b) where "a" refers to the path between the independent variable and mediator variable and "b" refers to the path between the mediator variable and the dependent variable. The ratio index is computed by dividing the indirect effect by the total effect; in this case, 0.128 by 0.868 equals 0.147. it seems that about 14.70 percent of the total effect of the independent variable on the dependent variable goes through the mediator variable, and about 86.80 percent of the total effect is either direct or mediated by other variables not included in the model.

5. Discussion and Conclusion

Discussions of results are presented in this chapter following the sequence of topics which results were presented in the preceding chapter. The same sub-heading are used to identify the results that are discussed.

Customer Satisfaction

The three-star hotel customers in Davao City were found to have a high level of customer satisfaction, which when given a closer scrutiny could be interpreted to mean that the customer of three star hotel have totally manifested the satisfaction by which they are measured. So, to thoroughly analyze this strongly agree result, among the three indicators of customer satisfaction identified, namely: ambience, hospitality, and added value, which customer respondents got a high level results which belong to category of very high level, it means that the customer of three star hotels in Davao City was very much observed.

To further explain the high level results of customer satisfaction using the instrument utilized in gathering the above data, the respondent's manifested claimed always the ambience such as an experiencing a high class luxury hotel, beautiful accommodation with architectural design and interior decorations, fantastic and unique ambience, there is an ambience of genuine friendliness and warmth, the atmosphere will made you welcome, comfortable and at ease, the ambience offers a lifetime setting of elegance, and the employee dress code, color harmony, and audio effects of the hotel all blended in very well to create an elite atmosphere.

Moreover, the respondents have a very high level of hospitality as very much observed in which the employees of the three star hotel are meet the needs of the customer without having to ask them, greet with courtesy and smiles at all times, there are friendly, cheerful, polite ,responsive, patient and spending time responding and explaining things to address the concerns of the customer, can communicate well and are good listeners, able to anticipate the unmet needs, secured and protected, the staff creates a special mood of comfort and relaxation, treated like a queen/king. In addition, the same data set showed that the respondents have a very high level of added value as very much observed in the following: the hotel is accessible to dining, shopping, and groceries, offers a great value for 24 hour free or reduced parking, offers an array of awesome amenities and facilities inside the hotel premises.

Authors have asserted that when ambience, hospitality, and added value were drawn together, they can stimulate the effectual working of three star hotels. This assertion that customer satisfaction is significant to all hotels because its influence on repeated purchased and word of mouth recommendations (Pizam et al., 2016). In the service settings, customer satisfaction identifies a desired outcome of service experiences, which includes evaluation whether the service has met the needs and expectations of the customer (Kara and Orel 2014). Customer satisfaction is the leading criterion for determining the quality that is actually delivered to customers through the product/service and loyalty will follows after experienced as highlighted by Pizam et al., (2016)

Loyalty

The result of this study revealed an overall high level of loyalty of customers. It was also revealed that the respondents as much observed with the level of attitudinal loyalty and behavioural loyalty. By attitudinal loyalty it means when a client continues to be loyal due to a favorable hotel choice (a brand fulfills main functional and/or emotional needs or the customer has an emotional brand affiliation). By behavioural loyalty it means when a customer wants to purchase / use a particular product, service or brand (at least as much as before). So, to examine this high result extensively, the researcher feels it is important to look closely at the data set for this loyalty variable. There were two sub-constructs of loyalty are identified, namely, attitudinal loyalty and behavioural loyalty. Looking at the results, respondents got only high on attitudinal loyalty, although they had very high performance rates that are very high on in behavioral loyalty. This means that the respondents much observed but not always, in attitude loyalty much of the time. While they are very much observed to behavioural loyalty.

Moreover, the respondents have an high level of attitude loyalty as much observed a moderate inclination in the two indicators such as trust and commitment. In other words, the respondents claimed that the hotel is basically honest, cares about their guest, can keep promises that it makes, emotionally attached and sense of belonging many times. Inversely, the data showed very much observed and have a very high level in behavioural loyalty which has a two indicators namely: cooperation and word of mouth. The definition of customer loyalty was seen as a combination of the favorable attitude of customers and the behaviour or repurchases which revealed by customers' willingness to recommend the product / service to others and to repeat purchases (Kaura et al., 2015). Therefore, this study considers customer loyalty to be a combination of behavioural and attitude loyalty.

However, satisfaction is often regarded as a consequence of the customers post-purchase evaluations of both tangible and intangible label attributes and a primary determinant of customer loyalty (Chrysochou and Krystallis, 2014). Previous studies of Khajehzadeh and Nyadzayo (2016) note the positive effects of satisfaction on behavioral and attitudinal loyalty outcomes such as customer retention, purchasing preferences, service utilization and duration of relationship. Also, effectively managing the customer satisfaction, quality delivery and enhancing customer loyalty have been addressed by the industry practitioner and researchers as mentioned by Ali, Esa, & Shamsudin, (2019).

Quality Delivery

The employees are one of the most important influences in the understanding of customers regarding quality of service as highlighted by Chien, Dong, Lee, Lu, Tsai Wang, & Wu (2016). Perhaps, Dedeoğlu and Demirer (2015) Stressing factors contributing to the quality delivery of the hotel are both employee behavior-related resources and measurable ones. Providing high quality delivery can improve the good behavioural intentions of customers and reduce unfavorable intentions (Ramadania, Sadalia & Theresia, 2018). Hence, the effect of high quality delivery, especially in the hotel industry, is attracting more customers who will stay longer because they are more satisfied. Quality delivery has been recognized as a factor for achieving customer satisfaction with service providers (Shamsudin et al., 2019). Also, quality delivery has been gradually recognized as a key factor in achieving competitive advantage and retaining customers (Nasution 2016).

Currently, hotel organizations from a customer perspective, have difficulty in adequately assessing and improving their service performance (Lee et al.,2016). They also fail to understand which factors that customers find significant, and when their hotel experience should be best evaluated. In addition, while most of the literature studies on the hotel sector concentrate primarily on customer assessment for quality delivery, the expectations of other stakeholders (employees and managers) have been overlooked (Dedeoğlu and Demirer 2015).

Significance of the Relationship of Quality Delivery, Customer Satisfaction and Loyalty of Three-Star Hotels

Three relationships of variables were tested in this study: between Independent Variable (IV) and Dependent Variable (DV); between Independent Variable (IV) and Mediating Variable (MV); and between Mediating Variable (MV) and Dependent Variable (DV). To reiterate, the independent variable (IV) in this study is Customer Satisfaction (CS), the dependent variable (DV) is Loyalty (L), and the mediating variable (MV) is Quality Delivery (QD).

The correlation test revealed a significant relationship between all tested variables. For instance, the test of bivariate correlation between customer satisfaction and loyalty showed that all indicators between two variables have significant relationships.

There is an evidence in the literature to support links between quality delivery, customer satisfaction and loyalty (Kumar, Pozza & Ganesh, 2013). The framework of this study works out the transitive relationship between quality delivery, customer satisfaction and loyalty. Whilst, some studies on quality delivery as a major construct and its relationship with customer satisfaction and loyalty (Cheng, Kasiri, Sambasivan & Sidin, 2017). Most of the studies use SERVQUAL as a measure of quality delivery (Liu, Tsaur, Wang & Yen, 2014).

A considerable amount of literature on quality delivery has demonstrated the correlation between customer satisfaction and loyalty (Ganesh, Kumar & Pozza, 2013). A study by Kasiri et al., (2017) indicates that the hotels can improve customer satisfaction and loyalty through efficient operations, employee engagement, and quality delivery. They also found that this high-performance work program improves the response of workers and the level of quality delivery in hotel organizations. Therefore, a customer may either continue or increase the scope and duration of the service provider relationship, or may refer the service provider to other potential customers. As suggested by Bowen and Chen (2015) that customer satisfaction is related to loyalty and loyalty, and in effect related to the quality delivery efficiency of the hotel. Izogo and Ogba (2015) asserted that the quality delivery contributes to improved customer satisfaction and loyalty as a result of several factors.

The causal link between perceived quality delivery and customer satisfaction, and which of this construct has a direct impact on customer loyalty has been debated in the literature (Cronin & Taylor, 1992, 1994; Izogo & Ogba, 2015).

Mediating Effect of Quality Delivery on the Relationship Between Customer Satisfaction and Loyalty of Three-Star Hotels

In a service setting, this relationship is vital for the survival of the hotel. The mediating effect of quality delivery between customer satisfaction and loyalty has been found to be significant. Between the dimensions, the strength of relationship between quality delivery and customer satisfaction through loyalty is the strongest (Kasiri et al., 2017).

The impact of quality delivery on customer satisfaction and loyalty have both direct and indirect impacts on the hotel industry as highlighted by Jasinskas, Simanavicius, Streimikiene & Svagzdiene (2016). The loyalty of existing customers is very important, since the attraction of new customers was calculated to be much more expensive than the retention of existing customers (Dabija, Dinu, Tăchiciu, & Pop, 2014). Increasing customer loyalty allows the organization to make savings, decreasing marketing and transaction expenses, also decreasing customer-related expenses, increasing the consumption of related products, pursuing positive 'word of mouth' communication, decreasing the cost of failures (Griffin, 1997; Jasinskas et al., 2016). Quality delivery via customer satisfaction determined customer loyalty suggesting that customers' satisfaction promoted their loyalty in tourism sector Kaura, Durga Prasad, & Sharma, (2015). Thus quality delivery plays as mediating variable between customer satisfaction and loyalty.

5.1. Conclusions

This research advances our understanding of quality delivery, and how they interact with customer satisfaction and loyalty in three-star hotels. With considerations on the findings of the study, conclusions are drawn in this section. The foregoing results can be concluded, thus:

The level of customer satisfaction of three-star hotels in Davao City in terms of ambience, hospitality and added value were very high because within the business, customer satisfaction plays an important role. It is not only the leading metric for assessing consumer satisfaction, recognizing dissatisfied customers, minimizing turnover, and increasing revenue; it is also a crucial point of differentiation that allows you in competitive market environments to gain new customers.

The level of loyalty of three-star hotels in Davao City in terms of Attitudinal loyalty and behavioural loyalty were high or much observed man because It is directly related to fulfilling customer expectations to create customer loyalty. In the hospitality sector, knowing how to please a guest helps hoteliers accelerate growth. They can use several customer loyalty tactics to turn new customers into frequent visitors and still maintain your existing guest list.

The level of quality delivery of three-star hotels in Davao City in terms of tangibility, reliability, responsiveness, confidence and communication are found to be very high because this study particularly supports to the proposition of the (Ali, 2015) quality delivery provided by hotel operators will not only help increase customers ' satisfaction, but also result in the increase in customer loyalty and has been recognized as a key factor in influencing the loyalty of valued hotel customers and the profitability of hotels (Chang, Cheng, Lai, & Kuo, 2013).

The correlation of customer satisfaction and loyalty, customer satisfaction and quality delivery, quality delivery and loyalty have a significant relationship. It means the strength of the relationship between quality delivery and customer satisfaction by loyalty is the greatest among the dimensions (Kasiri et al., 2017).

In, the results of the study also suggest that quality delivery significantly but partially mediates the relationship between customer satisfaction and loyalty of three-star hotels. This study particularly supports to the proposition of Jasinskas et. al., (2016) that the impact of quality delivery on customer satisfaction and loyalty affects the hotel industry both directly and indirectly.

Lastly, the study found that there are other variables was not identified in the study that made significantly serves as mediator between quality delivery, customer satisfaction and loyalty.

5.2. Recommendations

Based on the result underscores that the quality delivery significantly but partially mediates the relationship between customer satisfaction and loyalty of three-star hotels. The researcher therefore recommends to the hotel management from various of level of departments to improve the trust of each guest by making sure that the services shown in the publicity is given to each and every customer. This can be done by innovating the service delivery of the establishment through attending Certified Guest Service Professional (CGSP) training and workshop that motivates employees in providing exceptional service and beyond the call of duty that leads to increase the customer trust and loyalty. As well as making an audit check to the services provided by the hotel enable to provide independent assurance that an organization’s risk management, governance and internal control processes are operating effectively.

Similarly, the hotel property can also improve the commitment towards guest by ensuring the marketing collaterals or the branding of the hotel that support the product or service are delivered according to their promised which is stated in the brochures and ads promotion specifically referred in the sales kit since, the said collaterals helps to communicate the key benefits of the business and product to prospective customers in a visually compelling manner and build the credibility of the hotel. This can be achieved by retaining and establishing the property or hotel's brand marketing as a way to advertise your product or service by promoting your brand as a whole. Essentially, it tells the story of your service or product by underlining your whole brand. Hotel branding is important because it not only gives the customer a memorable experience, but also helps customers to know what to expect from your company. It is a way to separate yourself from the competition and explain what you sell, which makes you the best choice.

In addition, the study found a significant relationship between customer satisfaction and loyalty. The researcher therefore recommends the hotel management to have an excellent service to all the guests enable the hotel property management will have a customer satisfaction that will leads to customer loyalty and increase the revenue because the of the reengineering of the quality delivery.

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Level of cookery competency among 4'ps mothers in Magtuod Davao City: Basis for intervention

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Abstract:

The purpose of this study was to determine the level of cookery competency among 4'Ps mothers in Magtuod, Davao City. Descriptive correlational design was utilized in this study. The data were obtained from the 4'Ps mothers in Magtuod, Davao City. Mean was used to determine the level of cookery competency. Mann-Whitney U Test and The Welch's ANOVA was used to determine the significant difference. The Findings of the study revealed that the level of cookery competency of 4'Ps Mothers of Magtuod, Maa, Davao City in terms of food safety, menu composition and food preparation is moderate This means that the respondent moderately agrees with the embodied statement in each variable. Furthermore, there is no significant difference between food safety, menu composition, and food preparation when analyzed according to the age, number of children in the family and educational attainment of the respondents. This implies that food safety, menu composition, and food preparation are very important factors that needs to consider in preparing and cooking food for the family, thus the respondents of the study moderately understand its importance the result of this study is useful in developing a training program that may enhance and develop the knowledge and skills of the 4'Ps beneficiaries. Moreover, the result of the study shows that food safety, menu composition, and food preparation does not differ from the age, number of children in the family and educational attainment this indicates that knowledge and skills in basic food cooking can be learned and understand by different age generation even how many members in the family and educational attainment of the person.

Keywords: Cookery, Competency, 4'Ps

1. Introduction

Background of the Study

Food safety is one of the major concerns of every household, according to Number, Schaffner, Fraser, & Andress, (2011) there are different microorganism that are a hazard that usually contaminate the food that became a reason why food is not safe to eat. Kashima, Matsumoto & Ishii, (2009) stipulated that another problem of households nowadays is the lack of knowledge in terms of menu composition, majority of the household do not usually plan their meal ahead of time and don't even identify the benefits they get out from preparing the dish. Skills in food preparation is very important in the kitchen common issues about food preparation are lack of idea about hygiene, sanitation and many people who usually prepare the food in the household don't usually identify the HACCP (Hazard Analysis Critical Control Point) which usually lead to foodborne illness and malnutrition to the family (Schaefer, 2015).

The United Nations Food and Agriculture Organization estimates that about 795 million people of the 7.3 billion people in the world, or one in nine, were suffering from chronic undernourishment in 2014-2016, almost all the hungry people, 780 million, live in developing countries, representing 12.9 percent, or one in eight, of the population of developing counties. There are 11 million people undernourished in developed countries (Food and Agriculture

Organization, 2014). **World population** a large world population does make it more difficult to provide a decent standard of living for all. Population growth rates have dropped substantially over the last 50 years. See Population Reference (Bureau 2014) for analysis of population trends.

Malnutrition is also a cause of poverty, and thus of hunger. By causing poor health, small body size, low levels of energy, and reductions in mental functioning, hunger can lead to even greater poverty by reducing people's ability to work and learn, thus leading to even greater hunger (Smith & Haddad, 2015).

In the Philippines, only 63.2 per cent of children 6-23 months old reach the minimum variety of foods for a good diet. Twenty-eight per cent of children under 5 were moderately or severely malnourished in 2008-2014. It is also estimated that malnutrition is an underlying condition in more than a third of deaths of children younger than five years. Severely wasted children have a high likelihood of dying if they don't receive appropriate treatment. The long-term effects of malnutrition are impaired learning and development and reduced income earning potential as adults (Zambrano, 2015).

Malnutrition is the result of other factors, including socioeconomic challenges like high unemployment. In the Philippines, over 2.9 million people are struggling to obtain stable employment; a rate that has increased from 6.8 percent in 2012, to over 7.1 percent in 2014. Moreover, due to high food prices, 28 million people cannot even afford to purchase enough food to satisfy their family's food needs (Cannon, 2014).

Many children in Davao City are suffering from Severe Acute Malnutrition (SAM), a condition that puts these kids at risk of dying nine times more than others. Ironically, data bared by the city health officer indicated that most SAM victims are found in the urban barangays, particularly where there is concentration of informal settlers, of families that live in houses build on squatted lands (Ajero, 2013).

This study was being conducted to identify the common problem with regards to food safety, menu composition, and food preparation to identify the problem with regards to identifying the level of cookery competency among 4'Ps mothers in Magtuod, Davao City.

Statement of the Problem

This study was conducted to determine the level of cookery competency among 4'Ps mothers in Magtuod, Davao City.

1. What is the level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms of:
    - 1.1. Food safety;
    - 1.2. Menu Composition; and
    - 1.3. Food Preparation

2. Is there a significant difference between the level of cooker competency among 4'Ps beneficiaries in Magtuod, Davao City when analyzed according to profile of respondents.

Hypothesis

Ho1: There is no significant difference between the level of cooker competency among 4'Ps beneficiaries in Magtuod, Davao City when analyzed according to profile of respondents.

Theoretical Framework

This study was anchored to the theory of Osnyder (1994) in principles of cooking, about the food safety hazards and controls for the home food preparer that to identify the competency to every food handler we should always identify and consider the following the food safety, menu composition, and food preparation. Food safety by identifying the different hazard namely the biological, chemical, and physical hazard and avoid this hazard to prevent food contamination and food poisoning, menu planning to have a basic knowledge on how to prepare and plan the dish ahead of time and identify the benefits of advance planning in preparing the food all of this aspect will avoid different health problems such as malnutrition.

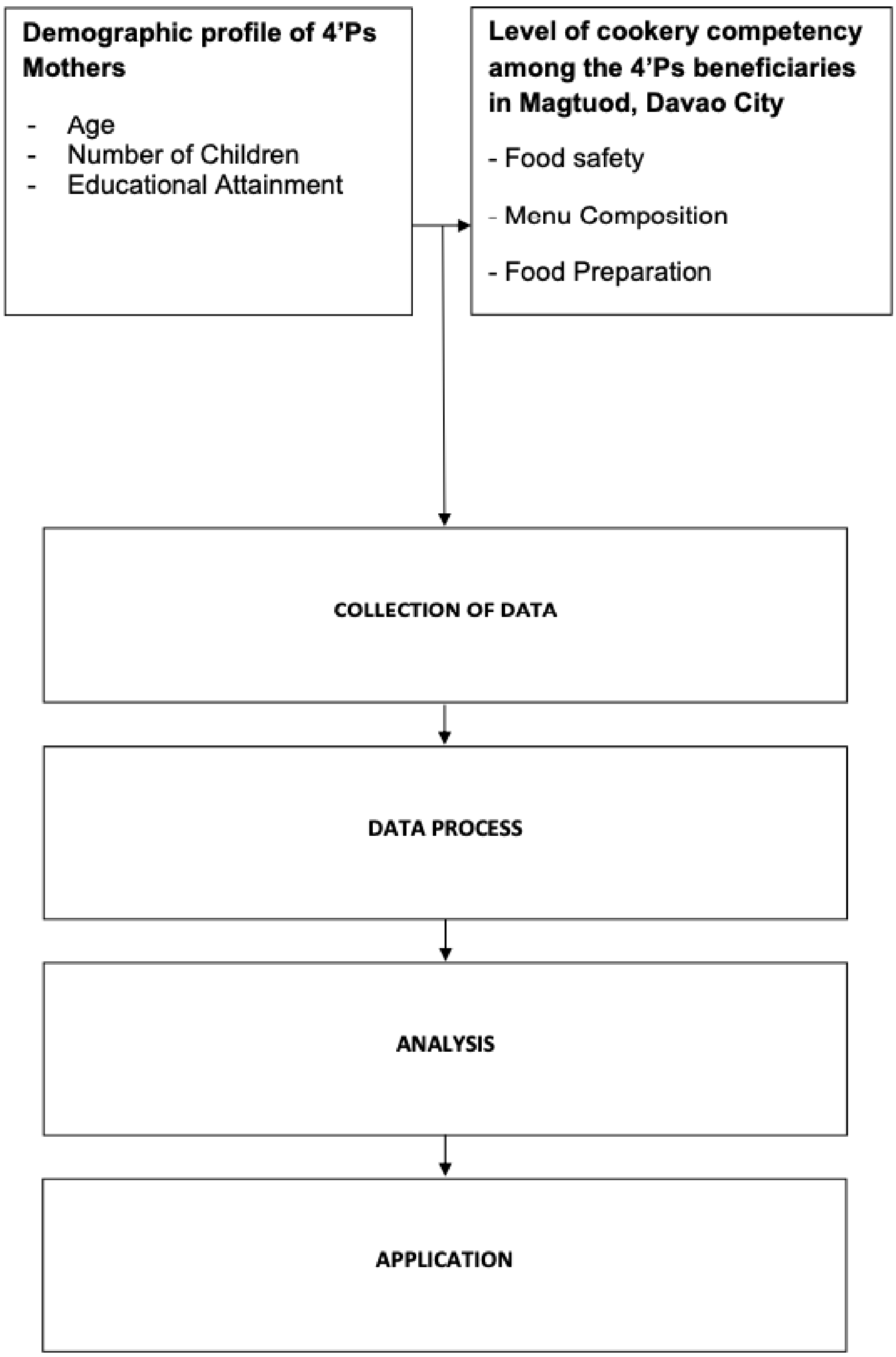

Figure 1. Conceptual Framework Showing the Variables of the Study

Conceptual Framework of the Study

Figure 1 shows the conceptual framework is shown consisting of the variable of the study referring to food safety, menu composition and food preparation to assess the level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City. The moderator variable is consisted of age, number of children and educational attainment of the respondents.

The conduct of the study started with the data collection process, in which the data were collected from the mothers as the 4'Ps beneficiaries in Magtuod, Davao City. After the collection of data the data were interpreted and analyzed using statistical tools. Lastly, application of recommendation was made based on the result of the study.

Significance of the Study

This study was deemed significant to the following in identifying the level of cookery competency among 4'Ps beneficiaries in Magtuod davao City:

4'Ps Beneficiaries. This study might help the 4P's beneficiaries understand the importance of food safety, menu composition, and food preparation in the family.

University of Mindanao.

This study might support the University of Mindanao to their goal in engaging in community services that foster self-reliance and empowerment among the marginalize community, the society is changing and to produce an individual who gives importance to the community with an excellent character, the university needs to also know what the trend is and what is happening in the community.

Future Researchers.

The future researchers could derive and get an idea on what the society's state and trend that needs more researching from this study. This might also guide the researchers in doing their research.

Definition of Terms

The following terms were used operationally and conceptually in the study:

Cookery.

It refers to the art or practice of preparing food. In this research cookery is used to identify the level of cooking skills of the respondents in the study.

Competency.

The ability to do something successfully or efficiently, operationally the term competency is used in this study to assess the level of competence of the respondents.

4'Ps.

Refers to Pantawid Pamilyang Pilipino Program. In English it refers to Bridging Program for the Filipino Family, also known as 4Ps and formerly Ahon Pamilyang Pilipino, is a conditional cash transfer program of the Philippine government under the Department of Social Welfare and Development. It aims to eradicate extreme poverty in the Philippines by investing in health and education particularly in ages 0–14. It is patterned on programs in other developing countries like Brazil Bolsa Familia and Mexico Oportunidades. The 4Ps program now operates in 17 regions, 79 provinces and 1,484 municipalities and 143 key cities covering 4,090,667 household beneficiaries as of 25 June 2014.

2. Methodology

To determine the results of the study, several methods were employed such as: research design, research respondents, research instrument, design and procedure, and statistical tools used in the study.

Research Design

This quantitative study utilized descriptive correlational and causal comparative approach as the research design. Quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical or computational techniques. According to Cohen, West and Aiken, (2014) the objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Phan & Nguyen, 2016).

This study used descriptive research design. According to Mertens (2014) using this method enables the researchers to gather pertinent data through conducting survey to determine the results of the study. Selamat (2008) stated that descriptive survey or normative survey relies on the questions given to the willing participants and later on summarizes the responses with percentages, frequency counts or more statistical indexes. From these summaries, the researchers draw inferences, conclusions and findings to the study. Descriptive correlational refers to a type of study in which information is collected without making any changes to the study subject; in addition descriptive correlation allows examination of the strength of the associations among the variables (Becker, Atinc, Breaugh, Carlson, Edwards, Spector, 2016).

Selamat also added that survey reports, were often suggested that in one sample population at one particular time, that was found by the researchers can be accepted for all the time as constant. Descriptive survey depends on the kind of information sought by the researchers. It can be an interview through a telephone or face-to-face and a written questionnaire. The researchers will gather information and data through a questionnaire to know the level of cookery competency among 4’Ps mothers in Magtuod, Davao City, which the results employed the use of description as the means of presenting the study.

Ethical Consideration

The research respondents were encouraged by the researcher with the approval of the University of Mindanao Community Extensions Office and with the 4’Ps beneficiaries. Transmittal of the questionnaire was based on the official protocols of the University of Mindanao, Davao City, and finally to the 4’Ps mothers of Magtuod, Davao City. They were informed that they were free to withdraw from the survey at any time should they feel the need to do so.
The consent of the respondents was sought. The consent form contains the objectives, methods, and potential benefits of the study. Information on the burden of time required to complete the questionnaire was offered. The 4’Ps mothers of Magtuod, Davao City as the respondents of the study were given enough time to complete the survey questionnaires. Confidentiality of the responses was maintained.

Research Respondents

The respondents of this study were the 4P’s Mothers beneficiaries of Magtuod, Davao City. The researcher decided to focus on the mothers as the respondents of the study since they are usually the one who prepare the food for the entire family. There are 54 4'Ps beneficiaries in Magtuod, Davao City (DSWD, 2017). Out of the 54 beneficiaries 49 respondents answered the survey questionnaire.

n selecting the respondents, purposive sampling method was employed. Purposive sampling is a non-probability sample that is selected based on characteristics of a population and the objective of the study (Finch, 2013). This type of sampling can be very useful in situations when there is a need to reach a targeted sample quickly, and where sampling for proportionality is not the main concern (Crossman, 2017).

Due to the nature of this research, a number of limitations were observed. First, the included research respondents were the 4P's beneficiaries of Magtuod, Davao City. Second, the respondent of the study were Mothers of the 4P's beneficiaries since they are usually the one who prepares the meals for the family. On the other hand, Family members in the community which are not beneficiaries of the 4P's program were excluded in the study, since the research focuses on the 4'Ps beneficiaries in Magtuod davao City. The study also focuses on the Magtuod Davao City since it is one othe partner community of the University of Mindanao.

Demographic Profile of Respondents

Table 1 exhibits the demographic profile of the respondents in terms of age, number of children and educational attainment, in terms of age the result shows that there is only 1 respondent who age 19 years old or 2.04 percent of the respondents, while there are two respondents who come from the age of 20 – 24 years old. This means that there are only few mothers in Magtu-od who are considered to be young mothers. There are more number of respondent mothers who belong to the age 25 – 29 or 20.41 percent of the respondents, while majority of the respondents are from the age 30-34 years old or 26.53 percent of the total number of respondents.

Table 1 *Demographic Profile of Respondents*

AGE	**Frequency**	**Percent**
19 below	1	2.04%
20-24	2	4.08%
25-29	10	20.41%
30-34	13	53%
35-39	9	18.37%
40-44	7	14.29%
45-49	2	4.08%
50-54	2	4.08%
55-59	1	2.04%
60 above	2	4.08%
# OF CHILDREN		
1-5	39	79.59%
6-10	9	18.37%
10 above	1	2.04%
EDUCATIONAL ATTAINMENT		
Elementary Level	6	12.24%
Elementary Graduate	4	8.16%
High School Level	20	40.82%
High School Graduate	18	36.73%
College Level	1	2.04%
College Graduate	0	0%
TOTAL	**49**	**100%**

There are also many respondents who belong to the age 35 – 39 years old. This means that majority of the respondents who answered the survey questionnaire belong to the age 25 – 39 years old. There are also seven respondents who belong to the age of 40 – 44 years old and 2 respondents from the age 45 – 49 years old the same with the 50 to 54 years old while there is only one respondent who belong to the bracket of 55-59 years old. There are two mothers in this study who belong to the age of 60 and above. It shows that majority of the mothers in Magtu-od, Davao City are not that old enough.

In term of the number of children, the result shows that majority of the 4P's mothers in Magtu-od, Davao City have one to five number of children which is represented by 39 or 79.59 percent of the respondents. While 18.37 percent of them have 6 – 10 number of children or 18.37 percent of the respondents, while there is only one respondent who has a 10 and above number of children among the respondents.

In terms of educational attainment, there are 6 or 12.24 percent of the respondents who belong to the elementary level, while there are 4 or 8.16 percent who graduated from elementary. Majority of the respondents in this study are high school level and it is represented by 20 0r 40.82 percent of the respondents. There are also many respondents who graduated from high school 18 or 36.73 percent of them. There is only one respondent who reached college while none of them graduated from any course in college.

Research Instrument

The research instrument used in this study is from the topics of hygiene and sanitation and Cookery or Culinary Arts and Science books. It was also validated by the experts of the research topic.

The variable of the study was related based on the following scale in the result of the study:

Level	Range of Means	Verbal Description	Interpretation
5	4.21-5.00	Very High	This means that the respondent strongly agrees with the embodied statement.
4	3.44-4.20	High	This means that the respondent agrees with the embodied statement
3	2.61-3.40	Moderate	This means that the respondent moderately agrees with the embodied statement.
2	1.81-2.60	Low	This means that the respondent slightly disagrees with the embodied statement.
1	1.00-1.80	Very Low	This means that the respondents strongly disagrees with the embodied statement

Design and Procedure

The following were the steps in gathering the data:

Permission to Conduct the Study.

The researcher sought the approval of the panel to conduct the study through a title defense. The researcher made a preliminary interview on the possible problems that the college can address in order to cater the needs of the community with the help of the community extensions office after the preliminary interview, the researcher sent a letter request to the barangay Magtuod Maa, Davao City, asking permission to conduct the study to identify if there is really a need in the community.

Construction and validation of questionnaire.
The researcher sought indicators that correspond to the level of cookery competency. Profile of the respondents was also indicated in the questionnaire to know if there is a difference between age, educational attainment and number of children of the respondents.

Administration of the Instrument.
Questionnaires were distributed personally. The researcher set a specific schedule for the time and place of distribution of questionnaires in barangay hall of Magtuod, Maa, Davao City.

Collecting and Analyzing Data.
Lastly, the questionnaires were retrieved and data were collected and analyzed.

Statistical Tools
The following statistical tools were employed in the treatment of the data:

Frequency Count. This was used to determine the exact number of the respondents according to their respective profiles.

Percentage.
This was used to determine the exact percentage of the respondents according to their respective profiles.

Mean.
This was used to determine the level of cookery competency of 4’Ps Mothers of Magtuod, Maa, Davao City.

Mann-Whitney U Test.
This was used to determine the significant difference on the level of cookery competency of 4’Ps Mothers of Magtuod, Maa, Davao City when analyzed according to the number of children of the respondets.

The Welch's ANOVA.
This was used to determine the significant difference on the level of cookery competency of 4’Ps Mothers of Magtuod, Maa, Davao City when analyzed according to the educational attainment and age of the respondents.

3. Results

This chapter deals with the presentation, analysis, and interpretation of the data. The first part describes the levels cookery competency among the 4’Ps beneficiaries in Magtuod Davao City in terms of food safety, menu composition, and food preparation. The second part exhibits the significant difference between the level of cookery competency among 4’Ps beneficiaries in Magtuod Davao City when analyzed according to the profile of respondents.

Table 2 *Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Food safety*

Item	Mean	Descriptive Level
1. Using different kinds of chopping board to avoid cross contamination.	2.69	Moderate
2. Segregate and separate the containers for fruits, vegetables, meat and etc.	2.87	Moderate
3. Follow exact and correct temperature in preparing and or cooking the food.	2.77	Moderate

Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Food safety

Table 2 shows the result for the Food safety practices of the respondents in Magtu-od, Davao City. The result shows that the 4'Ps mothers who are the beneficiaries of the study are not following the correct food safety procedure in preparing their food. It shows in the result of their *usage in different kinds of chopping board* with a mean of 2.69 which means that they are just doing it sometimes. *Separating their ingredients* before storing it also shows that they are not properly practicing it, with a mean of 2.87 which means that they are just doing it sometimes. The same with the *following the right temperature* majority of the respondents are not observing right temperature in preparing their meal. Safe steps in food handling, cooking, and storage are essential to prevent foodborne illness. You can't see, smell, or taste harmful bacteria that may cause illness.

According to the United States Department of Agriculture (2013) that using the right tools for every food preparation and cooking will help minimize the possible foodborne illnesses, the organization also emphasizes the importance of proper storage by making sure that the containers that are being used as storage for different ingredients are clean and separated and segregated per ingredients as indicated the food handler must always observe the following Always wash hands before and after handling food. Don't cross-contaminate. Keep raw meat, poultry, fish, and their juices away from other food. After cutting raw meats, wash hands, cutting board, knife, and counter tops with hot, soapy water. Marinate meat and poultry in a covered dish in the refrigerator. Sanitize cutting boards by using a solution of 1 teaspoon chlorine bleach in 1 quart of water.

Rajendran (2010) made mention about the HACCP (Hazard Analysis Critical Control Point) it applies to all organizations in the food chain and even in the household as well. It doesn't matter how complex the organization or family orientation is that. An ideal food safety management system: Meets the food safety policy and achieve the measurable objectives related to the policy Meets performance of "effectiveness" (extent to which planned activities are realized and planned results achieved) and "efficiency" (relationship between the results achieved and the resources needed). Applies proven management principles aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all other stakeholders (Alleweldt, 2013).

Stated by Merkle (2014) every household must make sure that the family are safe from any hazard that may lead to different problems in the future, this biological, chemical and, physical hazard can be avoided if the person who prepare the food has a knowledge and skills on how to follow the food safety standard, making sure that the chopping board and knife are washed regularly before and after using it as well as making sure that correct and exact temperature in cooking can kill the micro-organism that can help the family get rid of any problems with regards to foodborne illnesses. Brown (2013) also suggest that if the family members will make sure that the ingredients are well segregated in place of storage it can help its prolonging the lifespan of this ingredients and will avoid this ingredient to become ripped.

Table 3 *Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Menu Composition*

Item	Mean	Descriptive Level
1. Follow the sequence of food preparation from (appetizer, soup, salad, main course, dessert)	2.61	Moderate
2. Correct food meal pattern for the time of the day (Breakfast, Lunch, Dinner)	2.71	Moderate
3. Preparing List of food to prepare and or cook for the family	2.26	Low

Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Menu Composition

Table 3 shows the menu composition ability of the respondents, in the correct sequence of food service and was identified that majority of the respondents are not that particular with regards to following the right sequence of food service. It was represented by the mean of 2.61 which means that they are just observing it sometimes. In preparing right food for the right time I garnered a mean of 2.71 which means that the mothers are just doing it sometimes. Majority of the respondents are not preparing food ahead of time for their family it has a mean of 2.26 or seldom. Planning menus for your family that are budget-friendly, appetizing and nutritious can seem daunting. But, with careful planning you can prepare and serve meals that meet the needs of your site and participating children. In this section, you will find tips on how to plan your menu.

According to Aberg (2009) unhealthy eating is an increasingly important problem in every household. Our approach to this problem is to provide a meal planning system giving recommendations of suitable food recipes, taking important factors such as nutrient content, cost, variation, etc. into account. A food handler controls how the system takes these factors into account through settings after which the system creates an optimal meal plan such as (appetizer, soup, salad, main course and dessert). The cook can then iteratively refine the settings until a satisfactory meal plan is produced. The system is evaluated empirically in terms of ease of use and perceived usefulness, factors crucial for eventual user acceptance. The results are positive, and several interesting possibilities for future system improvements are discussed.

Food can be grouped together according to the major nutrients they provide, these have been called Core Food Groups. Together they provide the minimum number of serves that meet the recommended intake of the nutrients essential for good health. The minimum number of daily serves needed by adults aged 60+ years, from each group is given in the table below. Remember some people will need more than this depending on appetite and activity level (Lewis, 2008). The recommendations for the minimum amount of Core Foods required to be provided by Meals on Wheels are based on the contribution to the total intake each day of the lunch meal and the additional foods that clients provide themselves. Menus should offer the recommended serves of the Core Food Groups for Meals on Wheels services. It is also important to offer a variety of foods within these groups., plan menus over at least two weeks to ensure a variety of foods and cooking styles, a cycle using two fortnightly menus (four week cycle) works well for many. The texture of foods is particularly important when planning menus for Meals on Wheels services. Many elderly people experience difficulty in chewing and swallowing (Digby, 2008).

Study participants with limited meal preplanning practices were less likely to participate in family meals (Fruh, Mulekar, Hall, Adams, Lemley, Evans, and Dierking, 2013). It is very important for every household to make sure that the family was able to balance its meal from appetizer, soup, salad, main course, and dessert because anything lack can lead to malnutrition and anything in excess in the food can lead to obesity, that's why planning the food at least one week can lessen the problem of every household in the family as well as making a list on the ingredients to purchase and food to prepare can make our life easier inside the kitchen in our nome (Diva, 2013).

Table 4 *Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Food Preparation*

Item	Mean	Descriptive Level
1. Making sure that there are right nutrients and minerals in every food that I prepare.	2.85	Moderate
2. Plan and make a list of the food that will be prepared for the week for balance nutrition.	2.65	Moderate
3. Knowing the benefits of every ingredient it gives to my family.	2.85	Moderate

Level of cookery competency among the 4'Ps beneficiaries in Magtuod, Davao City in terms Food Preparation

Table 4 displays the result for the food preparation, in making sure that the foods are nutritious, the respondents say that they are observing it sometimes with a mean of 2.85. In planning ahead of time, it has a mean of 2.65 of they are just doing it sometimes. Lastly in the level of knowledge of knowing the health benefits the respondents have an overall mean of 2.85 or they are doing it sometimes.

According to Chenhall (2009) the person who prepares and cooks the food for the family must have a knowledge on identifying what are the nutrients and minerals the family members get in the food that they eat, this can be achieved if the chef plan ahead of time and make some continues learning on knowing what's good for the family, with this common problems because of wrong food intake can be avoided and the family can leave a healthy life.

Over the past several decades, a transition or change in cooking and food preparation skills has been hypothesized and observed, which could have an important impact on healthy eating and the health of Canadians, presently and in the future. This transition in cooking and food preparation skills involves the increased use of pre-prepared, packaged and convenience foods, which require fewer and or different skills than what is often referred to as traditional or 'from scratch' cooking (Merkle, 2014).

Keep Food Safe food preparation, Healthy, and Appealing Good food handling practices will help you keep food safe, healthy, and appealing. Properly freeze, thaw, prepare, cook, cool, and serve all foods offered to children. Follow food safety rules about storage, temperature controls, hygiene, and sanitation. Follow local health department codes. Leave room for air to move around stored food in the refrigerator, freezer, and storeroom. Cover all food in the refrigerator and freezer. Date all foods and use oldest foods first. Limit added salt, fat, and sugar in preparation. Use herbs, spices, marinades, stocks, and fruit and vegetable juices to add flavor. Make shapes, size, color, texture, flavor, and quality of foods appealing to children.

Fruits and Vegetables Storing Cover refrigerated fruits and vegetables. Store fruits and vegetables in the refrigerator at 40 °F or lower. Blanch or fully cook fresh fruits and vegetables before freezing. Store potatoes, onions, and uncut winter squash in a cool, dry place at 45-50 °F, at room temperature for only 1 week, washing Use cold running water to wash all fresh fruits and vegetables (Cullis, 2010).

According to Perez et. al., (2006) foodborne illnesses are syndromes that are acquired as a result of eating foods that contain sufficient quantities of poisonous substances or pathogens. Cultural practices place the Hmong at an increased risk for foodborne illnesses resulting from improper food handling, preparation, and storage. The risk for illness is further complicated by the fact that the Hmong have very limited knowledge about food-borne disease and they find themselves in a situation in which they cannot control the space in the house available for food preparation.

People must become nutrition conscious. Print and electronic media pour out nutrition messages to the public. Super markets are flooded with foods of varied types, natural, processed, and ready to eat. The common man turns towards nutrition scientists and dietitians for scientifically proved information on Nutrition and Dietetics. Hence it is essential that Nutrition and Dietetics is offered at various levels of education (Easwaran, 2014).

Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to Age

Table 5 presents the result on the significant difference between the level of cookery competency among 4"Ps beneficiaries in Magtuod Davao City when analyzed according to the age of the respondents. The data show that there are no significant difference between food safety, menu composition, and food preparation when analyzed according to the age of the respondents.

Table 5 *Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to Age*

Variables	Mean	SD	F value	Sig	Decision on Ho
Food safety	2.782	1.2634	1.053	0.418	Accept
Menu Composition	5.531	1.26994	1.19	0.328	Accept
Food Preparation	2.7892	1.40258	0.768	0.646	Accept

This means that despite of the age differences between each respondent it does not affect on the level of knowledge and skills in the aspect knowing the importance of food safety in preparing the food, having knowledge in the area of developing a meal plan, and the ability to prepare a delicious, healthy and nutritious food for the family.

This statement supports the study of USDA, (2013) that the knowledge and skills of the person in terms of food safety, hygiene and sanitation has nothing to deal with the age of the person in the family, thus it focuses more on the practices of the family as to how each members were oriented about the food preparation and cooking process. In addition the Food and Agriculture Organization FOA, (2014) stated that every family member in different age bracket must be knowledgeable in the proper and correct way of food preparation from purchasing to reheating process to avoid problems related to food poisoning.

Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to the number of children

Table 6 shows the result on the significant difference between the level of cookery competency among 4"Ps beneficiaries in Magtuod Davao City when analyzed according to the number of children in the family.

Table 6 *Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to the number of children*

Variables	Mean	SD	F value	Sig	Decision on Ho
Food safety	2.782	1.2634	0.74	0.482	Accept
Menu Composition	2.531	1.26994	2.242	0.118	Accept
Food Preparation	2.7892	1.402258	1.616	0.21	Accept

The result of the study shows that there are no significant difference between food safety, menu composition, and food preparation when analyzed according to the number of children in the family of the respondents. This means that despite of how many numbers of children is there in the family it does not affect the level of knowledge and skills in the aspect knowing the importance of food safety in preparing the food, having knowledge in the area of developing a meal plan, and the ability to prepare a delicious, healthy and nutritious food for the family. In addition, the number of children does not guarantee that the respondents are well knowledgeable in the area of food safety and sanitation as well as the level of skills in preparing delicious and healthy food.

According to Cannon, (2014) stated that the skills of every individual in the area of knowing how to segregate different ingredients to meet the proper way of storing the food, correct food meal pattern for each time referring to the breakfast, lunch, dinner and snack in between, plan and make a list of the food that will be prepared for the week for balance nutrition has nothing to do with how many are there in the family or the number of children in the family. In addition, Zambrano (2015) emphasize that the knowledge and skills of every individual in proper food process flow and procedure does not reflect to the number of children in the family but in the experience of the person in the field of food process and procedure.

Table 7 *Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to the Educational Attainment*

Variables	Mean	SD	F value	Sig	Decision on Ho
Food safety	2.782	1.2634	0.672	0.615	Accept
Menu Composition	2.531	1.26994	0.637	0.639	Accept
Food Preparation	2.7892	1.40258	1.191	0.328	Accept

Significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to the Educational Attainment

Table 7 presents the result on the significant difference between the level of cookery competency among 4'Ps beneficiaries in Magtuod Davao City when analyzed according to the educational attainment of the respondents. The data show that there is no significant difference between food safety, menu composition, and food preparation when analyzed according to the educational attainment of the respondent. This means that despite of the educational attainment of the respondents between each respondent it does not effect on the level of knowledge and skills in the aspect knowing the importance of food safety in preparing the food, having knowledge in the area of developing a meal plan, and the ability to prepare a delicious, healthy and nutritious food for the family. The result of the study is to accept the hypothesis for a reason that all the respondents are in the same area of educational attainment from elementary level to high school graduate. It is one of the reasons because majority of the beneficiaries of pantawid, pamilyang, Pilipino program of the Philippine government are coming from this group of people.

The result of the study contradicts the result of the study of Merkle, (2014) focusing on the importance of educational attainment in attaining better understanding and gaining skills in food safety and proper food preparation. The author highlighted the importance of education in getting correct understanding on the importance of food in human's body. Following the exact and correct temperature in preparing and cooking the food, preparing a list of to be prepared for the family, knowing the benefits of every ingredient may be gained if the person has knowledge in food preparation and these things can be develop by getting and developing educational attainment (Diva, 2013).

4. Discussion and Conclusion

Majority of the respondents are from the age of 30 to 34 years old, with 1 to five child/children in the family, and majority of them are high school level.

Food safety practices result shows that the 4'Ps mothers are not following the correct food safety procedure in preparing their food in terms of separating their ingredients before storing it also shows that they are not properly practicing it because they are doing it sometimes as well as in following the exact temperature in cooking they are not always observing the right temperature in preparing or cooking the food.

Menu composition ability of the respondents, in the correct sequence of food service it was identified that majority of the respondents are not that particular with regards to following the right sequence of food service. In preparing right food for the right time the 4P's mothers are just doing it sometimes. Majority of the respondents are not preparing food ahead of time for

their family. Planning menus for their family that are budget-friendly, appetizing and nutritious can they are not observing it properly.
Food preparation, in making sure that the foods are nutritious the respondents are observing it sometimes which means that they are not particular with it. In planning ahead of time, it has just doing it sometimes. Lastly in the level of knowledge of knowing the health benefits the respondents are doing it sometimes, this means that the respondents of the study are not that knowledgeable when it comes to food safety, menu composition, and food preparation.

There is no significant difference between food safety, menu composition, and food preparation when analyzed according to the age, number of children in the family and educational attainment of the respondents.

Recommendation

The 4'Ps beneficiaries may undergo a seminar and training about food safety, menu composition and food preparation understanding on the importance of menu planning.

The University of Mindanao College of Hospitality Education Hotel and Restaurant Management Program may create a seminar and training plan for the 4'Ps beneficiaries to develop the skills in food safety, menu composition and food preparation, as part of community extension program of the college.

To identify the competency of the respondents after the training it is highly recommended that the 4'Ps beneficiaries may undergo into a national assessment in TESDA specifically in Cookery NCII to know their level of competence after the seminar and training.

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Understanding customer loyalty towards rising competition in the Philippine hotel industry: Case of a 5-star hotel in Manila

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Abstract:

This study examined a 5-star hotel in Pasay City, Philippines on how it can effectively manage the hotel competition in the Philippines. It illustrated the factors that led to customer satisfaction and the theories related to service quality. This research covered 224 post-stay guest feedbacks from January to June 2018 which were validated by feedbacks from 6 in-house guests of the hotel. The findings were consistent in naming staff service as the top strength of the hotel.

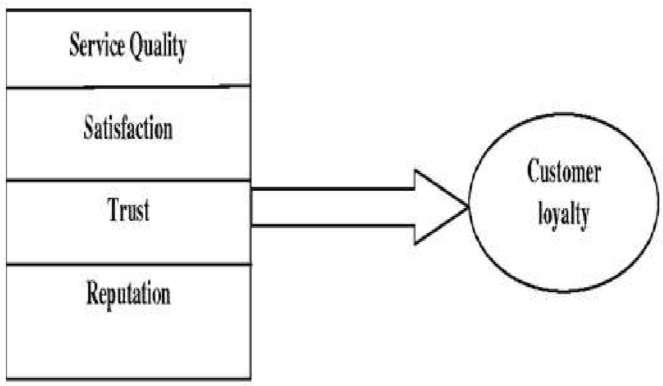
Keywords: customer satisfaction; competition; post-stay feedbacks; hotel.

1. Introduction

As former employee of the said hotel, there was a forecasted decrease with the demand in the following years as competition has been everywhere. The market has vastly changed over the years. Before, guests used to be brand-conscious. Now, travellers, most especially the millennial, do not mind about the hotel brand (Eng, 2016). Travellers just want a comfortable accommodation and the market had become price-sensitive already. With this in mind, this study aims to answer the question: How will utmost customer satisfaction help hotels manage and/or survive the competition?

2. Literature Review

The researcher has looked into the theoretical framework of Jameel and Ali (2016). Jameel and Ali (2016) believe that service quality, satisfaction, trust and reputation are directly related to customer loyalty and increased customer retention rate. This is shown in Figure 1.



1) Loyalty will not be possible without service quality.
2) Satisfaction is an essential part of customer loyalty.
3) A customer's trust leads to commitment which leads to loyalty.
4) A positive reputation leads to

Figure 1. Theoretical Framework of Customer Loyalty
Source: Jameel and Ali (2016)

Customer Loyalty is a customer's commitment to support a product or a service constantly. Whether there are other options to try out, the consumer will still purchase (and repurchase) this product or service due to the client's preference. Customer loyalty is any business' goal simply because it is cheaper to keep a loyal customer than to gain a new one due to costly marketing strategies. Also, customer loyalty will mean positive word-of-mouth (business referrals) and less price sensitivity.

3. Methodology

Considering the exploratory nature of a qualitative research, this study employed the said approach in order to gain a better understanding of the research argument. This was a case study of a 5-star hotel in Pasay City, Philippines. This was in the same vein as what Ren et al., (2015) did in their study but it was different in a way that it covered post-stay feedbacks during the peak periods of the year (first and second quarters of 2018) of the 5-star hotel. Ren et al., (2015) did a qualitative research with budget hotels in Shanghai, China using post-stay guest surveys and other online sources. The researcher analyzed guest comments for six months from January to June 2018 in order to validate the consistency of the feedback of the customers. This is believed to be valid since it covered the feedbacks for six months of a calendar year.

The data was gathered from online sources such as guest reviews extracted from the official website of the hotel and Tripadvisor.com. This method enabled the researcher to understand facts and feelings coming from hotel guests who had recently stayed at the hotel using two online sources. The researcher also interviewed hotel guests to validate the data gathered in the two online sources mentioned above. It was said to be more spontaneous, specific, detailed and relevant. Content analysis was performed to further understand the first hand data (informal interview) and second hand data (online guest reviews) collected without any influence from previous concepts. This allowed discussion of the findings specific to this study.

For confidentiality and anonymity purposes, the name of the hotel was omitted and was renamed as “the 5-star hotel”. Names of the guests who provided their reviews were also omitted. The researcher secured informed consent from hotel guests who wished to participate in the study to validate the findings of the researcher.

4. Results

A total of 102 feedbacks from the hotel website and 122 feedbacks from Tripadvisor.com had been collected. From the 224 feedbacks, the researcher had categorized these feedbacks based from the answers of the customers.

Based from 102 feedbacks gathered from the hotel website, below is the initial framework of positive and negative comments by category for the first six months of 2018. Refer to Table 1.

Table 1 *Positive and Negative Comments Based from the Hotel Website*

Hotel Website			
Positive Comments		Negative Comments	
Staff/Service	59	Staff/Service	7
Room	21	Food	5
Location/Accessibility	29	Value for Money	3
Cleanliness	11	Room	2
Breakfast	7	Maintenance & Upkeep	2
Facilities	8	Facilities	1
Food	5	Design/Layout	1
Ambiance	4	Ambiance	1
Design/Layout	4	Recognition	1
Recognition	4	Transportation	1
Amenity	3		
Maintenance & Upkeep	2		
Value for money	2		

On the other hand, below is the initial framework of the 122 positive and negative comments by category for the first six months of 2018 based from the Tripadvisor.com website. Refer to Table 2.

Table 2 *Positive and Negative Comments Based from the Tripadvisor.com*

Tripadvisor.com			
Positive Comments		Negative Comments	
Staff/Service	88	Staff/Service	13
Location/Accessibility	60	Value for Money	12
Room	58	Accessibility	7
Cleanliness	43	Cleanliness	5
Facilities	31	Rooms Working Order	4
Breakfast	29	Food	3
Food	25	Room	3
Design/Layout	21	Facilities	3
Recognition	11	Breakfast	3
Amenity	9	Amenity	3
Value for money	9	Noise	2
Wifi	8	Design/Layout	1
Security	6	Transportation	1
Ambiance	5	Ambiance	1
		Request not granted	1

The two websites are consistent in naming: (1) staff/service, (2) location/accessibility and (3) room as the top three strengths of the hotel. In terms of its weaknesses, staff/service and value for money are both in the top three lists, while food ranks 2nd based from the hotel website and accessibility ranks 3rd in Tripadvisor.com.

5. Discussion and Conclusion

5.1. Discussion and implications

Service quality is indeed the top most leading factor towards guest satisfaction or dissatisfaction as conveyed by Ren et al. (2015), Au et al. (2009), Choi and Chu (2001), Sparks and Browning (2010) and Lee and Hu (2004) and as proven in the study. Meaning, staff and service are what guests are talking about. Guests value service more than other products offered by the hotel. Guest rooms and location are secondary factors that lead to customer satisfaction. However, guests consistently note that staff and service are the main factors contributing to a delightful experience.

5.2. Conclusion

Service quality is the most powerful weapon in a competition and as defined is the life of an organization (Jameel and Ali, 2016). Service quality is what sets hotels apart from the competition. It is a brand differentiation: a marketing program and a brand standard. Therefore, it is something that hotel management may strategically use to differentiate them and survive the competition. Service quality has a huge impact towards profit, satisfaction and the end-goal of any business, customer loyalty. Repeat clients are the targets of any establishment. In order to achieve the loyalty of the customers, they must earn their trust and it will only be possible with a long lasting impression of the brand.

With the data presented above, staff and service cover the top box in guest comments coming from three sources such as: hotel website, tripadvisor.com website and comments from in-house guests. These clearly validate the studies of Ren et al. (2015), Choi and Chu (2001), Sparks and Browning (2010).

5.3. Limitations of this study and suggestions for future studies

Future researchers may consider studying other 5-star hotels or hotels with different star ratings within the area. Also, the study has utilized a qualitative approach. Future researchers may want to consider a quantitative approach to provide generalization. Lastly, future studies may consider understanding pre-stay feedbacks as pre-stay feedbacks set the expectations of the customers. Other sources such as post-stay questionnaire, social media websites can be utilized to have a better understanding of guest feedbacks.

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Quantitative research on the text of Chinese cultural and tourism integration development policy based on semantic analysis

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Abstract:

Research on the integration of culture and tourism has become a current hot spot, but there are few studies on culture and tourism policy. Introducing natural language processing into policy quantitative research, constructing a “time-space-subject-element-topic” policy quantitative model based on semantic analysis, using semantic analysis methods such as word segmentation, part-of-speech tagging, named entity recognition, and dependency syntactic analysis, to improve Chinese culture Conduct quantitative analysis with tourism policies, mainly selecting policy themes, policy subjects, policy time evolution, policy space diffusion and other aspects for research. The study found that China's cultural and tourism integration policy has not yet achieved the integration of true concepts. It is necessary to continuously increase the introduction of specific cultural and tourism integration policies, improve the implementation of cultural and tourism integration policies, and achieve the balance of cultural and tourism integration policy tools.

Keywords: Culture and Tourism; Policy Text; Semantic Analysis

1. Introduction

In recent years, China's central and local levels have successively promulgated many policies and regulations to promote the integrated development of culture and tourism. Policy literature analysis has always been an issue of concern to academic circles. It is the materialized carrier of policy ideas and a true reflection and behavioral imprint of the government's handling of public affairs. By analyzing the policy text, it can provide an effective path for grasping the policy development trend from the macro level and clarifying the policy characteristics from the micro level. At the same time, research methods such as semantic analysis, bibliometrics, and data visualization continue to develop, providing a broader development space for public policy research that uses policy literature as the research object. However, there are still few studies on the integration and development policy of culture and tourism, and there is a lack of quantitative research on related policies. In-depth mining of policy text content is helpful to sort out the trajectory of policy evolution and objectively analyze the problem of disconnection between policy and practice. Therefore, it is urgent to start from the policy itself to quantitatively analyze China's existing industrial policies for the integration and development of culture and tourism. Based on this, this article collects policies related to the integration and development of cultural and tourism industries, conducts a quantitative study on the external attributes and internal structure of China's central and local cultural and tourism integration policies, and compares the release time, space, subject and policy content of cultural and tourism integration policies at different levels Factors, and the differences in policy content and themes, for a correct understanding of the differentiated policies adopted by governments at all levels in the process of promoting the development of cultural and tourism integration, in-depth understanding and grasp of the purpose of formulating and issuing cultural and tourism integration policies, and then promoting tourism policies in the era of cultural and tourism integration Reasonable formulation has important theoretical and practical significance.

2. Literature Review

The focus of China's tourism policy has shifted to the full release of economic functions. At the same time, the relationship between culture and tourism has begun to receive attention. In November 1993, the General Office of the State Council forwarded the China National Tourism Administration's document "Opinions on Actively Developing China's Tourism Industry". The document issued at the Chinese level clearly linked tourism and cultural undertakings for the first time, pointing out the rise of China's tourism industry. And development meets the increasing material and cultural needs of the people, strengthens the cohesion of the people to love the motherland, and promotes the development of cultural undertakings. Through the combing of existing research, more and more researches on tourism policies have formed the following themes. One is the research on policy processes such as policy formulation, policy implementation, and policy evaluation. Related research has empirically analyzed the policy performance of rural tourism. Rural tourism policy is integrated into the rural development policy framework: the second is mainly focused on the evolution of China's tourism policy in terms of the path and evolution characteristics of China's tourism policy; the third is the analysis of specific policy tools, such as rural tourism policies and agriculture-related policies, Tourism transportation policy, tourism safety policy, etc. However, the existing quantitative research on policies is mostly oriented to areas with deep policy accumulation or formed policy systems, such as energy conservation, emission reduction, technological innovation, etc., while the development of cultural and tourism integration is still in its infancy, and there are few specialized and systematic policy texts. Most of them appear scattered in relevant policy documents in the form of policy provisions. Traditional policy measurement methods, such as content analysis and social network analysis, are difficult to achieve effective observation of tourism culture and tourism integrated development policies.

3. Methodology

3.1. Measurement

Among them, in terms of external attributes, the time of policy issuance reflects the overall evolution characteristics of the cultural and tourism integration policy system and the speed of local response to central policies; the region of policy issuance reflects the characteristics of the spatial distribution of policies; the subject of policy issuance indicates the department responsible for cultural tourism and inter-governmental cooperation Situation; In terms of internal structure, the policy content elements reflect the focus of the central and local cultural and tourism integration policy text content; the policy content theme reflects the focus of the cultural and tourism integration policy text. It mainly includes data capture and sample library establishment, natural language processing semantic analysis, semantic analysis of policy external attributes, semantic analysis of policy internal structure, co-occurrence analysis and cluster analysis.

3.2. Data sources

This article uses "culture and tourism integration" as the key word, searches on the official websites of relevant departments and governments at all levels etc., and collects and organizes the policy text according to the following principles: The policy scope covers national and local policies and regulations formulated by the central and local legislatures and administrative agencies; the second is to mainly select laws, regulations, rules, regulations, opinions, methods, decisions, announcements, notices, etc., and do not count as technology or industry regulations, letters, instructions, etc.

4. Results

The semantic analysis method of natural language processing is used to obtain the semantic analysis data set of "the integration of culture and tourism".Use natural language processing named entity recognition to locate each word in the word sequence of the "culture and tourism integration" semantic analysis data set, and analyze the elements according to the external attributes of the culture and tourism integration policy, and respectively analyze the time (year) and the area of publication (province) , Issuing agencies, etc., to identify and label, so as to realize the analysis of external attributes such as the time distribution, spatial distribution and the main body of the central and local tourism transportation policies.Use natural language processing dependent syntactic analysis to obtain the core vocabulary related to the semantics of "fusion of culture and tourism", and realize the analysis of the internal structure of the policy text. Construct a co-occurrence matrix of "culture and tourism integration" and its related high-frequency words, and visualize the co-occurrence matrix, and then reveal the co-occurrence relationship between related terms of "culture and tourism integration", reflecting the integration and development of culture and tourism Internal elements of the policy.

5. Discussion and Conclusion

Use the semantic analysis method in natural language processing to conduct quantitative research on cultural and tourism integration policies, especially for a policy theme that has not yet formed a policy system and appears in the form of scattered policy provisions. This method provides quantitative research on policies, documents, intelligence, etc. A new way of thinking can make up for the subjectivity, uncertainty and ambiguity of traditional policy measurement methods to a certain extent, and it can be popularized. In the future, this method can still be used to deeply explore the internal mechanism of cultural tourism policy, the main behavior of intergovernmental cooperative governance, and the effect of policy implementation under multi-subject linkage.

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The influence of human images on tourists' destination perception and behavioral intentions

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Abstract:

TGC photos contribute a lot to shaping potential tourists' destination image. Aiming to explore the role of human images in influencing potential tourists' destination perception and behavioral intentions, we designed a 2 (human images) × 3 (destination types) experiment (study 1) and an eye-tracking test (study 2). The results showed that TGC photos with human images evoked more positive behavioral intentions of potential tourists. Besides, tourism destination types and latent information respectively act as a moderator and a mediator.

Keywords: TGC photos, Human images, Tourism destination, Eye-tracking

1. Introduction

With the rapid development of Web 2.0, tourists are accustomed to sharing their travel experiences on social media. The shared information is tourist-generated content (TGC). TGC photos play an essential role in shaping potential tourists' attitudes towards the destination and promoting visiting intentions. Siarohin et al. (2017) suggest that certain pictures' properties can make them more compelling and memorable. Studies related to tourism advertising have found that human images in pictures can enhance the advertisements' attractiveness and positive attitudes towards brands (Roy, Dryl, & de Araujo Gil, 2021). The research about human images in pictures mainly appears in tourism advertising and web design, discussing human images' influence on the publicity effect.

As reflected in the UNESCO World Heritage List, people generally divide tourism destinations into natural and cultural categories (Weng, Huang, & Bao, 2021). According to the Attention Restoration Theory (Wang & Sparks, 2014), photos of natural landscapes are more likely to attract attention than photos showing built environments. Viewers' attitudes also vary depending on the type of photo (Li et al., 2020). Destination management organizations (DMO) need to know what kind of photos best represent a destination. How do human images in TGC photos affect the tourists' perception of the destination, and whether this effect varies depending on the types of destination?

We conducted two studies to explore this question. In Study 1, we designed a 2 (human images: presence or absence) × 3 (destination types: world cultural heritage, world natural heritage, world natural and cultural double heritage) between-subject experiment to explore the influence of human images and tourism destination types on the tourists' behavioral intentions. Then, we designed Study 2 with the eye-tracking method to verify that tourists' perception of latent information in TGC photos plays a mediating role.

2. Literature Review

2.1. Destination perception research based on TGC photos
Existing research about tourists' destination perception based on TGC photos mainly focuses on the following directions. Some research explores the real tourists' perceived destination image based on the text information attached to photos (Balomenou & Garrod, 2019). Another category explores the tourism destination image (TDI) by analyzing the TGC photos' visual content (Zhang, Chen, & Li, 2019). While most of the studies have explored the photographer's (genuine tourist) perception, only a few have explored potential tourists' attitudes to the destination after viewing TGC photos (Kim & Stepchenkova, 2015).

2.2. Tourists' behavioral intentions induced by the photos
Photographs in tourism advertisements can enhance potential tourists' behavioral intentions (Li, Huang, & Christianson, 2016). Potential tourists' interpretation of TGC can directly influence the formation of their received tourism destination images, thus influencing their travel decisions making. Studies have revealed that TGC photos significantly increase the attractiveness of a destination and potential tourists' intentions. They concluded that photos' latent content influenced potential tourists' behavioral intentions (Kim & Stepchenkova, 2015).

3. Study 1

In this part, we mainly explore the influence of human images and tourism destination types on tourists' behavioral intentions.

3.1. Hypotheses and the conceptual framework

3.1.1. Tourism destination type
H1: Potential tourists' behavioral intentions are different between the cultural and natural destinations after viewing TGC photos.

3.1.2. Human images
H2: Potential tourists' behavioral intentions are different after seeing TGC photos with or without human images.

3.1.3. Interaction effect between human images and destination type

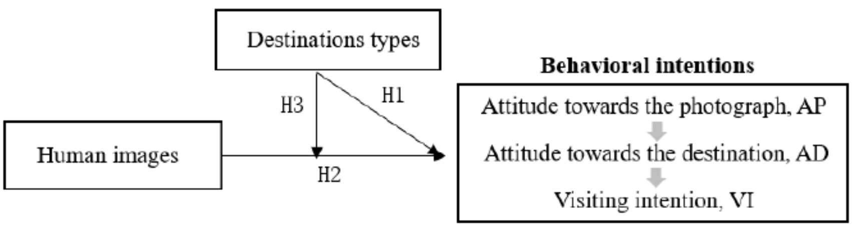

Figure 1. The conceptual framework of Study 1.

H3: There is an interaction effect between destination type and human images on potential tourists' behavioral intentions.

3.2. Research design

The present study adopted a 2 (human images: presence or absence) by 3 (destination types: world cultural heritage, world natural heritage, world natural and cultural double heritage) between-subject experimental design. We controlled the number of people in the photos (2-5 people) and the proportion of human images in the photo to be less than 1%.

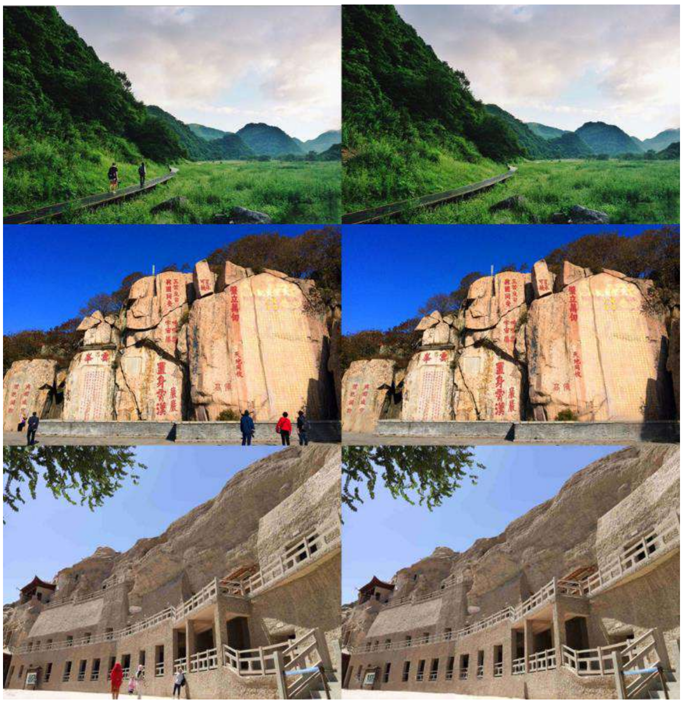

Figure 2. Examples of stimulus materials

3.3. Methodology

3.3.1. Instrument development

Based on the Destination Advertising Response model, attitude towards the photograph (AP), attitude towards the destination (AD), and visiting intention (VI) are used as indicators to measure the behavioral intentions of potential tourists.

3.3.2. Data collection and analysis

An extensive sample survey of about 350 people was conducted using questionnaires. A balanced sample of age, occupation, and gender were selected to ensure the universality and representativeness of the results.

3.4. Results

3.4.1. Descriptive statistics

3.4.2. Manipulation check

3.4.3. Hypotheses testing

4. Study 2

We designed Study 2 with the eye-tracking method to further verify that potential tourists' perception of latent information in TGC photos plays a mediating role.

4.1. Hypotheses and the conceptual framework

4.1.1. Visual attention

H1a: TGC photos with human images get more visual attention than TGC photos without human images.

H1b: Destination types play a moderating role in the influence of human images on visual attention in TGC photos.

4.1.2. The perception of latent information

H2a: Potential tourists perceive more positively the latent information in TGC photos containing human images.

H2b: Destination types play a moderating role in influencing human images on potential tourists' perception of latent information in the photos.

H3: Potential tourists' more visual attention to TGC photos will make their perception of the latent information in the photos more positive.

4.1.3. Behavioral intentions

H4: Potential tourists' more visual attention to TGC photos will have more positive behavioral intentions.

H5: Potential tourists'' more positive perception of the latent information in TGC photos will make them have more positive behavioral intentions.

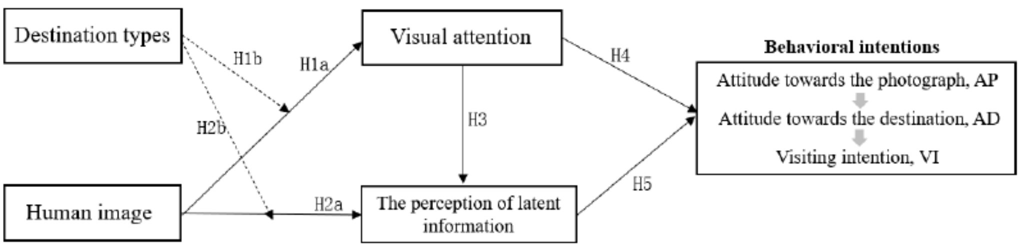

Figure 3. The conceptual framework of Study 2.

4.2. Research design

We combined eye-tracking and questionnaires to explore the relationship between the variables. The fixation counts, fixation duration, and dwell time of the subjects were obtained using an eye tracker.

4.3. Methodology

4.3.1. Instrument development

The measurement instrument is illustrated in the figure (Fig.4) below.

		Variable name	Survey item	Selected literature
Latent information	cognitive	crowdedness	Sparse-Overcrowded	H. Kim and Stepchenkova (2015)
		cleanliness	Dirty-Clean	
		economic development	Underdeveloped-Developed	
		safety	Unsafe-Safe	
		friendliness	Unfriendly-Friendly	
		uniqueness	Ordinary-Uniquely	
		extent of commercialization	Authentic-Touristy	
		beauty	Ugly-Beautiful	
	affective	pleasantness	Unpleasant- Pleasant	
		relaxation	Distressing-Relaxing	
		arousal	Sleepy- Arousing	
		excitement	Gloomy- Exciting	
Behavioral intentions	AP	Attitude towards the photograph	How would you describe your overall attitude toward the photo you have just watched? (Dislike-like)	Derbaix (1995); Morris et al. (2002)
	AD	Attitude towards the destination	How positive is your impression of X (the advertised destination) as a tourism destination? (not at all positive-very much)	H. Kim and Stepchenkova (2015)
	VI	Visiting intention	Would you like to visit this place? (not at all very much)	Molinillo et al. (2018)

Figure 4. The measurement instrument of Study 2.

4.3.2. Data collection and analysis

Eye-tracking experiments were carried out on about 30-40 people. We use structural equation modeling (SEM) to test hypotheses.

4.4. Results

4.4.1. Descriptive statistics

4.4.2. Manipulation check

4.4.3. Hypotheses testing

5. Results

5.1. Tourism destination types act as a moderator

5.2. The perception of latent information acts as a mediator

6. Discussion and Conclusion

6.1. Discussion and implications

On a theoretical level, our research explains how potential tourists perceive destinations through photographs. It investigated the influence of human images on arousing the willingness to travel. We provide a reference for destination management organizations (DMOs) to select the best promotional photograph on a practical level.

6.2. Conclusion

In Study 1, we found that TGC photos with human images evoked more positive behavioral intentions. Natural photos without human images are more likely to motivate potential tourists to travel. In study 2, we further explored the reasons. Tourism destination types act as a moderator, and the perception of latent information acts as a mediator.

6.3. Limitations of this study and suggestions for future studies

The present study is not without limitations. We only considered the presence or absence of human images. The facial expressions and postures of the people in the photos can be further examined in future studies.

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Reformation of the cultural tourism after COVID-19

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Abstract:

In recent years, although cultural tourism has gradually become a popular trend in the tourism industry, the outbreak of the COVID-19 pandemic significantly hit the industry This study applied qualitative research methods in the cultural tourism context, both business SWOT analysis and stakeholders interview were involved in the research process developed by Ryan et al. (2009). Challenges faced by cultural tourism stakeholders will be identified, and corresponding solutions and suggestions will be provided as well.

Keywords: cultural tourism, destination management, COVID-19, stakeholder

1. Introduction

Cultural tourism was identified as a type of tourism activity, in which, tourists are motivated to learn, discover, experience, and consume cultural attractions or products (Richards, 2018). In recent years, cultural tourism has gradually become a popular trend in the tourism industry (Mousavi et al., 2016). With an annual growth rate at 7.24%, the market size of cultural tourism reached to $613 million in 2019 (Business Industry Reports, 2020).

However, the outbreak of the COVID-19 pandemic significantly hit the cultural tourism. On the one hand, many travel restrictions and large-scale quarantine policies decreased the motivation of traveling tourists (Sigala, 2020); on the other hand, irregular tourism products and service available in pandemic also dampened tourism enthusiasm and experience of traveling (Grech, Grech, & Fabri, 2020). As indicated by the Australian Bureau of Statistics (2020), 94% of cultural tourism businesses were affected by the policies of the COVID-19 period. While in Asia, the COVID-19 pandemic caused a 70% depression in the tourism industry, and about three million of employments in the tourism industry (Wachyuni et al., 2020).

Although COVID-19 restricted the development of cultural tourism, both government departments and travel professionals were promptly responding to find new opportunities to reform the cultural tourism industry. Discussed by Jamal and Budke (2020), a close cooperation between tourism stakeholders and public health authorities is essential for the post-COVID-19 period so as to protect tourism economy in return. Therefore, the purpose of this study is to identify the new trends of cultural tourism destination management in the post-COVID-19 period, and at the same time, provide strategic management suggestions to the cultural tourism stakeholders.

2. Literature Review

2.1. Cultural tourism and stakeholders

Different from traditional form of recreational tourism, which seeks to understand or appreciate the nature of the place being visited (Chen et al., 2018), cultural tourism' characteristics were complex, and required an interaction between social contexts and cultures (Mousavi et al., 2012). In cultural tourism, tourists would like to pay more attention gathering new information and experiences and satisfying their cultural needs in a destination (Richards & Wilson, 2007). According to the study of Vu (2015), stakeholders of cultural tourism was differentiated into four categories: tourists, entrepreneurship or investors, public authorities, and workers or staff. And handling the relationship between various stakeholders was the key to promoting the cultural tourism (Vu, 2015).

2.2. Destination management model

Destination management was defined as a series of strategic, organizational, and operational decisions taken to manage the promotion of the tourism product (Presenza et al., 2005) which requires a comprehensive and multi-functional perspective (Mousavi et al., 2012). Managing a tourism destination was proved having a positive effect on cultural tourism by the Auckland Tourism Board in 2011 (Pearce, 2015), and it can also help cultural tourism develop in a sustainable and competitive way.

Based on stakeholders' views, Coban and Yildiz (2019) introduced a Destination Management Model (showing in figure 1) focusing on understanding challenges and potential of tourism industry. The destination management model can not only contribute to identify the problems in tourism, but also provide potential solutions for stakeholders (Coban and Yildiz, 2019).

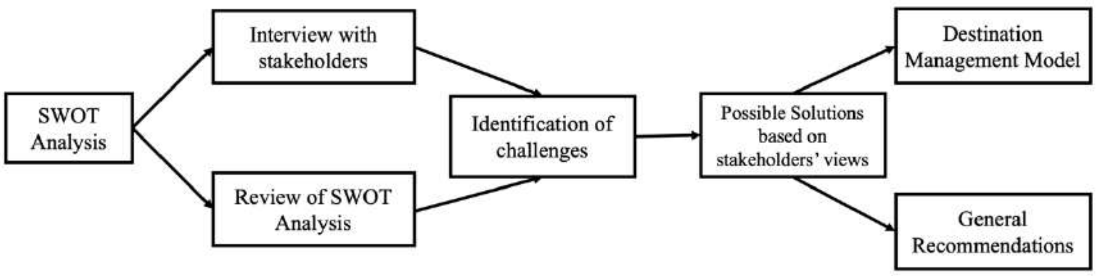

Figure 1. Destination Management Model

3. Methodology

The qualitative research methods will be applied in the current study. Based on the Destination Management Model, (Coban and Yildiz, 2019), both business SWOT analysis and stakeholders interview were involved in the research process. Data will be collected in Guangdong Province in China through the one-to-one semi-structured interviews based on the research design of Ryan et al. (2009), because a lot of cultural and heritage tourist sites existing in Guangdong, and it also initiated an increasingly focus on cultural tourism (Hearns-Branaman, 2019; Ying, 2020). A set of open-ended questions towards to cultural tourism stakeholders (i.e., tourists, enterprises/investors, public authorities, worker/staff) (Vu, 2015) will be asked to different representatives of stakeholders of the tourism industry.

Referring to the Destination Management Model in figure 1, the tourism industry's challenges will be investigated. Finally, various recommendations for different stakeholders will be provided to the cultural tourism industry during the post-COVID-19 period.

4. Results

This study has several academic implications. First, in the previous literature of other scholars, the Destination Management Model was generally used to analyze a particular city or single visitor attraction (Fedyk et al., in press) but has never been applied to the cultural tourism. Besides, this study further incorporated the Destination Management Model to cultural tourism strategy development especially with a public health issue, which extends the academic implication of this model, and provided references for scholars.

As to the practical implications, first, this study contributed to cultural tourism destination management for the local government. The government can select the best strategies and minimize the impact of public health issues on industry. Second, this study provided tourism practitioners with reliable guidance to maintain commercial operations in the situation of public health issues. Third, this research guided tourists to make wise choices of a certain tourism product so as to reduce personal health risks. Finally, workers or staff in the cultural tourism industry also can shift the job focus and add value to the businesses.

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Exploring the COVID-19 public health strategy implementation in the lodging industry in Taiwan

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Abstract:

This study explores the public health strategies that hotels in Taiwan have applied during the COVID-19 crisis. Out of the 127 tourist hotels in Taiwan, 76 hotel owners, general managers, or executive managers participated in the survey. The results show no significant difference in the implementation of the variety of public health practices in hotel location, the nationality of primary customers, and annual hotel revenues.

Keywords: COVID-19, Public Health Strategy, Crisis Management, Lodging Industry

1. Introduction

The global spread of the COVID-19 pandemic has caused the deepest recession of the global economy since World War II; the global economy is estimated to shrink by 5.2% in 2020 (World Bank, 2020). The rapidly evolving global pandemic caused international travel bans, affecting over 90% of the world population, and resulted in widespread restrictions on public gatherings and community mobility. Tourism largely has ceased since March 2020 (Gossling, Scott & Hall, 2020).

Many hospitality scholars have emphasized the importance of public health strategies in the hospitality industry. However, there has been a lack of research on this topic in the hospitality literature. Therefore, this study aims to explore the public health strategies that hotel companies have been adopting to restore customer confidence and protect the hotel staff and customers. This research also investigates if hotels with a different locations, performance, revenue apply different public health strategies.

2. Literature Review

2.1. Public Health Strategy

The strategy has reference to the overall approaches to a problem (Quarantellie, 1988) so that in this study, public health strategies are defined as the comprehensive approach dealing with the COVID-19 pandemic. Public health strategy provides the approaches for "translating new knowledge and skills into evidence-based, cost-effective interventions that can research everyone in the population," and it aims to "protect and improve the health and quality of life of a community" (Stjernswärd, Foley & Ferris, 2007). These approaches can be incorporated by the government into all healthcare systems, public sector, and private companies. Hotels have accommodated inbound travelers, domestic travelers, and residents returned to the country during COVID-19.

2.2. Hospitality Industry in Taiwan

The hotel industry in Taiwan is reputedly one of the most competitive sectors and a major contributing factor toward Taiwan's economic growth (ex., Wu, Hsiao, & Tsai, 2008; Chen, Jang, & Kim, 2007; Kim, Chen & Jang, 2006). The Taiwan Tourism Bureau operational performance report and analysis indicated that not only tourist hotels were the key for Taiwan's tourism and hospitality industry, but their service quality, the number of rooms, and the tourist hotel business administration were the core of Taiwan's hospitality industry.

2.3. 2020 COVID-19 Pandemic

Impacted by Covid-19, many tourist hotels, room sales, restaurants, and banquets in Taiwan have suffered particularly seriously (Wu & Tsai, 2020). When the first case was confirmed on January 21 2020, just before the Lunar New Year, millions of Chinese and Taiwanese were expected to travel for the holidays. Since March, the pandemic continued to spread worldwide, so many travel bans have been applied to many countries. Fortunately, Taiwan still maintained a low number of cases and deaths, so the countries never applied lockdown, social distancing, or domestic travel restrictions (Taiwan's Ministry of Foreign Affairs, 2020).

3. Methodology

3.1. Measurement

To develop the survey, this study first initiated in-depth interviews with two executive managers from one international tourist hotel and one general tourist hotel. From mid-January to the end of February in 2020, the researcher also stayed in three tourist hotels in the North, Middle, and South part of Taiwan, using the participant observation method to explore how hotels accommodate customers during COVID-19. This study developed items measuring the frequency of public health strategies in tourist hotels during the coronavirus pandemic with literature review, in-depth interviews, and participant observation.

3.2. Data Collection

The questionnaires were pre-tested by two experienced executives in the tourist hotels and two professors in the hospitality department. The paper questionnaires and the online survey were distributed to all the 127 tourist hotels in Taiwan.

4. Results

4.1. Profile of the respondents

The majority (63%) of the participating tourist hotels locates in the city's business district (CBD), 21% locates in tourist attractions, 8% locates in urban areas, and 8% locates around the airport. As for the annual hotel revenue, the majority (47%) has F&B revenue for UDS 3 to 10 million, 20% has 11-17 million, 40% has room sales for UDS 3 to 10 million, and 24% has 11-17 million.

4.2. Implementation of Public Health Strategies

The findings of this study show that the top 10 strategies that almost all the tourist hotels always use are (1) strengthen hygiene and cleanliness in hotel operations to offer reassuring lodging services and accommodation products; (2) provide the proper personal protective equipment (P.P.E.), (such as mask, glove, face shield) for the front-desk and front-of-house (service) employees to ensure employee health, cleaning, and sanitizing; (3) provide the proper P.P.E., (such as mask, glove, face shield) for the back-of-house (kitchen) employees to ensure employee health, cleaning, and sanitizing, (4) measure the employee's temperature and assess symptoms prior to them starting work on daily cases; (5) provide materials and supplies for employees for COVID-19 prevention mechanism, such as facemasks, forehead thermometer, hand sanitizer, disinfection wipes, alcohol spray, bleach, etc.; (6) measure the customers' temperature before they start the check-in process at the front-desk; (7) provide staff with training in regards of environmental sanitation, such as equipment disinfection; (8) provide the proper P.P.E., (such as mask, glove, face shield) for the housekeeping employees to ensure employee health, cleaning, and sanitizing; (9) for the pandemic, provide personal hygiene and safety-related training, such as appropriate way of mask-wearing, hand washing, body-temperature measurement, etc.; (10) proactively provide employee with COVID-19 information for training purpose.

5. Discussion and Conclusion

5.1. Discussion and implications

The high implementation of public health strategies in tourist hotels in Taiwan can be attributed to the transparent, easy-accessed, and available information provided by WHO, Taiwanese Epidemic Command Center, Tourism Bureau, and City Governors. Local governments in Taiwan like Taipei and Pingtung (Chang, 2020; WHO, 2020; TPEDOIT, 2020) have provided operational considerations and S.O.P. for COVID-19 management lodging business. This study also found that tourist hotels' least-adopted public health strategy is to establish a special kitchen section for handling packaged food and food preparation during COVID-19. From April 12 until the time of writing this article, Taiwan Government has successfully managed to maintain no local COVID-10 transmission record. Namely, local people's life has remained normal, the country has never instituted lockdown orders, and the vast majority of restaurant and hotel businesses has kept open (Aspinwall, 2020).

Almost all the tourist hotels often apply the strategies to protect the health and safety of their staff and customers during COVID-19. The public information in COVID-19 management in the accommodation sectors provided by national and local government in Taiwan has been the common platforms of knowledge by contributing best public health practice experiences for better crisis preparedness and response. Knowledge sharing concepts can explain the effectiveness of public health strategy implantation as part of crisis management in the hospitality industry in Taiwan (Racherla & Hu, 2009).

5.2. Conclusion

This study suggests the hotel managers adopt different public health strategies for managing pandemic crises. The strategy could include:

(1) Intensifying employee safety training
(2) Providing hotel-based healthcare service and facility
(3) Assuring food safety and providing healthy food choice
(4) Enhancing hygiene and cleanliness

5.3. Limitations of this study and suggestions for future studies

There are only 127 tourist hotels in Taiwan. Even with the high response rate at 60% with executive managers participating in the survey, the sample size of this study is 76 hotels, which is considered a small sample, leading to few limitations in statistical analysis.

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** Due to the limited words number, only selected references were listed.

The impact of COVID-19 on spa and wellness services redesign

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Abstract:

The spa industry has developed rapidly in recent years that contain wellness functions. However, since the outbreak of COVID-19, people's awareness of health has gradually increased. Therefore, it is worth knowing how to improve the quality of service to meet the requirements of customers. The purpose of this study is to use quantitative methods to obtain data through surveys, to measure which services under the epidemic situation more affect the behavioral intentions of customers, what measures should be taken to provide better services and the enlightenment for the future. This article analyzes the services of the wellness spa from the three aspects to finds out potential service opportunities and a series of measures that can be taken.

Keywords: COVID-19, Services, Service Redesign, Spa and Wellness

1. Introduction

With the fast expansion of the economy, an increasing number of individuals worry about health issues. Health topics have become a hot topic and health and leisure have attracted people's attention. As an industry that combines health and leisure, spa not only satisfies the demand for leisure, but also meets the demand for physical health. The wellness and spa industry has developed rapidly currently (Global Wellness Institute, 2014), and this lifestyle integrates diet, spirit, and health awareness is regarded as a new paradigm of wellness with the development of a healthy attitude (Damijanić, 2019).

However, since the global outbreak of Coronavirus disease 2019 (COVID-19), UNWTO (2020) pointed out that compared with 2019, the number of international tourists in 2020 will drop by 20% to 30%, namely, spa, a part of the hospitality industry, naturally also facing a crisis. After experiencing the epidemic, the awareness of health has improved adopted to the information from the Internet (Qazi et al. ,2020), and they pay more attention to wellness. Spa, suitable for these conditions and regarded as one of healthcare tourism service, although in the context of COVID-19, where there is a crisis, there are opportunities. Regarding the services of spa and wellness, many scholars researched these aspects before the outbreak of the epidemic. For example, they studied the travel preferences of guests and put forward service design plans for these (Albayrak, Caber & Öz, 2017). Furthermore, after the outbreak of the epidemic, people's demand for services has changed. The public has begun to realize the changes in services under the epidemic and many people have researched it. However, there is very little research on this aspect of the wellness service (Jain, 2020; Kim et al.,2021; Adibe et al.,2021), but there are relatively few studies on the redesign of spa and wellness services, and this field is also worthy to research, and give some feasible suggestions for the industry. In this article, by testing the environment, the impact of employees and services on the guests, understanding the needs of guests under the epidemic, innovate and redesign on the needs of existing services, and fully tap the potential markets, to better provide personalized services for consumers and increase their satisfaction based on their needs. The purpose of this study is to identify the impact on the services of spa and wellness because of COVID-19 and to find out the customer expectations from the perspectives of customers to give some suggestions to redesign the service.

2. Literature Review

2.1. COVID-19

In the context of the COVID-19 pandemic, except for the social nature mentioned above, the value of hydrotherapy is mainly driven by its medical-related aspects. Pinos and Shaw (2020) in their study pointed out that it is this dimension that makes the wellness spa unique. This difference is important because when reopening tourist sites, customers will seek spa services includes quality and safety in facilities. There is no guarantee that these two areas of mass tourism centers and destinations may be difficult to survive in the post-covid-19 market.

During the epidemic, the governments of various countries and regions also imposed different levels of restrictions on people's travel (Qiu, Chen & Shi, 2020), implemented home isolation, and closed some entertainment places, such as Isolation within the facilities for all residents. Some public places do not need to be closed, or the number of people entering the area will be restricted (Comas-Herrera et al., 2020). Besides, during the public health crisis, people’s attitude towards the situation has been raised through the Internet to raise their awareness of this, and their health awareness and behaviors have been improved through this behavior, hoping to curb the spread of infectious diseases through this action (Al-Dmour et al., 2020). Although the epidemic is not as severe as before, it has already affected people's travel behavior and service demand.

2.2. Services and Service Redesign

Service quality is a key factor in achieving sustained competitive advantage, especially in the hotel industry (Marić et al, 2016), and customer experience is securely linked with service. According to past literature, it can find that the growth of wellness spa services is very obvious (Spivack,1998). Therefore, the development of spa services may have many beneficial consequences, both in terms of economics and human health. Therefore, Henderson (2003) thought that there are huge challenges that can promote the development potential of healthcare travel services.

Kotler (2003) pointed out that service refers to any activity or benefit provided by an organization for another group. Because it is intangible, it cannot produce ownership of things, and the production of services does not necessarily require physical products to be completed. In accordance with the scholars (Parasuraman, Zeithaml & Berry, 1988), there are the following four characteristics of service: intangible, heterogeneity, perishable, and inseparability. In addition, many studies have put forward service quality-related research on service quality for the hospitality industry (Mok, Sparks & Kadampully, 2013; Oh & Kim, 2017).

The assessment framework for hotel day spa service and facility model published by Tang (2015) is taken, the three 3 dimensions are physical set-up, service and system, and staff. This framework is conducive to the formation and development of spa experience and service evaluation and provides a valuable reference for practitioners in the industry to better understand the requirements of spa tourists.

Berry and Lampo (2000) pointed out that creating a new service is not the only option, and explored another feasible service that can be achieved by redesigning the existing service. The redesign of healthcare can be roughly defined as thinking about the best process from the beginning until getting fast and effective care, unnecessary steps or potential errors with built-in causes, and then redesign the process to remove them and greatly improve the quality of care (Locock, 2003). For the spa, the main selling point of the spa is the experience (Lo, Wu & Tsai, 2015).

2.3. Spa and Wellness

In fact, fundamental spas focus on the basic and intrinsic natural resource: medicinal mineral waters (ANBAL, 2020). With the development of spa, it provides the service of innovative treatments, to some extent, these therapies are far away from medical functions and the use of medicinal mineral water. Nowadays, a spa can not only help health, relieve fatigue, and relieve stress, but also be regarded as a social way to make friends. Therefore, the wellness spa has been expanded to include relaxation, spirituality, satisfaction, healing, and socialization (Koh, Yoo & Boger, 2010).

The definition of wellness is to follow the concept of health, a balance of physical and mental health brings overall happiness (Smith & Kelly, 2006). The broad meaning of "wellness" lies in leading to a better life and contributes to the well-being of the human spirit (Georgiev & Vasileva, 2010). Regarding the relationship between wellness and spa, the UTMS (2007) point out that wellness spa can achieve physical, emotional, and spiritual renewal. The result is a spa and the definitions of wellness are similar to each other and can be changed frequently, allowing more spas and wellness centers and product portfolios to be developed. Smith and Puczkó (2008) believe that spa services are a branch of health tourism. Due to the increase in health awareness, wellness spa has a better good development opportunity (Huang & Xu, 2014).

3. Methodology

This article adopts a quantitative research method and adopts a random sampling survey method. This article takes a questionnaire survey and publishes the questionnaire through an online platform. The questionnaire survey is not limited by the number of people and scope and can get a wider range of results. Questionnaire surveys are available on the Internet, and no signature is required on the questionnaire and does not need to be signed. Respondents can express their true inner thoughts and situations freely, and get more realistic results.

3.1. Measurement

The questionnaire is divided into three parts, which measure the physical set-up, service, and system, staff that influences customer behavior intention in spa services under COVID-19. Each factor includes 3 (the safety and sanitation status of the spa, the complete spa facilities, the comfortable spa environment, the professionalism of the staff, the service attitude of the staff, the corresponding services under special circumstances, the unique experience that the wellness spa brings to me, and the flexibility service) related items to illustrate that they are on the five-point Likert scale, participants were asked to rate their level of agreement with each item, ranging from 1 (strongly agree) to 5 (strongly disagree). The second part of the questionnaire measures the willingness of customers, which includes four items. The last part of the questionnaire explored relevant demographic information, including basic information such as gender, age, income, occupation, and travel frequency.

3.2 Data collection

This article adopts the method of quantitative research and the method of sampling survey. The sampling method in this study is the snowball sampling method, which uses the Internet to select samples. Expand the questionnaire by sending the people who filled out the questionnaire to others, thereby expanding the sample size. The target sample of this study is about 250, and after the screening, there are 200 valid questionnaires.

In this article, data collection took about two weeks. The questionnaire was published through the questionnaire platform Wenjuanxing. Since this article uses a digital survey, the questionnaire is published through the online social media QQ and WeChat. The advantage of this is low cost, fast, and easy to manage.

3.3. Analytical methods

This article used SPSS23 software to analyze the data and based on the characteristics of the data, it chose the linear regression method for analysis. This section presents the analysis of the data collected from the questionnaires and the results of the research.

4. Results

According to the chart, the proportions of males and females are evenly distributed, 53.5% and 46.5% respectively, and the age group distribution is also relatively even, mainly concentrated in 22 to 50 years old.

Table 1 *Items*

Items	Categories	N	Percent (%)	Cumulative Percent (%)
gender	Male	107	53.50	53.50
	Female	93	46.50	100.00
age	18~21	1	0.50	0.50
	22~25	45	22.50	23.00
	26~30	57	28.50	51.50
	31~40	51	25.50	77.00
	41~50	31	15.50	92.50
	51~60	10	5.00	97.50
	61+	5	2.50	100.00
jobs	student	3	1.50	1.50
	Office worker	154	77.00	78.50
	Proprietor	42	21.00	99.50

Table 1 *Items*

Items	Categories	N	Percent (%)	Cumulative Percent (%)
	others	1	0.50	100.00
	Multiple times a month	61	30.50	30.50
	Once a month	61	30.50	61.00
Frequency	Once every three months	37	18.50	79.50
	Twice a year	30	15.00	94.50
	Once a year	11	5.50	100.00
	1001-3000 yuan	27	13.50	13.50
	3001-5000 yuan	46	23.00	36.50
salary	5001-8000 yuan	71	35.50	72.00
	8000-10000yuan	37	18.50	90.50
	More than10000yuan	19	9.50	100.00
	Total	200	100.0	100.0

In table 2, it can be seen that the value of KMO is suitable for 0.8＜KMO＜0.9, indicating that the obtained data is suitable for analysis.

Table 2 *KMO and Bartlett's Test*

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	311.457
	df	28
	Sig.	.000

Table 3 *Model summary*

Model Summary^b

Model	Change Statistics					Durbin-Watson
	R Square Change	F Change	df1	df2	Sig. F Change	
1	$.540^a$	76.695	3	196	.000	1.683

In this case, the adjusted R Square is 0.540, Durbin-Watson is 1.683. Therefore, the results in table 3 demonstrated that the variables together do significantly affect. The number of Sig. is 0.000 to prove that the collected data has analytical significance, and check to test the hypothesis is true.

The table 4 shows that the safety and sanitation status of the spa, the complete spa facilities, the comfortable spa environment, the professionalism of the staff, the service attitude of the staff, the corresponding services under special circumstances, the unique experience that the wellness spa brings to me, and the flexibility service.

As can be seen from the table4, the model formula is: willingness to go to wellness spas under the epidemic=0.581 + 0.031* Hygiene condition + 0.050 * complete spa facilities + 0.134 * spa environment comfort + 0.113 * staff professionalism + 0.135 * staff service attitude + 0.120 * provide corresponding services under special circumstances + 0.060 * health spa brings me the uniqueness experience + 0.163* Flexible service, the model R square value is 0.236, which means the safety and sanitation of the spa, the complete spa facilities, the comfortable spa environment, the professionalism of the staff, the service attitude of the staff, and the corresponding provision in special circumstances service, the unique experience that the wellness spa brings to me, and the flexible service can explain the 23.6% of the change in the willingness to go to the wellness spa during the epidemic. When the F test is performed on the model, it is found that the model passes the F test (F=7.395, p=0.000<0.05), which means that the safety and sanitation of the spa, the complete spa facilities, the comfortable spa environment, the professionalism of the staff, and the staff's service attitude, provide corresponding services under special circumstances, the unique experience that health spa brings me, and at least one of the flexible services will affect the willingness to go to wellness spa under the epidemic situation. Besides, the multicollinearity of the model is tested It is found that the VIF values in the model are all less than 5, which means that there is no collinearity problem; and the DW value is near the number 2, which means that the model does not have autocorrelation, and there is no correlation between the sample data, and the model is better. The final analysis shows that:

The regression coefficient of the safety and sanitation status of the spa is 0.031 (t=0.415, p=0.679>0.05), which means that the safety and sanitation status of the spa will not affect the willingness to go to the wellness spa during the epidemic. The regression coefficient of the full spa facilities is 0.050 (t=0.608, p=0.544>0.05), which means that the full spa facilities will not affect the willingness to go to wellness spas during the epidemic. The regression coefficient of the environmental comfort of the spa is 0.134 (t=1.726, p=0.086>0.05), which means that the environmental comfort of the spa will not affect the willingness to go to the wellness spa during the epidemic. The regression coefficient of the professional level of employees is 0.113 (t=1.605, p=0.110>0.05), which means that the professional level of employees will not affect their willingness to go to wellness spas during the epidemic. The regression coefficient value of the employee's service attitude is 0.135 (t=1.668, p=0.097>0.05), which means that the employee's service attitude will not affect the willingness to go to wellness spas during the epidemic. The regression coefficient of providing corresponding services under special circumstances is 0.120 (t=1.493, p=0.137>0.05), which means that providing corresponding services under special circumstances will not affect the willingness to go to wellness spas under the epidemic. The regression coefficient of the unique experience brought to me by the health spa is 0.060 (t=0.783, p=0.435>0.05), which means that the unique experience brought by the wellness spa will not affect my willingness to go to the wellness spa during the epidemic. The regression coefficient of the flexible service is 0.163 (t=2.109, p=0.036<0.05), which means that the flexible service will have a significant positive impact on the willingness to go to wellness spas during the epidemic.

Table 4 *Parameter Estimates*

Parameter Estimates (n=200)

	Unstandardized Coefficients		Standardized Coefficients	t	p	VIF	R^2	Adj R^2	F
	B	Std. Error	*Beta*						
Constant	0.581	0.386	-	1.504	0.134	-			
The safety and sanitation of the spa	0.031	0.075	0.031	0.415	0.679	1.362			
The spa facilities are complete	0.050	0.083	0.046	0.608	0.544	1.448			
Comfortable spa environment	0.134	0.078	0.125	1.726	0.086	1.312			
Professionalism of employees	0.113	0.070	0.114	1.605	0.110	1.270			
Staff's service attitude	0.135	0.081	0.123	1.668	0.097	1.352	0.236	0.205	F(8,191)=7.395,p=0.000
Provide corresponding services under special circumstances	0.120	0.081	0.115	1.493	0.137	1.472			
Provide corresponding the unique experience brought to me by the health spa	0.060	0.077	0.058	0.783	0.435	1.384			
Flexible service	0.163	0.077	0.151	2.109	0.036*	1.280			

D-W: 1.885

* p<0.05 ** p<0.01

5. Discussion and Conclusion

5.1. Discussion and Implications
According to the questionnaire survey in table 1, there are still 18.5% interviewees going to wellness and spa services every month, and 30% of them go once a month or once every three months. This shows that the willingness to go is still very strong. And based on the results, some feasible suggestions can be made.

According to research, customers most hope that employees can provide flexible services under the epidemic and the redesign of wellness service can based on it. First of all, the service can be made more flexible and able to match the customers' ideas. Operators can provide corresponding products and services according to the needs of consumers. For example, the motivation for health care should be more matched with the therapeutic spa products, including spa facilities, products. Third, cater to the dominant demand. It is necessary to provide more products that promote the improvement of physical fitness and the recovery of the body, and the service is humanized. To sum up, it can provide more personalized options in the existing services, or you can add more options for customers to choose from so that the services are more flexible and diversified.

Secondly, it can use high technology to increase the flexibility of the service. Due to the epidemic, people hope to reduce contact. Therefore, it can be used in services, which not only reduces contact but also improves service efficiency. For example, customers can book a service on the app in advance, and if they want to cancel, they can cancel by themselves without going to the store or making a phone call. However, this needs to improve the system's technology, if it is difficult to use, then customers may not want to use it.

The flexibility of services can also be reflected in different service designs in different environments. The spa and wellness industry should pay more attention to hygiene conditions and provide related services under the epidemic situation when providing services. For example, provide disinfectants, masks, disposable products, etc. This is worth considering, under the epidemic, design some urgently needed services, and provide healthy food and products for existing customer groups under the epidemic situation.

At the same time, due to the impact of the epidemic, the home of the epidemic provides a rare opportunity to reset and transform the service channels in the digital age (Hensher, 2020). Develop a database to take all aspects of each customer’s needs into consideration, from education to follow-up customer visits. The suspension of services due to the pandemic may provide a rare opportunity for services to reset and transform service channels in the digital age, making services more flexible in post-Covid-19.

5.2. Conclusion
COVID-19 has aroused global public health attention, because of the spread of COVID-19 infection from person to person, extensive measures have been taken to reduce the person-to-person spread of COVID-19 (Rothan & Byrareddy, 2020), such as restrictions on the number of people traveling and home isolation. COVID-19 has had an impact on the global economy (Ozili & Arun, 2020). Therefore, to study the impact of COVID-19 on the wellness spa, it should consider what kind of wellness spa services should be provided to recover customers ‘confidence.

According to the conclusion, under the epidemic situation, the environment, service, and employees will all have an impact on the behavioural intentions of customers. The summary analysis shows that flexible services will have a significant positive impact on the willingness to go to wellness spas during the epidemic. However, the safety and sanitation of the spa, the complete spa facilities, the comfortable spa environment, the professionalism of the staff, the staff's service attitude, and the corresponding services provided under special circumstances, the unique experience that the wellness spa brings to me will not affect the epidemic the willingness to go to the wellness spa affects directly.

5.3. Limitations of this study and suggestions for future studies

In this article, there is no specific research on which group of people. In future research, research can be conducted on the elderly or the younger generation, so that the services provided can be more targeted. At the same time, the research conducted in this article only focuses on one aspect, but there are still many aspects worthy of study. Because digitalization can make services more flexible, in the future, digital wellness services are also a direction worth studying. In the future, new enlightenment can be obtained from science and technology or other aspects.

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The fall and rise of Australian tourism in the COVID-19 pandemic

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Abstract:

What happens when tourism catches the virus of the century? The closing of international and domestic borders has had a devastating impact on the Australian tourism sector. In this paper we use established theory in risk and crisis management (Stead & Smallman, 1999) coupled to innovation theory and (Kirtley & O'Mahony, 2020) to chart the fall and rise of tourism in Australia.

Keywords: Tourism, Pandemic, Crisis, COVID-19

1. Introduction: Tourism Catches the Virus of a Century

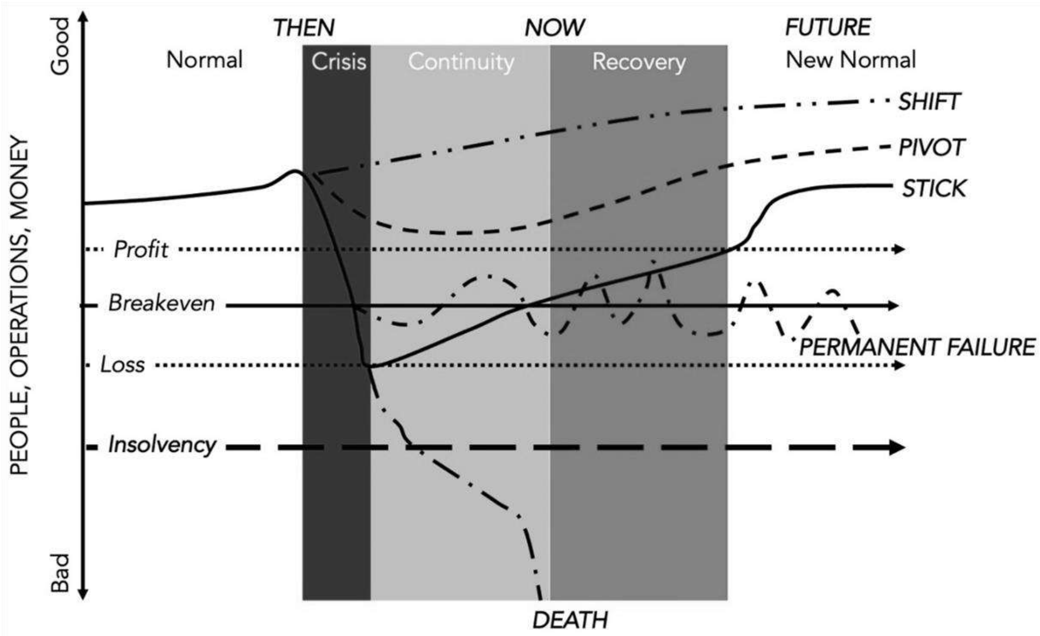
Before March 2020, the tourism sector was a significant contributor to Australia's gross domestic product (GDP). On average, in 2019, 28,000 international visitors arrived in Australia every day for leisure, study or work. Spending approximately A$65 billion on Australian goods and services, these visitors accounted for 13% of exports and 3% of GDP. The collapse in international arrivals since the outbreak of COVID-19 has had a devastating impact on Australian businesses that service these visitors and has contributed to a sharp fall in economic activity over the first half of 2020. In early 2021, recovery is emergent, but it is far from clear what the future holds (Grozinger & Parsons, 2020).

2. Literature Review: The Critical Curves of Crises

Natural disasters, public health emergencies, industrial accidents and business failures follow a well-defined structure described in the literature (Stead & Smallman, 1999).

We have derived a summary chart that describes the paths that organisations follow before, during, and after crises. We call these the critical curves of crises (Figure 1).

Figure 1. The critical curves of crises



Before crisis events, most businesses operate in superficial normality. Most are well-positioned with good people, productive operations and well-balanced revenue, expenses and profits. When in such a position, and led and managed well, most businesses grow. Others inexorably move towards business failures through poor leadership or management. Sadly, these are regular occurrences in business life. They have substantial impacts on the economy, society and the natural environment. However, acknowledging and not belittling the loss of lives and livelihood, not to mention ecosystems' damage wrought, it is the case that the losses from natural disasters (e.g. the 2001 Japanese tsunami and consequent three Fukushima nuclear reactor meltdowns, the Australia bushfires of 2019-20) and large-scale public health emergencies (e.g. SARS in 2003 and more recently COVID-19) often dwarf the 'normal accidents' (Perrow, 1999) of industry and business.

3. Methodology: Five Phases on the Critical Curves

Whatever the scale of the crisis, they have five distinct phases (Stead & Smallman, 1999):
1. *Normality*. Engineers use the term 'nominal' for what most people call 'normal'. Nominal means that a system is operating inside acceptable tolerances. It is also an apt description of most political, economic, social, technological, industrial, business and natural systems. In crisis management theory, normality often conceals latent system failures. Business leaders commonly ignore or are not conscious of these weakly signalled latent failures (Stead & Smallman, 1999).

2. The *crisis* itself is primarily out of control, a complex concatenation of latent failures in social, technological and natural systems. A specific event triggers them. In the case of COVID-19, the trigger is still under investigation. Crises have direct and indirect, anticipated and unanticipated and often weird consequences. It is common in crises for business operations, cash flow, and people's performance to spiral down through breakeven to loss.

3. *Continuity* occurs as businesses come to terms with the crisis or not. Sadly, some do not survive, and organisational death beckons (Hager et al., 1999). Others *stick* with their current business model, relying on it to pull themselves back to breakeven. Within this group, there are those businesses that always have and probably always will exist in a state of 'permanent failure' lurching across either side of breakeven (Meyer, 1999). Other organisations react positively to a crisis, pivoting early to look for other markets using their existing business model (Kirtley & O'Mahony, 2020). A minority *shift* their business model significantly and rapidly.

4. *Recovery* sees those that stick, pivot, or shift move solidly and consistently above breakeven, moving towards a new normal (nominal)—businesses consolidate new business models and new market sectors.

5. The *new normal* (nominal) establishes as businesses operate at or above their pre-crisis levels.

4. Discussion: Are We There Yet? Continuity, Recovery and New Normality in Australian Tourism

The Australian government moved early to close the country's international borders to focus on returning nationals at the exclusion of tourists. Tourism exports cannot recover while international travel restrictions are in place. Further, potential international tourists must be confident about travelling abroad. These factors severely affect Australian businesses that typically rely on international visitors (Grozinger & Parsons, 2020). The danger is that these businesses will struggle with both continuity and recovery.

Some tourism businesses have benefited or expect to benefit from a pick-up in demand from domestic tourists unable to travel overseas, however this has been impacted by State-by State and local lockdowns during the pandemic. Australian domestic tourists have different preferences and spend less, on average, than international tourists (Grozinger & Parsons, 2020). Domestic travellers might assure continuity for some tourism businesses but are no substitute for the international travellers who will bring full recovery and a new normal.

Australia will appeal strongly as a tourist destination once travel restrictions end and international travel resumes. Overseas news coverage of Australia's pandemic management is favourable, enhancing the country's reputation as a safe destination. Potential demand for leisure travel to Australia is strong, mainly to visit friends and relatives after a long period of separation. Increased interest in outdoor experiences and visiting natural landmarks (where it is easier to practise social distancing) suggests Australia remains a popular destination for holidaymakers in the medium term (Grozinger & Parsons, 2020). Hence, the prospects for a solid new normal are promising. However, the crisis's continuity phase is likely to be unusually elongated, maintaining businesses' distress for quite some time to come.

Demand will take time to recover. The pandemic's global economic downturn has lowered household incomes, heightened unemployment, and decreased job security in countries that are significant sources of international tourists. Hence, economic volatility, uncertainty, complexity and anxiety will impact international tourism even once borders reopen. Economic activity in major tourist markets is not likely to return to pre-pandemic levels for quite some time (Grozinger & Parsons, 2020). Hence, as noted previously, the crisis's continuity phase is likely to be unusually long, maintaining businesses' distress.

Some potential tourists may choose cheaper local holidays or divert spending on other goods and services. In Australia, relative to other destinations, these substitution effects will be pronounced, given that Australia is considered a relatively expensive destination (Grozinger & Parsons, 2020). Australia's perceived and actual expensiveness is a weak signal that the tourism sector has a challenge. The issue of expensiveness (perceived or actual) will extend the continuity phase of the crisis.

More broadly, a public health event such as this commonly invokes more cautious attitudes towards travel in the medium term. In this case, the caution will reduce demand for longer-distance travel. In Australia, this will affect demand from major markets, including the United States and Europe (Grozinger & Parsons, 2020), again affecting the emergence of the sector out of continuity in the new normal.

Regardless of demand, fewer flights will be available initially. Long-haul aircraft fleets will remain reduced for the foreseeable future because of the pandemic. In response to a collapse in revenue, many airlines (especially those servicing the Australian international market) cut costs by retiring some aircraft types earlier than planned (e.g. Boeing 747s), ordering fewer new aircraft and not renewing aircraft leases. In turn, aircraft manufacturers have reduced medium-term production targets by around one third. If the recovery in demand is more robust than expected, it is not easy for manufacturers to 'ramp up' quickly. Besides, skilled labour shortages will slow the recovery in airline capacity. For example, many pilots have been unable to maintain flying hours to meet strict aviation requirements (Grozinger & Parsons, 2020). Moving from continuity to the new normal in these circumstances will be far from easy.

5. Conclusion: Stuck in Continuity

Before the COVID-19 pandemic, tourism exports had grown to become a significant contribution to economic activity in Australia. The collapse in international arrivals in 2020 led to a sharp fall in Australia's tourism exports, with no material recovery expected until the easing of international travel restrictions. After that, the speed of recovery is also highly uncertain. Potential demand is likely to provide an initial boost to tourism exports when borders reopen. However, the pandemic will have lingering adverse effects on demand for travel and long-haul airline capacity (Grozinger & Parsons, 2020).

At present, it seems that Australian tourism is stuck on a critical curve varying between deepening crisis and continuity. The forecast is that once the world emerges out of pandemic lockdown, recovery will come. However, the new normal will be very different from the old. The key question is: How many businesses will die in an extended period of business continuity, and what will be the extent of the social and economic damage?

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The effectiveness of educational materials for disinfection to safeguard COVID-19: An application to non-commercial foodservice operations

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Abstract:

Food safety and hygiene are very important factors that consumers consider when choosing food. In particular, the importance of food safety has increased since the outbreak of Covid-19. A registered dietitian plays a key role in managing safety and hygiene in the non-commercial food service operations. Despite its importance, research on the education of dietitians for the sake of food safety has been scare. Therefore, this study aims to verify the effectiveness of the educational materials for disinfection of food service facilities, which have been developed for the use of dietitian. Specifically, this study would examine the effectiveness of educational materials and the fit of the Planning Behavior Theory (TPB) model.

Keywords: Covid-19, Registered Dietitians, Disinfection, Educational materials, Non-commercial Food service operations, Theory of planned behavior (TPB)

1. Introduction

Food safety and hygiene are very important factors that consumers consider when choosing food (Park & Kim, 2016). In particular, after the global pandemic of Covid-19, a study that identified social concerns related to corona (Kim, 2021) showed that there was the most interest in quarantine, including disinfection, air cleaning and sterilization. And the key to the change in consumers' eating out and consumption behavior after Covid-19 was hygiene and safety (Kim, 2020).

According to the results of a study (Kim, Jeon, & Han, 2001) that whether or not to disinfect the equipment of a food service center is determined by a dietitian, the key manager of the hygiene operation of a food service facility can be said to be a dietitian. The role is very important because a manager who lacks an understanding of quality management can cause many problems, including hygiene (Pond-Smith, Richarz, & Gonzalez, 1992). However, a study on the use of disinfectants for dietitians in group food centers (Lee et al., 2007) showed that the effects of disinfectants were not properly seen due to lack of knowledge and information on disinfectants.

Prior research related to disinfection at food service facilities include research on the actual condition of sterilization and disinfection of utensils (Kim, Jeon, & Han, 2001; Lee et al., 2007), and a study on hygiene education and performance of disinfection for cook workers (Chang & Bae, 2010; Han & Lee, 2011; Seoung, Choi, & Kim, 2014). However, research on dietitian is insufficient, and there is no research related to disinfection education at food service facilities in the situation of infectious diseases such as Covid-19. The purpose of this study was to verify the effectiveness of educational materials for disinfection of non-commercial food service operations managed by registered dietitians. The results of this study are expected to contribute to the provision of safe meals by way of preventing infectious diseases, such as Covid-19.

2. Literature Review

2.1. COVID-19 infection and food safety
Covid-19 has spread rapidly worldwide since its first outbreak in December 2019 in Wuhan, China, and WHO declared a pandemic on March 11, 2020 (WHO, 2020a). The pathogen of Covid-19 is SARS-CoV-2, and its main transmission route is known to be inhaled through the nose and mouth of the infected person's respiratory salivary droplets or aerosols (Wang, Tang, & Wei, 2020). While there is no evidence of transmission of SARS-CoV-2 through food and water, the WHO and CDC have said that eating food has the potential to spread the virus (CDC, 2020). The virus can spread while handling or sharing food with people infected with COVID-19 (Galanakis, 2020), which means that food could be a potential vector of SARS-CoV-2 infection. Recently, studies have been reported that SARS-CoV-2 virus can be transmitted from food, water, and generally in contact with environmental surfaces. Depending on the surface type, temperature, and relative humidity, viral survival can vary from hours to days (Kampf, Todt, Pfaender, & Steinmann, 2020).

2.2. Blocking the spread of COVID-19 through chemical disinfectants
Proper disinfection of the environment and food contact surfaces (Yang, 2020) is very important to block the transmission of SARS-CoV-2 virus in food systems, and the use of chemical disinfectants can be efficient and effective (Han et al., 2021). According to a study by Zuber and Brüssow (2020), surface disinfection with 62-71% ethanol, 0.5% hydrogen peroxide or 0.1% sodium hypochlorite can inactivate the coronavirus within 1 minute. WHO (2020b) has proposed disinfecting environmental surfaces with hospital-level disinfectants to reduce COVID-19 infection, and EPA (2020) has published a list of disinfectants that meet EPA's use criteria for SARS-CoV-2. Since these chemical disinfectants are not always safe for human health and the environment, it is essential to comply with the appropriate dosage and usage method (Han et al., 2021).

2.3. Blocking the spread of COVID-19 through heat
SARS-CoV-2 virus is very stable at 4°C, but is sensitive to heat, and has been shown to be inactivated after 5 minutes at 70°C (Chin et al., 2020). A study by Wang, Lien, Liu, and Selveraj (2020) found that at 56 °C the virus was below the detection limit after 30 minutes and completely inactivated by heating at 60 °C for 15 minutes. This supports the WHO statement that pasteurization inactivates SARS-CoV-2 and that SARS-COV-2 is less susceptible to heat than common bacteria found in food (Zuber & Brüssow, 2020).

2.4. Blocking the spread of COVID-19 through UVC
FDA (2021) stated that UVC radiation inactivates the SARS-CoV-2 virus, but lacks information on the wavelength, dose, and duration of UVC radiation required to inactivate it. In addition, UVC radiation can be deactivated only when the virus is directly exposed to the radiation, and UVC lamps sold for home use are said to require a longer exposure for effective deactivation because of low dose. The sterilizing ultraviolet rays of 254 nm can be harmful to skin and eye health when used directly, but Far-UVC light (207-222 nm) effectively and safely inactivates the SARS-CoV-2 virus without harming the exposed human tissue (Buonanno, Welch, Shuryak, & Brenner, 2020).

2.5. Planned Behavior Theory (TPB)

Planned Behavioral Theory (TPB) is a theory that adds the concept of 'Perceived Behavioral Control' (Ajzen, 1991) to Theory reasoned action (TRA). TRA is a theory that individual's 'Attitude toward Behavior', and 'Subjective Norm' influence the 'Behavior Intention', which leads to 'Behavior'. 'Attitude toward Behavior' of TPB is determined by the individual's behavioral beliefs and the evaluations of behavioral outcomes. 'Subjective Norm' is determined by normative beliefs about how people who deem important judge certain behaviors and the motivation to comply with the reference group. Finally, 'Perceived Behavioral Control' is determined by power of control factors and control beliefs about behavioral resources and disability. 'Behavior Intention' can be said to be a key variable in behavior theory and is a direct and only antecedent factor to lead to a specific behavior.

3. Methodology

3.1. Evaluation of effectiveness of disinfection education materials

1) Research subject and period

The subjects of the study are 100 trainees in the education group who completed the disinfection education and 100 control subjects who did not complete the dietitian special hygiene education of the Korean Dietitian Association. The education group is expected to receive about 1 hours of online education once in June 2021. Pre- and post-investigations will be conducted before and after education for the education group and the control group.

2) Development of evaluation tools

The questionnaire to be used in this study consists of two parts. The first part is a survey of 10 questions (gender, age, dietitian career, type of workplace, number of meals, number of fellow dietitians, number of cooks, presence of regular disinfection education, education facilitator, education method) based on the general information and workplace characteristics of the study subjects. The second part is composed of four areas that measure attitudes toward disinfection, subjective norms, perceived behavioral control, and behavior intentions as variables of Theory of Planned Behavior (TPB). The overall composition of the questionnaire is shown in Table 1. In general, the stronger the intention to undertake the behavior, the more likely its performance becomes actuality (Ajzen, 1991), so in this study, the dependent variable was set as the behavior intention affected by attitude, subjective norm, and perceived behavioral control. The questionnaire is reconstructed by extracting questions appropriate to the variables of TPB based on previous research. And the final questionnaire is formed by collecting the opinions of related professional faculty and dietitians.

<Table 1>
Composition of the questionnaire

Division		Contents	Number of questions
General characteristics		gender, age, dietitian career, type of workplace, number of meals, number of fellow dietitians, number of cooks, presence of regular disinfection education, education facilitator, education method	10
Planned behavior theory variables	Attitude	Measurement of the attitude of research subjects toward disinfection to prevent infectious diseases such as Covid-19	8
	Subjective Norm	Measurement of the degree of thinking of people around the research subjects about disinfection to prevent infectious diseases such as Covid-19	8
	Perceived Behavioral Control	Measures the degree to which research subjects can control their own behavior regarding disinfection to prevent infectious diseases such as Covid-19	8
	Behavior Intention	Measurement of the degree to which research subjects intend to practice disinfection for the prevention of infectious diseases such as Covid-19	8
		Total	42

3) Verification of effectiveness of educational materials
Both the education group and the control group conduct a preliminary test to verify the homogeneity between the two groups before education. In addition, pre- and post-investigations are conducted for both the education group and the control group to verify the effectiveness of the educational materials.

Hypothesis 1: The educational group and the control group will have a difference in mean between groups before education.
Hypothesis 2: The education group will have a significant effect on the score change of the TPB variable before and after education compared to the control group.

4) Verifying the fitness of the planned behavior theory (TPB) model
In order to systematically grasp the correlation between the TPB variables, the fitness of the model as shown in Figure 2 is analyzed using the results of the post-investigation of the education group.

Hypothesis 3: The attitude toward disinfection will have a positive effect on behavior intention to conduct disinfection.
Hypothesis 4: Subjective norms for disinfection will have a positive effect on behavior intention to conduct disinfection.
Hypothesis 5: Perceived behavioral control for disinfection will have a positive effect on behavior intention to conduct disinfection.

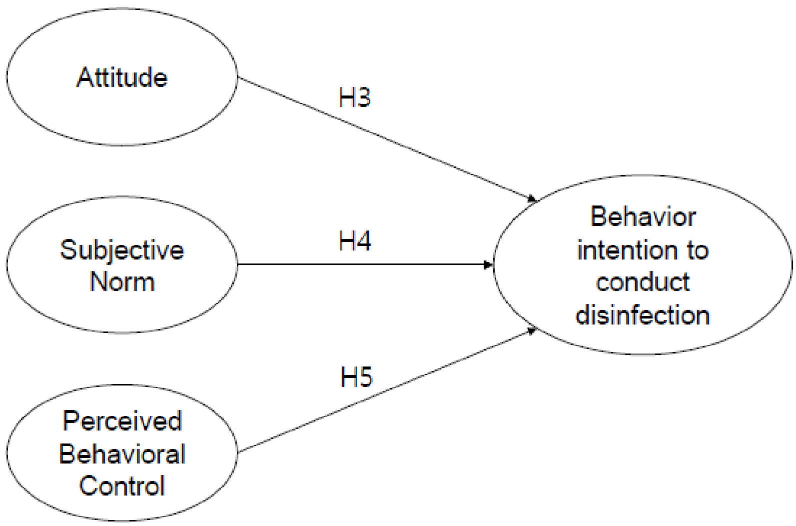

Figure 1. TPB model of behavior intention to conduct disinfection

3.2. Data analysis
In order to examine the general characteristics of the survey subjects, a frequency analysis is performed using SPSS 24.0, and a t-test is performed based on a preliminary survey to verify the homogeneity of the education group and the control group. In order to verify the effectiveness of educational materials, the changes before and after education are confirmed by paired t-test using the variables of the planning behavior theory (TPB). Use AMOS 24.0 to identify correlations between TPB variables and analyze the fit of the model.

4. Expected Findings

4.1. Verification of effectiveness of educational materials
1) Verification of homogeneity between the education group and the control group
To verify the homogeneity of the education group and the control group, t-test is conducted based on the preliminary survey, and as a result, the education group and the control group will not show a significant difference. Therefore, the hypothesis 1 that there will be a difference in the mean between the education group and the control group will be rejected and the homogeneity of the two groups will be verified.

2) Verification of effectiveness of educational materials
The education group that received disinfection education for the prevention of infectious diseases such as Covid-19 has significant changes in all variables of the Planned Behavioral Theory (TPB), while the control group who did not receive education is expected to have no significant change. The difference between the two groups whose homogeneity was verified in the pre-education survey verifies the effectiveness of the educational materials, and hypothesis 2 will be adopted.

4.2. Verifying the fitness of the planned behavior theory (TPB) model
The fitness of the model is verified using the results of the post-investigation of the education group. This is based on the premise that the effectiveness of educational materials has been verified with the results of the post-investigation of the education group. The purpose of verifying the fitness of the Planned Behavior Theory (TPB) model is to find out the influence of variables on the behavioral intention to practice disinfection. Through this, all the hypotheses

3~5 will be adopted that attitudes toward disinfection, subjective norms, and perceived behavioral control will have a positive effect on the behavioral intention to practice disinfection.

5. Discussion and Conclusion

5.1. Discussion and implications

This study will contribute to the prevention of infectious diseases through safe disinfection management of food service facilities, thereby reducing risk opportunity costs in the food service industry and social stability. In addition, as the effectiveness of disinfection education is verified, the demand for the importance and necessity of education will increase, which will contribute to the development of related academic circles.

5.2. Conclusion

This study is to verify the effectiveness of disinfection education materials for foodservice facilities to prevent infectious diseases such as Covid-19 developed for dietitian. The subjects of this study are 100 trainees who received disinfection education through special nutrition education for dietitian of the Korean Dietitian Association and 100 control subjects who did not receive education. As a result of the study, there is no difference between the two groups before education, so the homogeneity of the two groups will be verified. The educational group who received disinfection education has significant changes in all variables of the planning behavior theory (TPB), whereas the control group who did not receive education has no significant change, so the effectiveness of the educational materials will be verified. As a result of analyzing the suitability of the Planning Behavior Theory (TPB) model with the post-survey results of the education group, the attitude to disinfection, subjective norms, and perceived behavior control will all have a positive effect behavior intention to conduct disinfection. Accordingly, continuous development and education of disinfection education materials for dietitian are expected to be needed.

5.3. Limitations of this study and suggestions for future studies

This study is to verify the effectiveness of the already developed disinfection educational materials. In order to increase the reliability and validity of educational materials, the development of systematic educational materials should precede. Therefore, it is considered that future studies will need to systematically develop educational materials before evaluating the effectiveness of educational materials.

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Exploring customer satisfaction of online theater: Adaptation of ACSI model

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Abstract:

Due to the impact of COVID-19, live performances in theater were restricted, and going online became a feasible option for many theaters. In this study, a modified ACSI model was proposed to explore determinants affecting customer satisfaction of online performances provided by theater. Revealed from research model, relationships among overall service quality, perceived value, and customer satisfaction were identified. This study contributed to the online satisfaction study of the ACSI model and helped theater better understand customer satisfaction.

Keywords: perceived quality, perceived value, customer satisfaction, ACSI model, theater

1. Introduction

Due to the lockdown policy of many counties and places during the period of COVID-19, staying at home and watching some online performances was the main entertaining choice for most people. Under this circumstance, not only there was a newly rising online consumer behavior, but theater had already introduced some online performances (Zhao, 2020) so as to satisfy the needs and desires of people and ensure online performances available for who would like to watch them at home.

Although the previous has discussed both of the performance and satisfaction of theater from many aspects, including service quality (e.g., Shankar, Smith, & Rangaswamy, 2003), operation and performance (e.g., Sun, 2020), ticketing and purchasing (e.g., Cheng, 2017), limited studies involved a touch upon to neither online environment nor online customer satisfaction. Therefore, in order to fill this research gap and understand this new rising online consumer behavior, this paper aimed to explore determinants that affect customer satisfaction of online performances provided by theaters through a modified American Customer Satisfaction Index (ACSI) model. This study on the one hand contributed to satisfaction study within the theater context, on the other hand, flourished the implication of ACSI model, especially under the online condition. Besides, theaters also would be benefited through a better understanding customer satisfaction investigation in this study.

2. Literature Review

2.1. Customer satisfaction

Customer satisfaction is a crucial element in marketing, which contributes to the success of a service or a product. Indicated by Oliver (2010), satisfaction to a customer's fulfillment response is a judgment of a product or service based on the pleasure level of the experience in the whole process of consumption. Customers will be satisfied with the product or service when the performance exceeds their expectation, while they are dissatisfied when the performance perceived below the expectation level (Armstrong & Kotler, 2014).

Besides, discussed by Oliver (2010), satisfaction judgment is also coexisted with the emotional responses. That is, emotion can result in an absolutely high customer satisfaction level, when customers reached a particular consumption pattern (Westbrook & Oliver, 1991). However, many products or services including performing arts in theater have their hedonic value (i.e. aesthetic outcomes of consumption), and it is this kind of emotional responses on hedonic enjoyments that even more significantly affect customer satisfaction (Oliver, 2010).

2.2. Perceived service quality

As an entertainment business, theater's online performances provides services rather than product to its customers. The service is expected to meet the artistic mission and shall not sacrifice its artistic value to economic revenue (Jobst & Boerner, 2011). Online performances provided by theaters are regarded to contain the cultural value, coherence the cultural tourism, contribute to social and economic well-being (Hume, 2008). Typically, two categories were considered of core service and peripheral service (Hume, 2008). Identified in previous literature, both core and peripheral service quality deliver a positive influence on customer satisfaction (Jobst & Boerner, 2011). Therefore, the customer perceived service quality was the first variable of interest considered in the analysis.

2.3. Perceived value

The customer perceived value refers to overall evaluation of quality related to its cost (Hume & Mort, 2008). The customer perceived value represents the tradeoff between the perception of the quality of the service and cost, or sacrifice the customer gives out by paying the price (Wang & Chen, 2016).
Discussed by Hume and Mort (2008) that perceived value is directly affected by the quality of the show experience, in which core service quality and peripheral service quality of the theater's online performances. Additionally, they also proved that there is a positive, significant relationship between perceived value and customer satisfaction. Therefore, this study is also inquisitive to identify if there is a relationship between customer perceived value and customer satisfaction within the theater's online performances condition.

3. Methodology

The quantitative research method is applied in this study. The research sample considers participants who are familiar with the online theater business. A self-administrative questionnaire designed based on the modified ACSI model will be distributed online. According to the original ACSI model, overall perceptive quality, customer expectation, and perceived value are factors affecting customer satisfaction (Hsu, 2008). And extending from the original ACSI model, this study focuses the factor of customer overall perceived quality and analyzes the customer satisfaction of theater's online performance. The conceptual model is proposed in figure 1.

A seven-point Likert Scale was used to measure a candidate's attitude from "strongly disagree = 1" to "strongly agree = 7" for questions related to variables. Variables constructed in this research model are referred to the questionnaire of previous studies, including overall perceived quality, perceived value, customer satisfaction, perceived artistic quality. Besides, the demographic questions will be included as well. Based on the previous study, structural equation modeling (SEM) will be applied to comprehensively test the latent relationship between variables (Türkyılmaz & Özkan, 2007). Since some new factors are incorporated in this analysis, exploratory factor analysis (EFA) will be conducted before so as to exploring the latent dimensions of factor loadings and factor correlations.

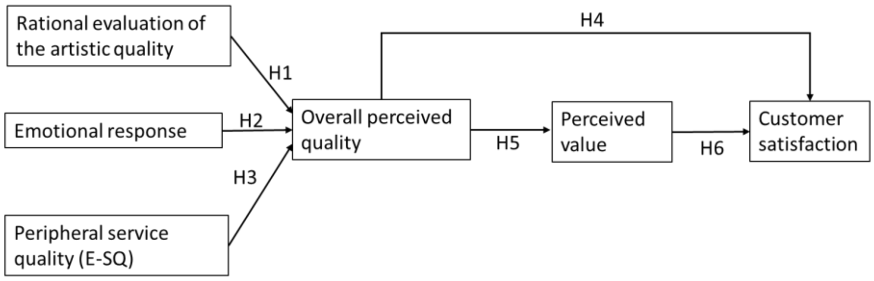

Figure 1. Proposed research model

4. Implication

4.1. Academic implication

Firstly, this study contributes to the customer satisfaction analysis for the theater business. Traditionally, many studies discuss customer satisfaction directly related to the theater and its related performance. However, with the shifting to an online lifestyle for customers, investigating this newly rising consumer behavior is not only necessary but also inevitable. Therefore, this study provides an innovative attempt and incorporates traditionally offline customer satisfaction into the online condition. Besides, this study creatively modified the ACSI model and rationally applied it to the theater's online business, which can further contribute to understanding both the customer online satisfaction and the application of the ACSI model.

4.2. Practical implication

As to the practical implication, first, analysis results of this study can help theater businesses have a better understanding of online customer satisfaction. Theaters can clearly identify how to pursue better online customer satisfaction and improve its product and service quality taking advantage of this analysis. Meanwhile, it also contributes theater businesses to predict the quality of its online performance. Even with the best crew, an unexpected situation is possible to occur, affecting the core perceived quality of the customer. After understanding the perceived quality from the customer perspective, theaters can be more confident to adjust what kind of online performance they would like to provide.

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Marketing mix and service quality dimension as determinants of customer satisfaction on selected beach resorts of IGACOS, Davao Del Norte

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Abstract:

The study aim to determine the relationship of the marketing mix, service quality, and customer satisfaction on selected beach resorts in Island Garden City of Samal, Davao del Norte. A descriptive correlational design was used in this study with 300 respondents. Pearson product-moment correlation was used to determine the interrelationships between the marketing mix and service quality to customer satisfaction. Multiple linear regressions were performed to determine the significant predictor of customer satisfaction. The findings of the study revealed that the extent level of the marketing mix as perceived by the guests of the beach resorts was rated high while the level of service quality and level of customer satisfaction were rated very high. Moreover, the marketing mix was moderately significant to customer satisfaction, and service quality was highly correlated to customer satisfaction. On the other hand, the independent variables—marketing mix and service quality could significantly influence customer satisfaction on its individual capacity.

Keywords: Marketing Mix, Servqual Dimension, Customer Satisfaction, Resorts

1. Introduction

Satisfying customers is the primary concern for every resort and hotel (Guray, 2018). Hence, providing and maintaining customer satisfaction is one of the biggest challenges for the managers and business people in any industry. (Guzzo, 2010). In Turkey, Kozak and Tasci (2006) found that guests experienced dissatisfaction regarding the facilities, mode of transportation, and the management personnel, which harmed the establishment. Also, some guests encountered a problem with safety and security (Colina, 2015). Hence, satisfaction depends on many factors and sometimes difficult to control (Boonsirichi, 2002).

The researcher has come across a few studies dealing with marketing mix strategies and customer satisfaction in the hotel industry, but nothing about the beach resorts of the Island Garden City of Samal. Therefore, there still a lack of research in marketing mix strategies, service quality, and customer satisfaction that warrants this investigation.

This study may help owners/managers, especially small beach resorts, to market their businesses and resolve the problem of customer dissatisfaction and poor-quality service. Samal is known as one of the tourist spots or visited places of Davao del Norte. It is on this premise that the purpose of this study is to see the extent of implementation of marketing mix strategies, level of service quality attributes and, the level of satisfaction of customers of the selected beach resorts. Moreover, the main objective of this study was to identify the factors that lead to customer satisfaction that include marketing mix strategies and service quality dimensions of the selected beach resorts in Island Garden City of Samal, Davao del Norte

2. Literature Review

2.1. Marketing mix strategies

Marketing relies on a company's forecast on how to identify customer expectations and deliver the best customer experience. Also, Baker (2014), Kolowich (2017), and Hinlayagan (2018) had stressed that a lousy marketing strategy could damage a company's reputation even if it is useful in its business field. That is why Satell (2013) proposed that planning and organizing, proper execution of plans, assessment of the performance, and editing the process of marketing must be considered. In addition to that, Nabila, Andreti, Akmal, Kumar, and Junio (2013) made mention that if there's a necessity to amend the marketing strategy, then it must be reflected on the marketing mix--product, price, place, and promotion.

2.1.1. Product

Product is a vital part of any marketing mix and the most important and concrete part of a marketing program. It can be an excellent product, a service, or both. Price, brand, design, labels, packages, physical items, and services included in the product (Hundekar, 2010).
Product mix involves several components, and product quality means the general features of a product and products that stand for anticipated quality, given that the notion of quality varies from marketer to customer (Pride et *al.,* 2014). Also, it was recognized that a significant factor in the growth of sustainable competitive advantage is product quality (Kenyon, 2011). Alex and Thomas (2011) have observed that because of the pressure of technology, customers are much more taught and mindful in selecting products. The highest marketing strategy predictor among the four P's was product and location based on their collected information. The two were the most top predictors used in the company--location match with the product Barlan (2013).

2.1.2. Price

Price plays a significant role in attracting visitors and ensuring the industry's competitiveness by actively involving the government and private sectors that promote and market, diversifying the targeted market (Er & Simon, 2015; Rosniza et *al.,* 2012). In fact, costumers considered price before buying products and services (Stadtler, 2015). Moreover, price is a financial value that the client pays to the product or service provider and is an essential and influential element in the marketing mix because it includes the other component of the marketing mix the quality of the products, the distribution channels as their place and the promotion of the product (Nagle & Müller, 2018). Salvador & Fua- Geronimo (2009) underscored that price is one of the crucial elements of marketing because it affects the feeling and judgment of the customers while choosing and buying the decision process. Ferreria, Vasconcelos, and Proenca (2016) had observed that many customers are sensitive to price offerings. Contrariwise, strategic pricing is not only creating customer satisfaction; instead, price is profitability for gaining and creating the value rather than sales (Lewis, 2018). The cost must, however, be consistent with other advertising policies and product characteristics.

2.1.3. Place

Isoraite (2016) described the place as another very significant marketing element in 4P's of marketing mix and also known as the distribution channel. It makes the product accessible to consumers. Barlan (2013) found that the best predictor among the 4 Ps of marketing strategies of Mabini Batangas Beach resort was product and place. It shows that when the place is combined with the product, they serve as the best predictor among the four Ps used in the business.

2.1.4. Promotion.

It includes all the tools for marketing to inform, encourage potential customers (Barnes, Solomon, Marshall, Stuart, Mitchell, & Langer, 2009), and a communication strategy used to disseminate information (Greenspan, 2017). It is more on active communication that comprises advertising, public relations, personal selling, and sales promotion (Sultana, 2014). Advertising is a form of paid impersonal mass communication. It presents the organization, goods, and services or ideas in the form of media like radio, television, newspapers, and magazine. At the same time, public relations is a form of communication, which the organization seeks to influence customers' opinions, feelings, or beliefs with regards to its products and services. It may be in the form of a news story, and editorial (Kerin, Theng, Hartley, & Rudelius, 2013).
On the other way around, negative opinions about the servicing staff may accumulate an awful impact on the consumers' purchasing behavior (Hult, Ferrell, & Pride, 2014).

2.2. Service Quality Attributes

In the globally competitive market in today's industry, researchers and practitioners have put their interest and emphasize on service quality as it has significantly influenced the business performance, customer satisfaction, employee retention and profitability (Ali & Baharun 2015; Amin, Yahya, Ismayatim, Nasharuddin, & Kassim, 2013; Sultan & Wong, 2013). Service quality is a fundamental factor in measuring customer satisfaction that leads to customer loyalty (Mamilla, Janardhana, & Babu, 2013; Minh & Huu, 2016).
Kotler and Keller (2009) considered service quality as the totality of features and characteristics of service to satisfy the customers' expectations. It is the most critical element of customers' perception in which their opinions and their hope are vital, more so, service quality is measured according to five service-quality dimensions (Arnould, Price, & Zinkhan, 2004).

2.2.1. Reliability.

It is vital for customers to build a relationship between them and the organization through a trust to perform what is promised to do. It proves that the beach resort management and staff are reliable in what they do and truthful in what they offer. By these, customer satisfaction and loyalty are established (Somocor, 2017).

2.2.2. Tangibility.

Tangibles are defined as aspects of a service that can be felt without actually purchasing the service (Panda & Das, 2014). This determinant refers to the appearance of physical evidence and facilities of the firm. Iberahim et *al.* (2015) mentioned that being tidy and neat is essential for the establishment's personnel. It includes the modernity of the facilities and equipment in the resort, appearance of service employee wherein the uniformity and neatness of the service staffs in a beach resort is shown and observed, and communication materials which include the signage (Iberahim et *al.*, 2015; Kitapci, Akdogan, & Dortyol, 2014; and Rajicic & Ciric, 2008). Besides, as specified on the study of Callen (2009) and Cruz (2015), tangible product, as a determinant of service quality, contributes to satisfaction for it allows the customers to know that particular product is available on the resort according to the level of needs and preference.

2.2.3. Responsiveness.

It designates the willingness and the readiness of the employees to help the customers, respond to their requests and inform them when service are provided, and then give prompt service (Archakova, 2013; & Kitapci et *al.*, 2014). Moreover, responsiveness is another way of interaction between the servers and the customers; it is a communication to the extent that servers respond directly by providing excellent, quality, and fast service. In this manner, customers are more likely pleased to show that staff is paying attention and gives importance to customers' presence. Subsequently, it establishes a better relationship and good feedback; otherwise, it causes dissatisfaction, which is undesirable for the business (Kotler, 2013; Na, 2010; and Somocor, 2017).

2.2.4. Assurance.

This attribute encompasses the following aspects. This includes the ability of employees to respond to the customers' queries, the employees' behavior in showing courtesy, confidence in the firm, and building trust that the customers feel safe with their billing transaction. Also, this is manifested through the politeness and friendliness of employees, feeling of delight and satisfaction, the ability for action at a critical time, and trustworthiness and honesty of the service provider. This dimension guaranteed to convey confidence in every customer to build a strong foundation of trust and credibility to sustain success in the industry (Archakova, 2013; Mok, Sparks, & Kandampully, 2011; and Somocor, 2017).

2.2.5. Empathy.

It is a dimension that the firms are trying to understand the customers' problems, thoughts, emotions, and feelings. The findings of Umasuthan, Park, Ryu (2017) revealed that the influence of empathetic dimensions greatly influences and enhances the guest's overall service experience. Carev (2008) added that the empathy service dimension is an influential tool to attain the business' aims and goals.

Employees should be sensitive to customers' needs, make customers feel special, predict customers' needs and want, be sympathetic and have customers' best interests at heart in order to show empathy towards customers (Bougoure, & Neu, 2010; Hwang, & Zhao, 2013). Approachability and ease of contact and flexibility in language skills are part of the empathy dimension. Therefore, a resort staff must pay full attention when customers are booking, placing their orders, and be sympathetic and reassure if something goes wrong so that problems can be solved as quickly as possible without angering the customers (Lobo, Maritz, and Mehta, 2007)**.**

2.3. Customer Satisfaction.

Satisfaction, is an outcome or end judgment experienced by a consumer towards the product or service that provides a pleasurable feeling of fulfillment under the basis of comparison (Mamilla, Janardhana, & Babu, 2013). Different researchers mentioned that satisfaction is the total standard of how the product and services fulfill the customer's expectation. It boosts to maintain the existing customers and attracts new ones. However, gaining a high level of customer satisfaction has always been a continuous challenge for the production industry of goods and services yet, a critical issue that should consider because it tends to create a foundation for sustainable competitive advantage in today's competitive environment (Somocor, 2017).

2.3.1. Customer repeat purchase.

Repeat purchase intention refers to the subjective probability that a customer continues to purchase a product from the same seller. By contrast, initial purchase intention reflects the likelihood that a potential customer buys from a seller for the first time at a given point in time (Davis, 1989; Chui et al., 2014). A desire to buy back is known to be qualitatively different structures. Satisfaction can only be a mental and affective assessment, whereas repeated actions consist of a portion of behavior (Mittal, Ross, Baldasare, 1998; Choi, 2001; Chiu, Wang, Fang, & Huang, 2012).

2.3.2. Customer retention.
Yuksel (2001) stated that customer satisfaction, combined with customer retention, was one of the essential concerns for hospitality and tourism marketers. He emphasized that customer loyalty and repeat business is a cost-effective approach to sustain a company. He added that studies have shown that a dissatisfied consumer is highly likely never to return. Frequent sales are directly related to corporate cash flows, as it costs more to get a new customer than to retain a current one.

2.3.3. Customer Loyalty.
West, Ford, and Ibrahim (2010) defined customer loyalty as the degree to which consumers can choose an alternative to the product and availability of the organization, and the traditional measurement approach is through loyalty surveys. Moreover, in most research, customer loyalty followed after measuring customer satisfaction as repeat customers in the service industry is very significant. Customer loyalty is an essential factor in the resort's success, as keeping customers is more lucrative than attracting new ones continuously. (Eakuru and Mat, 2008; Magkasi and Caballero, 2014; Polyorat and Sophonsiri, 2010; Reichheld and Detrick, 2003). Moreover, Ibuho (2015) stated that a one percent shift in customer satisfaction would cause a sixty-one-point seven percent shift in customer loyalty.

2.4. Correlation Between Measures
Agbor (2011), in his study about the relationship between service quality and customer satisfaction, found a significant relationship between service quality and customer satisfaction. An increase in one leads to a rise in another. High-quality services yield customer satisfaction. Hence, managers must be attentive to consumers ' preferences and desires because their buying decision is influenced by their behavior and attitudes (Omar, Bin Saadan, & Bin Seman, 2015; Somocor, 2017).

Satisfying the customer is necessary for the business because of its positive and negative impacts on the company. An unhappy customer may result in complaints and negative feedback. Later on, it may cause a loss of customers and a decrease in profits that resulting in business closure. Zikmund, Babin, Carr, and Griffin (2013) mentioned that customer satisfaction represents a marketing mix encountered by the consumer with a product or service.

3. Methodology

The researcher used the descriptive-correlational research method in this study. In this research, the three variables that include the marketing mix, service quality, and customer were described. Then, the correlation was used to investigate the relationship between the marketing mix and customer satisfaction and between service quality and customer satisfaction in selected beach resorts in the Island Garden City of Samal (IGaCoS). The respondents of this study were the 300 guests/customers from four beach resorts IGACOS Davao del Norte. They were purposively chosen based on these criteria—they must be at least 18 years old and have visited the resort at least twice to prove that they have availed of the products and services offered by the beach resorts. IGACOS is an island with several commercial resorts and private beaches scattered across the white sand length of 118 kilometers. The record of the City Investment and Tourism Office shows that there are 86 registered beach resorts in the island. The researcher chose these beach resorts in IGACOS, which offers the same products and services like accommodations, foods, and beverages (restaurant) and other amenities (function room, gym, water activities). The resorts are officially registered in the City Investment and Tourism Office. This researcher used an adapted survey questionnaire from the study of Somocor

(2017), Marketing Mix, and Service Quality (SERV QUAL) Attributes as Determinants on Customer Satisfaction on Selected Three Stars Hotels in Davao City. The researcher personally asked permission from the beach resorts owner and or manager with the aid of the letter. After the approval of the beach resorts management, the researcher tapped enumerators to do the survey.

4. Results

4.1. Extent of Implementation of Marketing Mix Strategy

Presented in Table 1 are the ratings of the respondents on the level of the marketing mix in terms of product, promotion, place and price.

Table 1 *Extent of Implementation of Marketing Mix Strategy*

Marketing Mix Strategy	Mean	SD	Description
A. Product			
1. Availability of varied menu and beverages	4.39	0.66	Very high
2. Space, cleanliness and maintenance of rooms and cottages	4.47	0.66	Very high
3. Availability of water activities (Banana Boat, Kayak, and the like)	4.44	0.74	Very high
4. Offering function rooms for special events.	4.42	0.72	Very high
Category Mean	**4.43**	**0.56**	**Very high**
B. Promotion			
Promotion through			
1. TV Advertisement	3.36	1.06	Average
2. Radio Advertisement	3.31	1.03	Average
3. Press conference	3.27	1.04	Average
4. Brochure/leaflets and banners	3.76	0.98	Average
5.Online advertisement	4.15	0.88	High
6. Social Media(Face book, Instagram, Twitter)	4.43	0.84	Very high
7. Personal Marketing	3.59	1.10	High
8. Direct Mail	3.17	1.11	Average
9. Sponsorship/Exchange deal	3.11	1.08	Average
Category Mean	**3.57**	**0.73**	**High**
C. Place			
1. Cleanliness and maintenance	4.45	0.72	Very high
2. Conduciveness for stay and relaxation	4.53	0.65	Very high
3. Aesthetic value for picture taking	4.50	0.66	Very high
4. Accessibility to public transportation	4.22	0.79	Very high
5. Accessibility to police station	4.07	0.85	High
Category Mean	**4.35**	**0.58**	**Very high**
D. Price			
1. Affordability of products/services rates	4.23	0.82	Very high
2. Diversity of package selection	4.27	0.76	Very high
3. Reasonability of rates/fees of water activities	3.98	0.83	High
4. Provision of students' special rate.	3.87	0.91	High
Category Mean	4.09	0.72	High
Overall Mean	**4.11**	**0.48**	**High**

4.1.2. Level of Service Quality

Presented in Table 2 is the data on the assessment of the service quality of the beach resort.

Table 2 *Level of Service Quality*

Beach Resort's Service Quality	Mean	SD	Description
A. Reliability			
1. Efficiency of the management on reservations	4.45	0.71	Very high
2. Readiness of guestrooms/cottages for occupancy	4.38	0.68	Very high
3. Modernity of the facilities	4.32	0.70	Very high
4. Timeliness of delivery of services	4.30	0.71	Very high
5. Cleanliness and maintenance of washed room/comfort room	4.37	0.71	Very high
6. Variety of water recreational activities	4.31	0.73	Very high
Category Mean	**4.35**	**0.58**	**Very high**
B. Tangibility			
1. Accessibility of the location	4.23	0.69	Very high
2. Cleanliness and maintenance of the seashore	4.40	0.65	Very high
3. Sufficiency of lighting facility	4.38	0.70	Very high
4. The personnel's a. discipline	4.51	0.62	Very high
b. grooming	4.51	0.61	Very high
c. courteousness	4.54	0.61	Very high
d. honesty	4.51	0.63	Very high
Category Mean	**4.44**	**0.55**	**Very high**
C. Responsiveness			
1.The personnel's			
a. Helpfulness	4.52	0.64	Very high
b. Readiness to answer all inquiries of customers	4.52	0.64	Very high
c. Knowledgeability	4.48	0.68	Very high
d. Quickness to respond to the customers' request	4.48	0.72	Very high
Category Mean	**4.50**	**0.63**	**Very high**
D. Assurance			
1. Safety and security	4.55	0.67	Very high
2. Visibility of security guards	4.52	0.68	Very high
3. Availability of rescue team	4.45	0.75	Very high
4. Visibility of first aid facility	4.41	0.79	Very high
Category Mean	**4.48**	**0.67**	**Very high**
E. Empathy			
1. Provision of undivided attention to customers	4.43	0.71	Very high
2. Readiness to serve customers at any time	4.45	0.68	Very high
3. Respectfulness to the customers	4.48	0.66	Very high
4. Delivery of customer needs	4.44	0.71	Very high
Category Mean	**4.45**	**0.66**	**Very high**
Overall Mean	**4.44**	**0.55**	**Very high**

4.1.3. Level of Customer Satisfaction

The data in Table 3 pertain to the result of the level of customer satisfaction.

Table 3 *Level of Customer Satisfaction*

Customer Satisfaction	Mean	SD	Description
A. Repeat Purchase			
1. Provision of quality products and services.	4.12	0.76	High
2. Provision of reasonable prices	3.94	0.86	High
3. Safety and sanitation of the premises	4.14	0.73	High
4. Dependability of the menus and services	4.11	0.74	High
5. Uniqueness of the products/services	4.02	0.79	High
Category Mean	**4.07**	**0.69**	**High**
B. Purchase Retention			
1. Expertise, courteousness, and honesty of the personnel.	4.34	0.72	Very high
2. Space, cleanliness, and safety of parking area.	4.37	0.72	Very high
3. Safety, hygiene, and sanitation.	4.36	0.73	Very high
4. Promptness of service	4.34	0.70	Very high
5. Provision of Medical services.	4.31	0.80	Very high
Category Mean	**4.34**	**0.66**	**Very high**
C. Customer Loyalty			
1. Sustainability of customer relationship through the online reservation services	4.27	0.79	Very high
2. Excellence of service	4.26	0.73	Very high
3. Availability of foreign currency exchange facility	3.89	1.01	High
4. Modernization of function rooms	4.21	0.75	Very high
5. Efficiency of payment processes	4.32	0.79	Very high
Category Mean	**4.19**	**0.70**	**High**
Overall Mean	**4.20**	**0.64**	**Very high**

4.1.4. Correlation of Variables

The result of the correlation of variables is shown in Table 4.

Table 4 *Correlation of Variables*

Variables paired with Customer Satisfaction	R	P-value	Interpretation
Marketing Mix	.58	.00	Significant
Service Quality	.68	.00	Significant

4.1.5. Influencers of Customer Satisfaction

The outcome of the regression analysis is presented in Table 5.

Table 5 *Influencers of Customer Satisfaction*

Variables	Beta Coefficient	p-value	T	Interpretation
Marketing mix	.27	.00	5.42	Significant
Service quality	.52	.00	10.35	Significant
$r^2 = .512$				
F = 157.59				
p = .00				

5. Discussion and Conclusions

5.1. Marketing Mix Strategy

The result means that the resorts effectively execute and deliver a marketing strategy, and the marketing mix implementation is extensive. It supports the finding of Thieu, Hieu, Huyen, Binh, and Hoang (2017) that the marketing mix is an undeniably important tool for establishments. Since the extent of implementation is only high, this is indicative that the owners may look for more strategies to promote their products and services, not just locally but also internationally. Also, it is suggested to the beach resorts to have an exchange deal with TV networks to promote the establishments comprehensively and efficiently.

5.2. Service Quality

The level of service quality dimensions such as, reliability, tangibility, responsiveness, assurance, and empathy in selected beach resorts in the Island Garden City of Samal is very high. This result implies that the guests always experience service quality components in the five dimensions. The owners or managers of the selected beach resorts may sustain the service quality and customer satisfaction through updated training and seminars of the staff, and provision of innovative business processes and recreational water activities.

5.3. Customer Satisfaction

The level of the customers' satisfaction in the selected beach resorts is very high. This finding implies that they are highly satisfied with the services of the resorts. However, some customers find the price to be unreasonable, it is suggested that owners or managers may evaluate the price of the services to assess their reasonability and competitiveness. The management may also consider having a foreign currency exchange facility for foreigners.

5.4. Correlation of Variables

There is a significant relationship between marketing mix strategies and customer satisfaction. Also, service quality is significantly correlated with customer satisfaction. Moreover, marketing mix strategy and service quality significantly influence customer satisfaction ($p<.05$). Service quality has a more substantial influence on customer satisfaction than the marketing mix with a higher beta coefficient of .52.

5.5. Influencers of Customer Satisfaction

The data revealed that both of the independent variables—marketing mix and service quality could significantly influence customer satisfaction on its singular capacity ($p<.05$). Between the two variables, service quality has a more significant influence, as manifested by a beta coefficient of .52. Also, this coefficient signifies that for every unit increase in service quality leads to .52 increases in customer service. The results confirmed the proposition of Somocor (2017) that marketing mix strategy and service quality were significantly correlated with customer satisfaction. Also, it supports the proposition of Mustawadjuhaefa et *al.* (2017) that the marketing mix and service quality have a significant effect on customer satisfaction.

5.6. Limitations of this study and suggestions for future study

Other researchers may explore factors other than marketing mix and service quality that may significantly influence customer satisfaction. Also, these researchers may consider using a mixed-methods design to draw out information in more depth.

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An analysis of changes in dining space layout as a response to COVID-19: Focusing on South Korea and G7 countries

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Abstract:

This research aims to study the changes in dining space layout as a response to governments' guidelines to prevent the spread of COVID-19. Public health guidance of South Korea and G7 countries were evaluated to examine which aspects of dining space layout were affected as well as if the guidelines were implemented appropriately. Analytical framework of this research was developed by examining the public health guidelines. To explore the implementation of guidelines, practices at six Food and Beverage (F&B) establishments were analyzed using the aforementioned analytical framework.

Keywords: COVID-19, Dining Space, Layout, Corona virus, Hospitality Industry

1. Introduction

COVID-19, which began in December 2019, has particularly resulted in severe damages in the restaurant industry. People refrained from personal activities out of anxiety and fear about the infection through spread of the disease. Also, eating out has become one of the main reasons for the spread of COVID-19, as people talk and consume food without masks in crowded restaurants. Due to the changes in people's behaviour–reflecting the tendency of refraining from face-to-face activities and eating out–the number of customers and overall sales in the restaurant industry have reduced dramatically.

Moreover, to minimize the contraction of the virus, at the city, state and national-level, restrictions were imposed on dining out activities. Many governments issued detailed COVID-19 guidelines for dining spaces. COVID-19 regulations for these dining spaces include maintaining a certain distance between tables as well as prioritizing outdoor dining spaces, which resulted in various changes in the layout of dining spaces to abide by the law.

This study aims to analyze the aspects of dining space layout that have changed due to governmental guidelines for COVID-19 and to understand the ways and effectiveness of implementing such guidelines. Thus, this study investigated regulations and recommendations on dining space in Korea and G7 countries, identifying, comparing, contrasting and analyzing key factors in each country's COVID-19 response guidelines. G7 countries were selected for analysis as G7 countries have been interested in public health issue based on political and economic advancement. Public health issue first appeared from the 1979 Tokyo Summit in a G7 communiqué, and now their health ministers are having G7 Health Ministerial meetings regularly (McBride et al., 2019). G7 The effectiveness of various regulations and recommendations were also determined in this study by examining examples of various food and beverage businesses in Korea and the United States

There are varying opinions on whether COVID-19 will end, and if so, what would be the timeline. Some experts even say COVID-19 will never end (Brito, 2020). Despite the restaurant industry being one of the most affected sectors by COVID-19, previous studies on dining space layout are usually only focused on the efficiency, functionality, or marketing perspectives, not the prevention of the spread of the virus. By developing research on dining space layout with the perspective of prevention infectious diseases as in this study, governments, restaurant industry officials, and other stakeholders could carefully analyze the current pandemic situation and prepare to effectively respond before the end of COVID-19

2. Literature Review

2.1. COVID-19 Status in South Korea and G7 countries

As of October 2020, when the study was conducted, the status of confirmed cases of Covid-19 in South Korea and G7 countries is as follows.

Table 1 *Confirmed cases of Covid-19 in South Korea and G7 countries*

Countries	Population	Cumulative number of confirmed cases	Confirmed cases	Death cases	Fatality rate
South Korea	5,178,579	24,353	1,594	425	1.7%
United States	331,002,651	7,445,013	4,282,510	210,113	2.8%
United Kingdom	67,886,011	530,808	487,715	42,493	8.0%
France	65,273,511	646,531	533,458	32,140	5.0%
Germany	83,783,942	307,127	29,814	9,566	3.1%
Italy	60,461,826	330,263	60,134	36,030	10.9%
Canada	37,742,154	173,756	17,745	9,582	5.5%
Japan	126,476,461	86,540	6,410	1609	1.9%

Note. Ministry of Health and Welfare, C. disease 19(C. O. V. I. D.-19). (2020, October 7). *Coronavirus Disease-19, Republic of Korea(COVID-19)*. Coronavirus disease 19(COVID-19), Global Statistics. http://ncov.mohw.go.kr/en/bdBoardList.do?brdId=16&brdGubun=163&dataGubun=&ncvContSeq=&contSeq=&board_id=.

2.2. Dining Space Layout

Existing studies of dining space layout were limited to the topics from efficiency, functionality, or marketing perspective as followings.

Stephani K. A, Robson et al (2011) conducted a research on consumer behavior and emotional reaction relative to table spacing. According to the study, consumers were resistant to narrow table spacing, especially in romantic environment.

Johye Hwang et al (2009) researched on the overall satisfaction regarding privacy and table preference via survey based on a virtual restaurant. Through this research, it was concluded that consumers prefer table with privacy and good views as well as have willingness to pay higher price for such tables.

K. Yildirim et al (2007) studied perceived crowding resulting from seat crowding in café and restaurants. The hypothesis was that the dining space factors such as density of seating affect perception and perceived crowding. The study showed that consumers had more positive reaction when there was less density of seating.

Young Namkyung et al (2008) studied the factors determining dine-out consumer satisfaction. Spacious seats, aesthetic food arrangement, good taste, good interior design, background music, trustworthy service, timely service and experienced workers were the main factors that determine customer satisfaction.

3. Methodology

This research is divided into two parts in investigating and analyzing the dining space layout that has changed due to COVID-19. In the first section, G7 countries' and the South Korean government's guidelines will be analyzed to study COVID-19 guidelines for dining space. In the second part, the actual implantation of the aforementioned COVID-19 guidelines and regulations for dining space will be investigated. Details of the methods are as follows.

Firstly, to understand the current situation of COVID-19 in eight countries, research data, reports, press releases from authorized institution such as the World Health Organization, and governments' disease control and prevention centers were reviewed. In addition, the literature survey was conducted through research papers, books and publications to learn about existing studies on dining space layouts.

Secondly, Korea Centers for Disease Control and Prevention, The United States Centers for Disease Control and Prevention, and other government agencies and departments related to disease prevention and control for G7 countries were examined with regards to their guidelines for COVID-19 response. The terms were taken from the Covid-19 guidelines for food space for each and the terms were further grouped into similar topics. Both direct and indirect instructions for dining space layout were collected when examining the guidelines.

To analyze Korean government's guidelines, the original text was used. For the G7 countries' analysis, English guidelines provided from each country were used. In the absence of English materials, the original text was translated into English and used in the study.

Lastly, Six F&B establishments were selected to research if the guidelines were implemented as well as how the COVID-19 guidelines implemented, if applicable. The survey was conducted in early October 2020. In order to look into the changes in dining space layout, floor plans and pictures of the establishments prior to guideline implementations were obtained. The floor plans used in this study was redrawn and used to enhance readability. The field survey was conducted to find out actual figures. Hard numbers such as spacing of the tables were measured, and the layouts were recorded by photographs as well. If field survey were not possible due to distance and time reasons, the analytic frameworks and photos were delivered from the establishments and reconstructed.

4. Analysis of COVID-19 Guidelines and Restrictions in Dining Space

This study investigated regulations and recommendations on dining space in Korea and G7 countries. For investigation, the government agencies and departments related to disease prevention and control are investigated as shown in the following table.

Table 2 *Guidelines from the government agencies and departments related to disease prevention and control*

Countries	Sources	Guidelines
South Korea	Korea Disease Control and Prevention Agency	Basic Guidelines for Distancing in Daily Life
United States	Centers for Disease Control and Prevention	Coronavirus Disease 2019 (COVID-19), Considerations for Restaurants and Bars
United Kingdom	Department for Business, Energy & Industrial Strategy and Department for Digital, Culture, Media & Sport	Working safely during coronavirus(COVID-19)
France	Gouvernement.fr (the official website of the French government)	Restrictions and Requirements in Metropolitan France
Germany	Bundesregierung.de (the official website of the federal government)	Corona regulations in the federal states
Italy	Italian National Institute of Health	Technical document on the hypothesis of remodeling the containment measures of the infection from SARS-CoV-2 in the catering sector, Instituto Nazionale Per.
Canada	Canadian Centre for Occupational Health and Safety	COVID-19 Health and Safety Resources, Workplace-Specific Tip Sheets
Japan	Ministry of Agriculture, Forestry and Fisheries	New Coronavirus Disease

4.1. Main Components of COVID-19 Guidelines and Restrictions in Dining Space

In order to analyze COVID-19 guidelines related to dining space in Korea and G7 countries, key elements are extracted and categorized into group of subjects.

4.1.1. Rearrangement of Furniture

1) Table rearrangement

COVID-19 guidelines and restrictions issued by each government included guidance on how to allow for social distancing. Such social distancing protocols required reconfiguration of dining area, specifically rearranging dining tables. All eight countries recommended rearranging tables as means to achieve social distancing.

2) Seat (Chair) rearrangement

Tables and chairs are arranged together, but some governments specifically issued guidelines for seat arrangement. For example, Korean government recommended that chairs should be arranged facing one direction or set in a zig-zag pattern to prevent potential droplet transmission.

4.1.2. Reconfiguration of dining area

1) Space rearrangement due to closed off areas

Some governments enforced certain high infection risk areas within the dining area to be closed off. As self-serve food or drink options such as buffets, salad bars are accompanied by the use of shared serving utensils, self-serve areas are to be closed off.

2) Space rearrangement for change in flow of traffic

Some countries introduced guidelines that include modifying flow of traffic for workers and patrons to reduce person-to-person contact. In order to minimize cross flows of customers, restaurants are required to sectionalize the dining area so that each area can be assigned to different customer groups.

4.1.3. Installation of physical barriers & guides and signages

1) Installation of Physical barriers

As COVID-19 infection occurs through droplets, use of physical barrier (plexiglass divider) was strongly encouraged by many governments.

2) Installation of guides and signages (wall and floor)

Installation of physical guides, such as wall and floor signages is suggested to ensure practices of physical distancing in the dining area.

4.2. Comparative analysis of South Korean and G7 countries' COVID-19 response and guidelines

Table 3 *Comparative analysis of South Korean and G7 countries' COVID-19 response and guidelines*

Country	Re-arrangement of furniture		Adjustment of space		Installation of Physical barriers & guides and signages	
	Adjusting table spacing	Rearranging chairs(seats)	Closed off areas	Changes in flow of traffic	Installation of physical barriers	Guides and Signages
South Korea	2m (minimum 1m)	Facing one-side, zig-zag arrangement	-	Separating groups and individual customers	Table, register	floor guides for social distancing in waiting area
United States	6 ft. (approximately 1.83m)	-	Waiting area, self-service stations,	-	Kitchen, register, host stan d, food pick-up area	Floor guides for customer lineup area, waiting area, kitchen, bar
United Kingdom	2m (minimum 1m)	-	Dining area without chairs, indoor waiting area	One-way, separating servers and cooking staff	-	-
France	1m	-	-	-	table	-
Germany	1.5m	-	Dining area without chairs,	-	-	-
Italy	2m	-	Buffet-style dining area	-	table	-
Canada	2m (6ft.)	-	Space for communal equipment	Changing server's path approaching tables/one-way traffic	Table, entrance, register	(visual aid: floor guides for social distancing,directional signage, etc)
Japan	2m (minimum 1m)	Facing one-side	-	Separating customers and delivery drivers	Table, food serving area(buffet, salad bar, etc)	Social distancing signage and guides in takeout area

5. Case study of COVID-19 guidelines implementation

5.1. Analytical framework used to study South Korean and G7 countries' COVID-19 response and guidelines

The analytical framework for case study based on the previous analysis is as follows.

Table 4 *Analytical framework for case study*

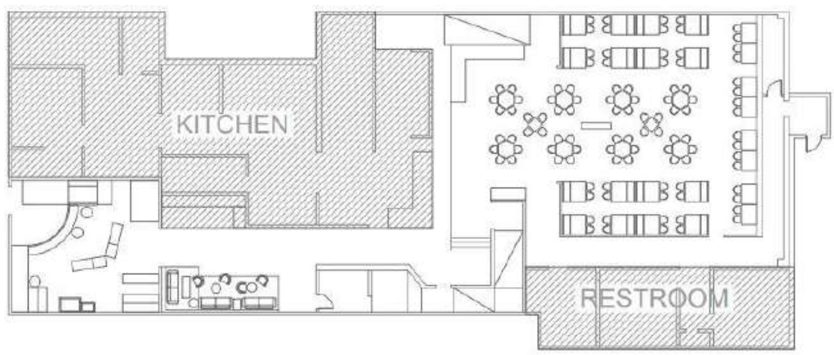
Re-arrangement of furniture	Adjusting table spacing	Spacing between tables
		Methods used for table spacing
	Rearranging chairs(seats)	Spacing between chairs
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)
	Miscellaneous	Furniture rearranged to follow miscellaneous guidelines
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers
	guides and Signages	Type of guides and signages (ex. floor guides for social distancing, directional signage, etc)
		Location of guides and signages

5.2. Case study of COVID-19 guidelines implementation

5.2.1. Case Study of A restaurant

Figure 1. Floor plan of A restaurant

Floor plan
prior to the
implementation
of pandemic
guidelines
and restrictions



*Capacity: 179pax

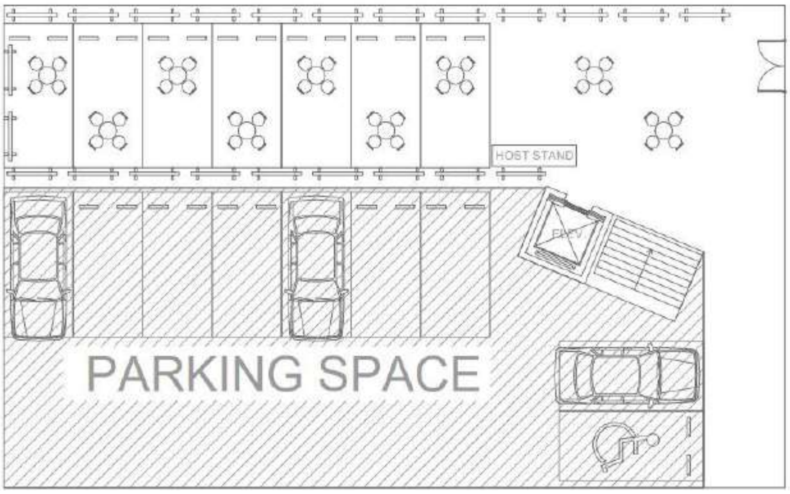
Floor plan after following guidelines	 *Capacity: 36pax

Table 5 *Analytical framework for A restaurant*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	7 feet
		Methods used for table spacing	Table rearrangement
	Rearranging chairs(seats)	Spacing between chairs	6feet
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	Seats around the dining table
	Miscellaneous	Furniture rearranged to follow other guidelines	Rearrange host stand and cash register counter to be placed outdoors
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	Indoor dining area closed-off/ outdoor dining area set up
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	-
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers	-
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing, directional signage, etc)	Floor guides for social distancing
		Location of guides and signages	Employee only area, in front of the restroom

A restaurant is a Korean barbecue restaurant located in Los Angeles, California. In order to follow the COVID-19 guidelines of Los Angeles County's Department of Health, A restaurant closed off indoor dining area and set up dining area in the outdoor parking lot.

All indoor space was closed off with the exception of restroom, employee area and kitchen. Cash register and dining space were relocated to outdoors. Seating capacity was reduced from 79.88%, from 179 seats to 36 seats. According to CDC guidelines, COVID-19 "is mostly spread when people are physically near (within 6 feet) a person with COVID-19 or have direct contact with that person." (CDC, 2020)

A restaurant rearranged outdoor dining layout to account for minimum 6 feet distance between seats and 7 feet distance between tables. A restaurant was required to maintain 6 feet distance between seats in order to obtain outdoor permits from the county health department.

Outdoor dining area of the A restaurant was set up in the parking lot area. Therefore, installation of traffic control equipment such as barricades and planters is mandatory. There are weight, height and width requirements for such equipments.
When employees or patrons need to inevitably use indoor space, such as restrooms, mask use is mandatory. Physical guides and signages are placed for workers and customers to reinforce social distancing.

Figure 2. Photos of A restaurant

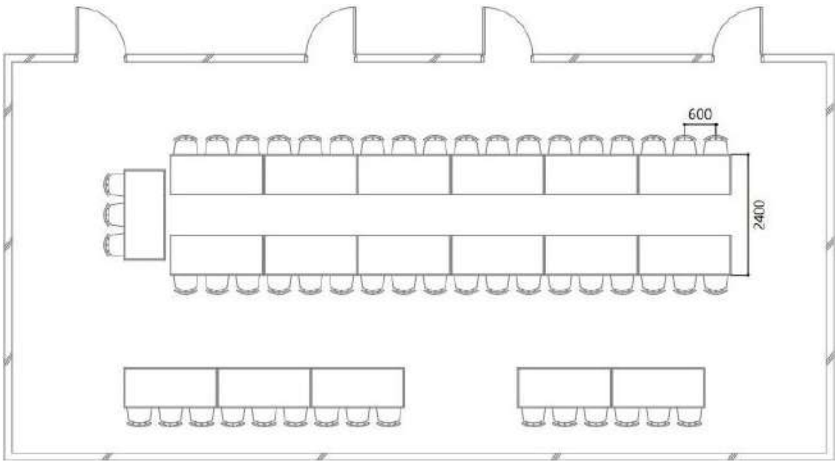
Dining area set up in outdoor parking lot

Floor guide in front of the restroom to maintain social distancing

5.2.2. Case Study of B hotel's banquet hall

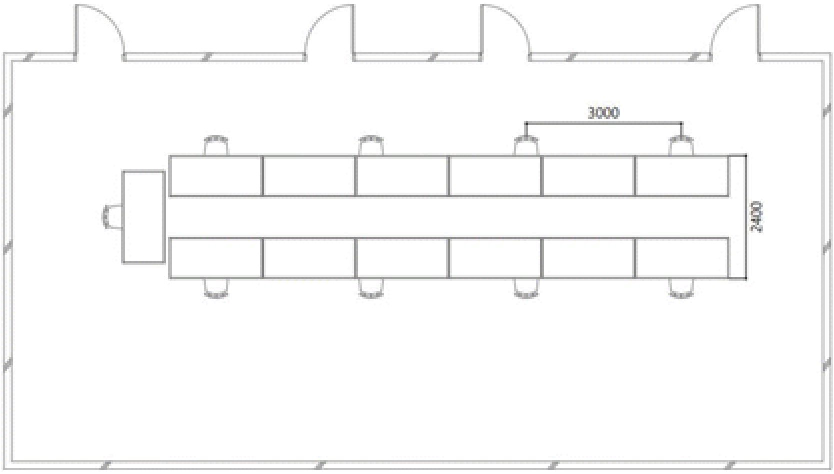
Figure 3. Floor plan of B hotel's banquet hall

Floor plan
prior to the
implementation
of pandemic
guidelines
and restrictions



*Capacity: 54pax

Floor plan after following guidelines



* Capacity: 9 pax

Table 6 *Analytical framework for B hotel's banquet hall*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	Distance between tables facing opposite direction: 1.4m, No distance between tables that are facing the same direction
		Methods used for table spacing	Table spacing remains the same, chairs are removed
	Rearranging chairs(seats)	Spacing between chairs	3m, 2.4m
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	Seats facing each other
	Miscellaneous	Furniture rearranged to follow miscellaneous guidelines	-
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	-
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	-
Installation of Physical barriers &guides and signages	Installation of physical barriers	Location of physical barriers	-
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing,directional signage, etc)	-
		Location of guides and signages	-

Banquet hall in B hotel is located in Seoul, South Korea. Small events such as family gatherings or corporate meetings are mainly taken place with meals. In order to implement the guideline, the space between the seats was widened by reducing the number of seats placed per table, while maintaining the table setups. The distance between the seats was 60 cm, but as a result of implementation of the guideline, it became 3m. The seating capacity decreased by about 83.3% from 54 to 9.

Table setup such as classroom style or U-shape style, which were not usually used in dining event prior to COVID-19, are now frequently used. The classroom style and U-shape style, which have seats facing one direction, appear to have been perceived to reduce the risk of infection.

Figure 4. Photos of B hotel's meeting room

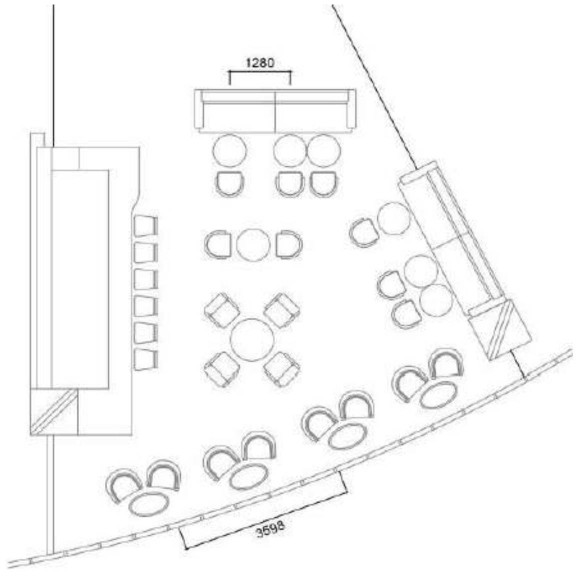
Table setup before implementing guideline

Table setup after implementing guideline

5.2.3. Case Study of B hotel's Lobby lounge

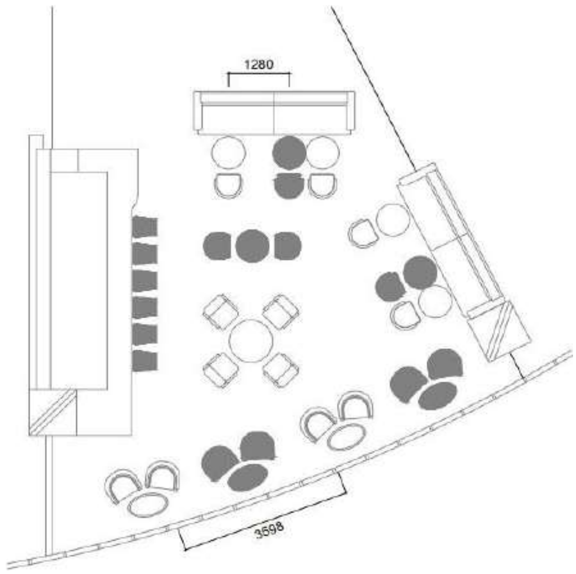
Figure 5. Floor plan of B hotel's Lobby Lounge

Floor plan prior to the implementation of pandemic guidelines and restrictions



* Capacity: 32pax

Floor plan after following guidelines



* Capacity: 18pax
**Unused tables are marked in black

Table 7 *Analytical framework for B hotel's Lobby Lounge*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	Vary from table to table (1.3m~ 3.6m)
		Methods used for table spacing	Closing-off one of two adjacent tables
	Rearranging chairs(seats)	Spacing between chairs	Vary from seat to seat (1.3m~ 3.6m)
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	Facing one another
	Miscellaneous	Furniture rearranged to follow miscellaneous guidelines	-
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	Bar seating area closed-off
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	-
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers	-
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing,directional signage, etc)	-
		Location of guides and signages	-

The lobby lounge of Hotel B serves coffee, drinks, cocktails and small dishes. The lounge prohibited the use of tables adjacent to each other to comply with the Covid-19 guidelines. Bar seats were closed-off because the staff and customers could be seated face to face in the bar seating area. As a result, the capacity decreased from 32 to 18, which was reduced by about 43.8%.

The widest gap between the seats was 3.6m and the narrowest was 1.3m. It was shown the narrowest distance fell under recommended distance 2m, but was still complying with the minimum baseline of 1m distance.

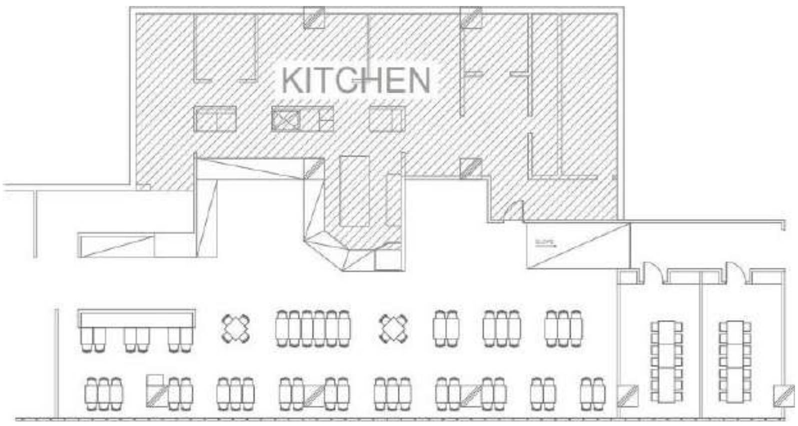
Figure 5. Photos of B hotel's Lobby Lounge

Tent card to notify closed table due to social distancing

5.2.4. Case Study of B hotel's Buffet outlet

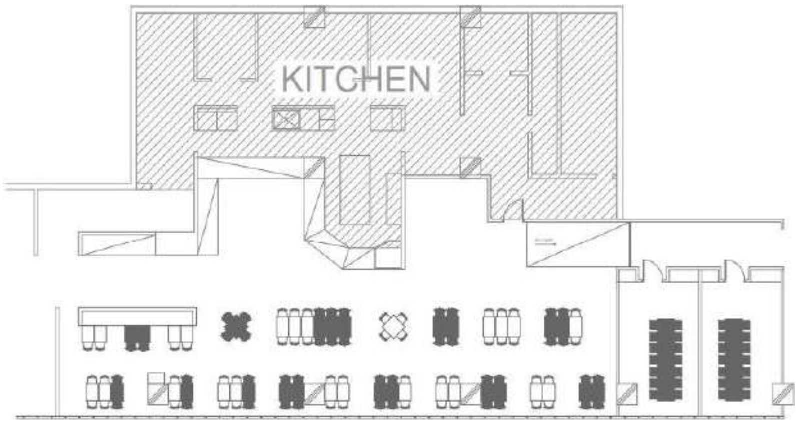
Figure 6. Floor plan of B hotel's Buffet outlet

Floor plan prior to the implementation of pandemic guidelines and restrictions



* Capacity: 116 pax

Floor plan after following guidelines



* Capacity: 50pax
**Unused tables are marked in black

Table 8 *Analytical framework for B hotel's Buffet outlet*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	Vary from table to table (minimum 1.8m)
		Methods used for table spacing	Closing-off one of two adjacent tables
	Rearranging chairs(seats)	Spacing between chairs	Vary from seat to seat (minimum 1.6m)
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	facing one another
	Miscellaneous	Furniture rearranged to follow miscellaneous guidelines	-
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	Private Dining Room closed-off
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	-
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers	-
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing,directional signage, etc)	Floor guides for social distancing
		Location of guides and signages	Waiting area in front of register

The buffet restaurant, which is located right next to the lobby lounge of hotel B, serves both a la carte menu and buffet. The buffet also prohibited the use of tables adjacent to each other. In addition, two private dining rooms are also closed-off. Therefore, the capacity was reduced from 116 to 50, down by about 56.9%. The spacing between tables was usually more than 2 m, but the shortest distance was about 1.8 m. This was not long enough for the 2 m, which is recommended by the guideline, but exceeded the minimum of 1 m.

Figure 7. Photos of B hotel's Buffet outlet

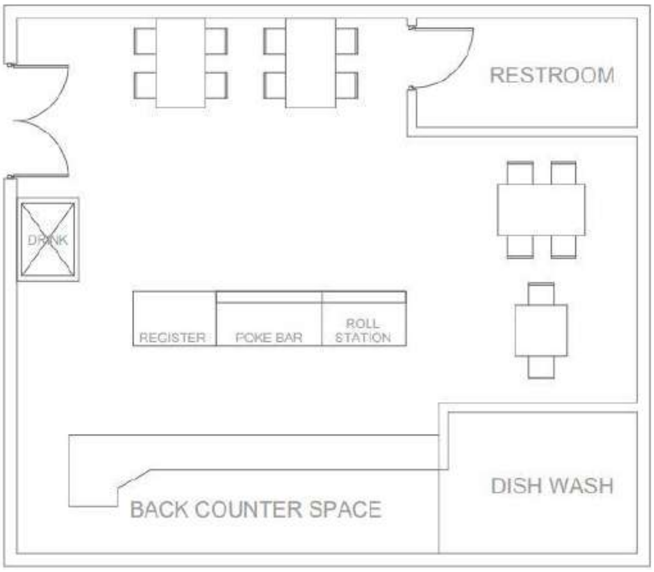
Floor guide in front of cash register for social distancing

Table closed for social distancing

5.2.5. Case Study of C poke restaurant

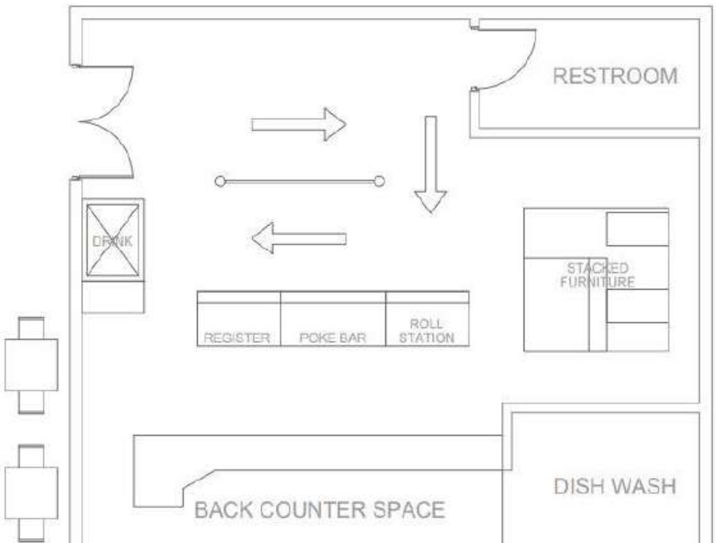
Figure 8. Floor plan of C poke restaurant

Floor plan
prior to the implementation of pandemic guidelines and restrictions



* Capacity: 14pax

Floor plan after following guidelines



* Capacity: 4pax

Table 9 *Analytical framework for C poke restaurant*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	8ft (2.43m)
		Methods used for table spacing	Distancing tables
	Rearranging chairs(seats)	Spacing between chairs	facing one another
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	6ft (1.83m)
	Miscellaneous	Furniture rearranged to follow other guidelines	Tableset up for pick-up orders
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	Indoor dining area closed-off
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	Installation of retractable belt barricade for one-way traffic, pickup area for delivery
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers	Register, poke bar, roll station area
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing,directional signage, etc)	Floor guides
		Location of guides and signages	In front of food preparation area and in front of cash register,

C poke restaurant is located in Los Angeles County in California, U.S.A. This delivery and takeout-focused restaurant sells Poke Bowls–Hawaiian-style raw diced fish bowls–that are customized as well as made-to-order.

As indoor dining was shut down in Los Angeles County, this restaurant cleared out their dining room , removed all tables and stacked the tables. For customers visiting from long-distance, the restaurant set up two tables outdoors, in accordance with county guidelines. The chairs were arranged at a distance of 6ft, and the distance between the tables was 8 ft. The capacity decreased by 71.42% from 14 indoor seats to 4 outdoor seats.

The retractable belt barricades were installed in the waiting area to encourage customers to move in a one-way direction. Floor guides are also attached to ensure practices of physical distancing between the customers.

C poke restaurant originally had a flexiglass divider at poke bar and roll station for hygiene to allow guests to see the process of making their own food. After Covid-19, additional flexiglass divider was installed at registration to prevent infection between guests and staffs. In addition, delivery pick-up table was installed to minimize contact between employees.

Figure 9. Photos of C poke restaurant

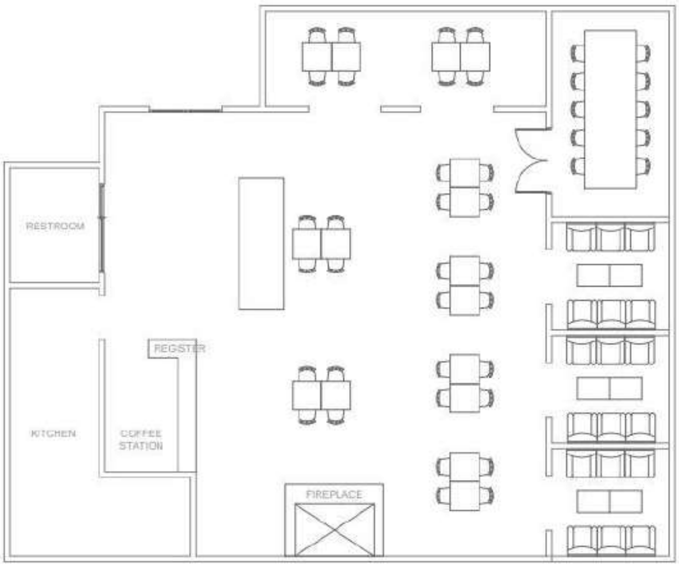
Belt Barrier and Floor guides to guide customer traffic flow

Plexiglass barriers in front of food prep area and cash register

5.2.6. Case Study of D restaurant

Figure 10. Floor plan of Poke D restaurant

Floor plan
prior to the implementation of pandemic guidelines
and restrictions



* Capacity: 60pax

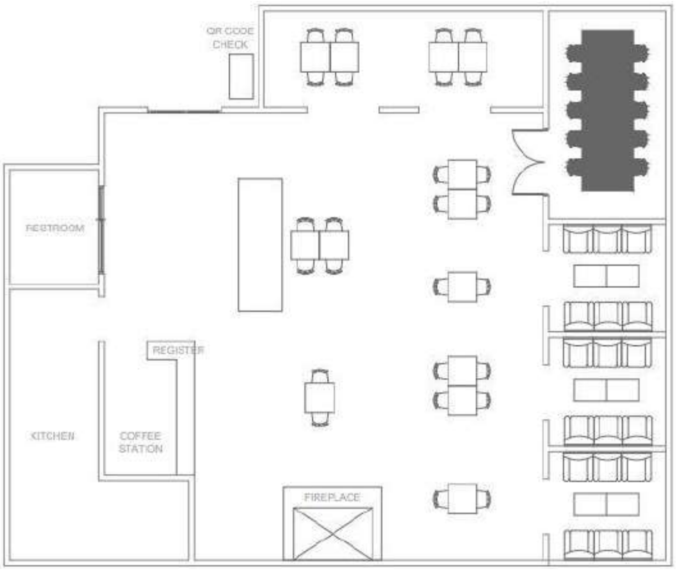
Floor plan after following guidelines	 * Capacity: 44pax **Unused tables are marked in black

Table 10 *Analytical framework for D restaurant*

Re-arrangement of furniture	Adjusting table spacing	Spacing between tables	1.5m
		Methods used for table spacing	Replaced dining tables for 4 with tables for 2
	Rearranging chairs(seats)	Spacing between chairs	1.5m, 2m
		Chair arrangement method (ex. Zig-zag pattern, seats only facing one side, seats facing each other)	Facing one another
	Miscellaneous	Furniture rearranged to follow miscellaneous guidelines	Guest registration to display record of visitors at premises
Adjustment of space	Closed off areas	Area with restricted access or closed-off areas	Private dining room with large table(seating capacity:10pax) closed-off
	Changes in flow of traffic	Adjusted layout as a result of the changes in flow of traffic to minimize contact	-
Installation of Physical barriers & guides and signages	Installation of physical barriers	Location of physical barriers	-
	Guides and Signages	Type of guides and signages (ex. floor guides for social distancing,directional signage, etc)	-
		Location of guides and signages	-

D restaurant is located in Gyeonggi province in South Korea. D restaurant changed three of four-person tables for two to widen the gap between the tables. This resulted in the distance between tables of about 1.5m, which is shorter than the suggested distance (2m), but exceeding the allowable limit of 1m. In addition, a private dining room with a table for 10 people was closed to avoid serving meals in enclosed spaces. The capacity of the restaurant dropped from 60 to 44, down 26.67%. D restaurant removed all decoration items in the entrance area, and rearranged by installing a guest registration table to display record of visitors at premises.

Figure 11. Photos of D restaurant

Guest registration to display record of visitors at premises

5.3. Result

The results of the case studies conducted in various types of dining space in different places are as follows.

The study showed that the percentage of seating capacity reduced after implementing the Covid-19 guidelines. A restaurant saw a 79.88% decrease from 179 indoor seats to 36 outdoor seats, while B hotel's banquet hall was 83.3% reduced from 54 seats to 9 seats. The lobby lounge decreased 43.8% from 32 seats to 18 seats, the buffet decreased 56.9% from 116 seats to 50 seats, and C poke restaurant decreased 71.42% from 14 indoor seats to 4 outdoor seats. Finally, D restaurant decreased 26.67% from 60 seats to 44 seats. The largest percentage of seats decreased was Hotel B's banquet hall (83.3%) and the smallest percentage decreased was D restaurant (26.67%). On average, 48.43% of seats have been reduced since implementation of the guidelines.

The change in the aisle width is as follows. For A restaurant, the main-aisle was 4 ft and the sub-aisle was 3 ft, both aisles expanded to 7ft, which was 75% wider than the main-isle. D Restaurant had a main-aisle of 2 m and a sub-aisle of 1.2 m, but after implementing the guidelines, the main-aisle remained the same, while the sub-aisle expanded by 25% to 1.5 m. In the case of the banquet hall, lobby lounge, and buffet of Hotel B, the layout of the table was unchanged, so the width of the passage was also the same before and after implementing the guidelines. Furthermore, since C poke restaurant has been transformed into delivery and pickup restaurant after Covid-19, it was unable to know changes in the width of the service aisle.

6. Discussion and Conclusion

6.1. Discussion and implications

Existing studies of dining space layout were limited to the topics from efficiency, functionality, or marketing perspective. In comparison, this study was differentiated from them in the sense of studying the prevention of infectious diseases and the layout of dining space

6.2. Conclusion

In this research, public health guidance of South Korea and G7 countries were evaluated to analyze which aspects of dining space layout were affected. From the analysis, analytical framework of this research was developed and used. To explore the implementation of guidelines, practices at six F&B establishments were analyzed using the analytical framework.

6.3. Limitations of this study and suggestions for future studies

The primary limitation in this study is that there is a lack of previous research studies as COVID-19 emerged in the beginning of 2020. Moreover, there was a language barrier in collecting data from the non-English speaking countries when examining guidelines. In addition, there are limitations that the study doesn't include the cases from the countries other than Korea and the US in case study.

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Research on tourist’s experience of online short-term rental -- Based on the IPA method

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Abstract:

With the popularity of sharing economy, online short-term rental based on the reuse of vacant house have brought tourists a new accommodation experience which is different from traditional travel accommodation. Firstly, this paper used the web crawler technology to collect the online reviews of users on Airbnb, an online short-term rental platform, as data samples, and by using the content analysis method, we have developed the evaluation dimensions and indexes of tourist’s accommodation experience through exploring high-frequency words in their reviews. Next, on the basis of literature review, we’ve concluded the evaluation dimensions and indexes of online short-term rental platform service. Finally, the analysis of tourist’s accommodation experience and usage experience of short-term rental platform was carried out by using the IPA method.

Keywords: Online short-term rental, Tourist experience, IPA, Sharing economy

1. Introduction

The sharing economy expects to separate the ownership and usage right of social resources, so as to realize the common ownership of resources and achieve the goal of making the best use of things. Nowadays, this new economic model, which aims to achieve rational allocation of resources at lower cost and higher efficiency, is quietly influencing the way of social production and people’s life (Tussyadiah & Zach, 2016). In recent years, along with the continuous expansion of travel accommodation market, standardized accommodation service provided by traditional travel accommodation, for example, hotels, has been more and more difficult to meet the personalized and diversified needs of tourists. Online short-term rental platforms encourage the landlords to open doors of their own vacant houses and accept strange tourists from all over the world and share their private life space with others. This new type of travel accommodation has been popular among tourists quickly once get promoted. According to recent studies, as of 2018, the online short-term rental market in China has reached 17.808 billion yuan, and the number of users of online short-term rental is expected to reach 304 million up to 2021.

Nowadays, with the popularity of mobile Internet, tourists are keen to write down online reviews to express their subjective feelings. These reviews are the expression of tourists' true feelings and contain rich potential information, which has increasingly become an important data source of studies on tourists' experience. By using the web crawler technology and content analysis method, this research chose online reviews of short-term rental platform as data source and summarized tourists’ focus point during their accommodation experiences. However, due to the fact that the content of users' reviews on the online short-term rental platform mainly focuses on their accommodation experience and less focuses on their platform usage experience, this research developed the evaluation dimensions and indexes of online short-term rental platform service on the basis of literature review and platform features. According to the evaluation standard developed, this study applied the IPA method to analyze tourists' experience during the short-term rental accommodation and the usage of short-term rental platform, so that to provide practical suggestions for online short-term rental platforms and landlords to optimize user's experience and enhance service quality, and contribute to the promoting and healthy growth of this industry.

2. Literature Review

2.1. Sharing economy

Many scholars have talked about the definition of "sharing economy" in their studies. Bardhi and Eckhardt (2012) argued that the sharing economy is the temporary use of goods or services on the premise of payment without acquiring ownership. Botsman and Rogers (2010) believed that the sharing economy is an "accessible" effective integration of human, space and time resources, and is a green and sustainable economic model. User's behavior in sharing economy has certain social attributes. Belk (2014) proposed that to some extent, sharing economy can dissolve the social boundary between two sides of the sharing economy. People can gain reputational identity by sharing consumption (Lamberton, Rose, 2012). The sharing online travel platform is proposed under the background of sharing economy and is an online platform based on the concept of"P2P".Nowadays,most of the studies on sharing online travel platform are about the online short-term rental platform.

2.2. Online short-term rental

Online short-term rental is a personalized accommodation service where the landlords transfer the short-term usage right of their house to the tourists through the online platform and obtain economic benefits. The typical representatives of this industry are, for example: Airbnb, Homeaway, Xiaozhu short-term rental, Mayi short-term rental, Tujia, ect. The booking process of online short-term rental platform mainly includes three parties: landlords, short-term rental platform and tourists. Firstly, tourists will browse the house list on the platform and choose the ideal house according to the information about this house and its landlord. Secondly, the landlords will evaluate tourists' personal identity and past short-term rental experience to decide whether to accept or reject their accommodation requirements. Next, once the accommodation requirement was confirmed, the landlord can obtain additional benefits by providing their own unused houses to tourists and the tourists can enjoy a more family-friendly accommodation atmosphere during their trip. More importantly, as an informational service platform, the online short-term rental platform is mainly responsible for establishing relationships between landlords and tourists, at the same time, it also takes the responsibility to ensure the authenticity of information and the security of transactions.

Studies about online short-term rental started early in western countries and is more and more in-depth nowadays. These studies mainly focused on the analysis and comparison of operation patterns and profit models (Afonso Dias, et al., 2013; Fang, et al., 2016; Arup Varma, et al., 2016), the relationship between tourists and landlords and the trust system during their transaction (Ert, et al., 2016; Liang, et al.,2017). Compaired with other countries, studies on online short-term rental in China started late. Nowadays, studies about online short-term rental focus on: business models (Li Peirui, 2016; He Lin, 2016), tourist behaviors (Wu Jiang, Jin Mengmeng, 2017; Lu Changbao, Lin Sijie, 2018), sharing accommodation's trust mechanism (Ying Yuan, 2019), laws and regulations (Hu Yiyue, 2019), etc.

2.3. Service quality

Studies on service quality can be traced back to the 1980s.Service quality is generated by the comparison between customer's expectations and actual service quality. In studies about travel accommodation, in order to fully consider the characteristics of tourists and their individual needs, service quality and satisfaction evaluation based on tourists' perception are always important research directions. For example, Xiong and Xu (2010) used the content analysis method to analyze tourists' comments, and concluded that tourists in budget hotels pay more attention to factors such as room environment, sound insulation effects, Internet quality and catering services. Li & Zhao (2018) proposed a method which can effectively evaluate the service quality of service subjects from multiple dimensions by means of online evaluation information from customers, which has positive effects on service subjects to improve their service quality level. Dong & Wang (2019) proposed to evaluate the service quality by overall evaluation and sub-item evaluation (e.g., geographic evaluation, facility evaluation, service evaluation and health evaluation), and observed that the multi-market contact has a significant negative impact on the overall evaluation and sub-item evaluation. Chen (2015) surveyed tourists who chose different types of accommodation in Taiwan, and found that the establishment of accommodation environment and atmosphere can bring a nice staying experience and enhance tourists' loyalty and participation.

For online travel platforms, service quality has further evolved into online service quality, which is a new way to realize the interaction between customers and corporate websites from the perspective of Internet marketing and services and thereby increase customer's perceived effectiveness. In studies about online service quality, based on the SERVQUAL scale, the "e-service" quality evaluation system are generally developed by increasing or decreasing measurement indexes according to the characteristics of websites. The related studies can be summarized as shown in Table 1.

Table 1. Online service quality measurement dimensions

Author	Year	Influencing factors
Kaynama & Black	2000	Content and Purpose; Accessibility; Navigation; Design and Presentation; Responsiveness; Background; Personalization and Customization
Zeithaml et al.	2002	Efficiency; Reliability; Fulfillment; Privacy; Responsiveness; Compensation; Contact
Madu & Madu	2002	Performance; Features; Structure; Aesthetic; Reliability; Storage capability; Service ability; Security and system; Trust; Responsiveness; Product/Service differentiation and customization; Web store policies; Reputation; Assurance; Empathy
Yang et al.	2004	Reliability; Responsiveness; Competence; Ease of use; Security; Product portfolio
Parasuraman et al.	2005	Efficiency; System availability; Fulfilment; Privacy
Huang et al.	2015	Privacy; Compensation; Contact; Billing; Punctuality; System Availability
Brusch et al.	2019	Delivery; Security and support; Website design; Product portfolio

3. Methodology

3.1. Data collection

As mentioned above, both the landlords and the tourists mainly use the online short-term rental platform to complete the booking process and transactions. Nowadays, Airbnb is one of the most well-known online short-term rental platform in the world, with the largest number of short-term rentals on its website. Airbnb runs a C2C operation model, and the rentals on its website are basically operated by their landlord independently. Therefore, Airbnb is very suitable to become the data source platform of this study. In addition, given that Airbnb's short-term rentals are concentrated in popular tourism cities, this study selects Chengdu as a case study site, and uses a web crawler program to capture users' reviews of Chengdu's short-term rentals displayed on Airbnb as data source. After selecting users' reviews with more than 50 words and removing repetitive texts, a total of 4132 Airbnb users' reviews were obtained as sample data for the study.

3.2. Research method

This study mainly adopted two methods of content analysis method and IPA method. The content analysis method has been widely used in recent years in tourism destination image, travel motivation, tourism marketing and other related studies. The rationality and accuracy of this method have been extensively verified. Additionally, the IPA method is a method for measuring service quality according to the importance and performance scores, and it is widely used in service quality studies. Firstly, by analyzing the reviews on Airbnb, high-frequency words were extracted and encoded to obtain the evaluation dimensions and indexes of tourists' perceived service quality of short-term rental accommodation. In addition, on basis of literature review, online short-term rental platforms' service quality evaluation system with 7 dimensions and 20 indexes were developed (As shown in Table.2). Next, by using the questionnaire method, we've collected Airbnb users' scores on the importance (I) and performance (P) of each observation index, then an IPA graph was developed according to these scores. Finally, based on the distribution of each observation index in the graph, we've concluded several study conclusions.

Table 2. Service quality evaluation system of online short-term rental platform

Dimensions	Indexes
Tangibility	The platform interface is neat and beautiful, and has visual appeal.
	The information of goods or services is illustrated and vivid.
Usability	The platform is in the top search ranks and easy to search.
	The registration process is easy.
	The online booking process is easy.
	Users can view the progress of transaction on this platform at any time.
Reliability	The online transaction system is stable and reliable
	The promised goods or services on this platform can be provided accurately.
Information quality	The information update on this platform is timely and accurate.
	The information content on this platform is clear and well organized.
Responsiveness	Multiple contact methods are provided on this platform.
	The platform's response to users' questions is quick.
	Users' online transaction requirements can be confirmed quickly.
	Users' questions can be well-solved.
Security	User's personal information on this platform won't get revealed.
	The online transactions on this platform can be ensured safe.
	This platform has multiple third-party certification marks.
	Houses for rental on this platform are real and reliable.
Compensatory	The platform's response to problems is timely.
	This platform can provide suitable solutions when its users encountered problems.

4. Results

4.1. High-frequency words analysis

The Rost Content Mining software was used to conduct word segmentation and frequency analysis to obtain the high-frequency words in tourists’ reviews on Airbnb and the first 110 words and their frequency were shown in Table 3. Generally, the more mentioned words in reviews often represent the most important and deepest impression left on tourists during their accommodation, so these high-frequency words clearly reflected tourists' specific perceptions of house, landlords, and house surroundings of online short-term rentals.

Table 3 *High-frequency words analysis result*

Rank	High-frequency words	Frequency	Rank	High-frequency words	Frequency	Rank	High-frequency words	Frequency
1	landlord	749	38	bus	102	75	design	53
2	house	622	39	neat	102	76	mattress	52
3	room	598	40	communicate	95	77	airiness	51
4	location	437	41	kind	94	78	features	51
5	subway station	415	42	sound insulation	92	79	shopping mall	50
6	enthusiastic	400	43	chat	90	80	password lock	50
7	transportation	339	44	Jinli Ancient Street	89	81	Sichuan cuisine	49
8	quiet	302	45	friendly	87	82	slippers	49
9	cost-effective	292	46	decoration style	87	83	hospitable	48
10	metro	287	47	refrigerator	86	84	water heater	48
11	comfortable	272	48	interesting	84	85	considerate	47
12	articles for daily use	239	49	washing machine	83	86	downtown	47
13	warm	230	50	thoughtful	82	87	romantic	47
14	sister	226	51	clean up	80	88	furniture	46
15	sheet	218	52	deposit	80	89	bathtub	46
16	kitchen	214	53	fully furnished	78	90	tasteful	46
17	attractions	207	54	aunt	73	91	active	45
18	affordable	203	55	kitchenware	69	92	access card	45
19	clean	197	56	airport	68	93	roomy	45
20	nice	196	57	TV	66	94	night scene	44
21	safe	190	58	Chunxi Road	65	95	talk	44
22	take photos	183	59	shopping	65	96	INS style	44
23	convenience store	177	60	Taikoo Li	64	97	train station	43
24	attentive	169	61	plant	63	98	fresh	42
25	bus station	163	62	sofa	62	99	pillow	42
26	patient	159	63	convenient	61	100	Wuhou Temple	41
27	cheap	157	64	parent-child	60	101	dryer	38
28	breakfast	149	65	gentle	59	102	Giant Panda	38
29	advise	145	66	uncle	58	103	bath towel	37
30	heater	140	67	consultation	58	104	microwave oven	35
31	air conditioner	135	68	hotpot	58	105	humidifier	35
32	Kuanzhai Alley	134	69	price	57	106	privacy	32
33	beautiful	130	70	help	57	107	polite	30
34	home-like	122	71	duplex apartment	56	108	projector	29
35	careful	120	72	share	55	109	French window	26
36	discount	114	73	family	54	110	pick-up service	23
37	simplicity	109	74	High-speed railway station	54			

In order to show the internal relationship among various evaluation factors of online short-term rental accommodation intuitively, according to the actual description of each high-frequency word, and refer to the traditional tourist accommodation experience evaluation system that has been constructed in previous studies, this research encoded these 110 high-frequency words. The results were shown in Table 4, which contained 4 dimensions and 13 indexes.

Table 4. Encoding result of high-frequency words

Dimension	Index	High-frequency vocabulary
House conditions	Accommodation price	Cost-effective, Affordable, Cheap, Price, Discount
	Accommodation facility	House, Room, Articles for daily use, Kitchen, Heater, Air conditioner, Refrigerator, Washing machine, Fully furnished, Kitchenware, TV, Sofa, Mattress, Slippers, Water heater, Bath, Dryer, Microwave, Humidifier, Sheets, Pillows, Bath towels
	Accommodation decoration	Comfortable, Warm, Decoration style, Design, Features, Furniture, Roomy, Simplicity, Parent-Child
	Accommodation sanitary	Clean, Neat, Airiness, Fresh, Clean up
	Accommodation safety	Quiet, Security, Sound insulation, Password lock, Access card, Privacy
Surrounding conditions	Transportation availability	Subway station, Traffic, Metro, Bus station, Bus, Airport, High-speed railway station
	House location	Location, Convenience store, Shopping mall, Convenient, Downtown, Hotpot, Sichuan cuisine
	Tourist attractions distance	Attractions, KuanZhai Alley, Jinli Ancient Street, Night scene, Chunxi Road, Wuhou Temple, Taikoo Li, Chengdu Research Base of Giant Panda Breeding
Landlord evaluation	Landlord impression	Landlord, Sister, Beautiful, Friendly, Interesting, Gentle, Uncle, Family, Romantic, Tasteful
	Landlord attitude	Enthusiastic, Nice, Attentive, Patient, Careful, Kind, Thoughtful, Hospitable, Considerate, Active, Polite
	Interaction activities	Advise, Communicate, Talk, Chat, Share, Help
Personalized experience	Accommodation features	Home-like, Plant, Projector, French window, INS style, Duplex apartment
	Additional services	Breakfast, Deposit, Consultation, Take photos, Pick-up service

4.2. Descriptive analysis result of questionnaire data

Based on the encoding results of high-frequency words and the service quality evaluation system of online short-term rental platform summarized before, this research used the questionnaire method to obtain tourists' evaluation scores for IPA in next step. Survey respondents scored the importance and performance of each index separately on Likert 5-point scale. Firstly, a pilot study was conducted from November 10th to 15th in 2019.A total of 50 questionnaires were distributed through the Wenjuanxing website and 48 questionnaires were collected. Next, the expressions in the questionnaire were adjusted based on the pilot study's results. Then, from November 20th to December 20th in 2020, a total of 244 questionnaires were collected through the Wenjuanxing website. The descriptive analysis results of survey respondents were shown in Table 5.

Table 5. Descriptive analysis result

	Characteristics	Percentage
Gender	Female	57.38%
	Male	42.62%
Age	<18	11.07%
	19~35	61.48%
	36~50	19.67%
	>50	7.78%
Education background	High school	3.28%
	Undergraduate	73.77%
	Master Degree	20.49%
	PhD	2.46%

4.3. Reliability and validity analysis results

An analysis of the reliability and validity of the questionnaire data was conducted. The results were shown in Table 6. It can be seen that the Cronbach's Alpha and KMO value of all 11 dimensions were greater than 0.7 and 0.8, and the Bartlett spherical test results were also significant, which means that the reliability and validity of this questionnaire have met the statistical standard.

Table. 6 Reliability and validity analysis results

Construct	Dimensions	Reliability	Validity		Number of items
		Cronbach's Alpha	KMO value	Bartlett spherical test Sig.	
Online short-term rental accommodation experience	**House conditions**	0.840	0.889	.000	5
	Surrounding conditions	0.722			3
	Landlord evaluation	0.717			3
	Personalized experience	0.713			2
Online short-term rental platform experience	**Tangibility**	0.724	0.935	.000	2
	Usability	0.806			4
	Reliability	0.781			2
	Information quality	0.733			2
	Responsibility	0.828			4
	Security	0.807			4
	Compensatory	0.771			2

4.4. Important & Performance Analysis result

According to the data obtained, the arithmetic average of each index was selected as the final score. The results are shown in Table 7.

Table 7(a). Important & Performance scores of Online short-term rental accommodation

Constructs	Dimensions	Items	Importance	Performance
Online short-term rental accommodation experience	House conditions	A1: The rental price of the house.	4.25	3.58
		A2: The completeness of daily living facilities and supplies in the house.	4.21	3.57
		A3: The layout and decoration design style of the house.	3.73	3.65
		A4: Sanitary condition of the house.	4.72	3.55
		A5: Security condition of the house.	4.76	3.81
	Surrounding conditions	B1: Surrounding transportation conveniency of the house	4.09	3.72
		B2: Location of the house.	3.88	3.68
		B3: Distance from the house to tourist attractions.	3.41	3.47
	Landlord evaluation	C1: The impression that landlord made on me.	4.07	3.63
		C2: Landlord's attitude during the accommodation.	4.18	3.73
		C3: Interchange activities with the landlord.	3.41	3.5
	Personalized experience	D1: The house has some special features (For example: projector, bathtub, French window, game facilities).	3.32	3.26
		D2: Some additional services are offered during the accommodation (For example: luggage deposit, tourist consultation service, pick-up service.	3.48	3.29

Table 7(b). Important & Performance scores of Online short-term rental platform experience

Constructs	Dimensions	Items	Importance	Performance
Online short-term rental platform experience	Tangibility	E1: The platform interface is neat and beautiful, and has visual appeal.	3.97	3.58
		E2: The information of goods or services is illustrated and vivid.	4.07	3.59
	Usability	F1: The platform is in the top search ranks and easy to search.	4.13	3.56
		F2: The registration process is easy.	4.22	3.48
		F3: The online booking process is easy.	4.36	3.47
		F4: Users can view the progress of transaction on this platform at any time.	4.27	3.61
	Reliability	G1: The online transaction system is stable and reliable	4.55	3.55
		G2: The promised goods or services on this platform can be provided accurately.	4.48	3.55
	Information quality	H1: The information update on this platform is timely and accurate.	4.35	3.55
		H2: The information content on this platform is clear and well organized.	4.06	3.66
	Responsibility	I1: Multiple contact methods are provided on this platform.	3.64	3.46
		I2: The platform's response to users' questions is quick.	4.23	3.48
		I3: Users' online transaction requirements can be confirmed quickly.	4.21	3.51
		I4: Users' questions can be well-solved.	4.33	3.42
	Security	J1: User's personal information on this platform won't get revealed.	4.60	3.29
		J2: The online transactions on this platform can be ensured safe.	4.62	3.53
		J3: This platform has multiple third-party certification marks.	4.5	3.35
		J4: Houses for rental on this platform are real and reliable.	4.66	3.65
	Compensatory	K1: The platform's response to problems is timely.	4.34	3.42
		K2: This platform can provide suitable solutions when its users encountered problems.	4.33	3.27

Next, according to the data above, all the indexes were plotted in two IPA graphs. The average score of importance is I=4.30,which was considered as the horizontal axis,and the average score of satisfaction is P=3.50, which was considered as the vertical axis. Two IPA graphs were shown in Figure 1 and Figure 2.

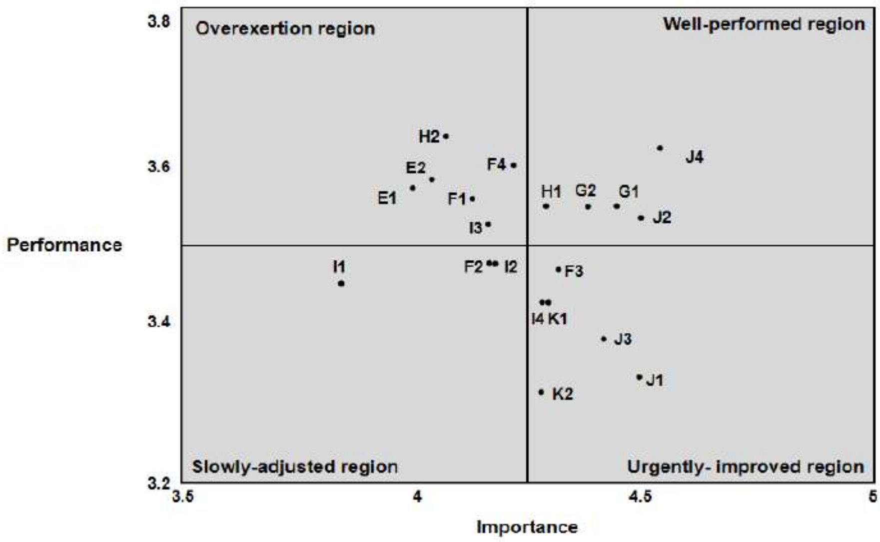

Figure 1. IPA graph of Online short-term rental accommodation experience

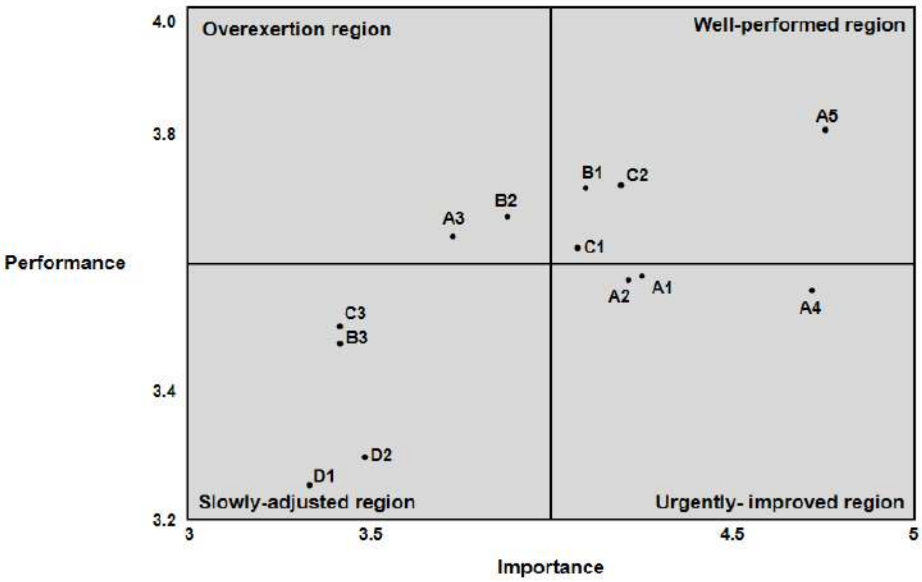

Figure 2. IPA graph of Online short-term rental platform experience

5. Discussion and Conclusion

5.1. Discussion and implications

Indicators that fall in the well-performed region are of high importance and satisfaction. Four online short-term rental accommodation experience indicators fall in this area, which are: A5, B1, C1 and C2. As for tourists, security is often the most concerned indicator, so it is of the highest importance. At the same time, the results showed that tourists gave a high evaluation of houses' security condition on Airbnb. In addition, for tourists, the convenience of transportation facilities around the house is also very important, which will have an important impact on the arrangement of their tourism activities. It can be seen from the results that with the continuous advancement and improvement of urban infrastructure construction, tourists also gave a high evaluation of the convenience of transportation facilities around the house. Finally, as the two parties of the short-term rental were strangers before the transaction began, the impression and attitude brought by landlords are also very important, as the results showed, houses on Airbnb also perform well in these two aspects. As for online short-term rental platform experience, five indicators fall in this area, they are:H1, G1, G2, J2, J4. The stability of the trading system and the security of online transactions are tourists' most concerned indicators, so it is of higher importance, and results showed that Airbnb has done a good job in these aspects. In addition, the promised goods or services can be accurately provided and the information is updated timely and accurately are also important indicators for tourists to evaluate the reputation and service quality of the website. Airbnb has also done relatively well in these aspects.

Indicators fall in the urgently-improved region are those that tourists consider them important but their current performance does not meet tourists' satisfaction. There are three accommodation experience indicators that fall in this area:A1,A2 and A4.Tourists attach importance to the cost-performance of houses, but short-term rental still need to be improved in this aspect. The main reason may be the rental price fluctuation during the low and peak seasons. At the same time, during the peak season, landlord may be too busy to maintain the house condition (such as the sanitary condition and the completeness of daily living facilities) and service quality, which leads to tourists' perception of low cost-performance. The latter two are indicators related to the house condition. Among them, the most important thing for tourists is the sanitation of the house, and the second one is the provision of daily living facilities. It can be seen that the landlord needs to further improve both aspects to meet tourists satisfaction. There are 6 platform experience indicators that fall in this area: F3, I4, J1, J3, K1 and K2. Tourists think the operation procedures during their booking process are cumbersome and should be appropriately simplified. Moreover, the questions raised during the consultation process can not been answered timely or satisfactorily, so the platform should select professional and patient customer service staff. In addition, the leakage of personal information is a issue that tourists attach great importance to. Nowadays, tourists think that their registration information, transaction information, and personal information on the website are at risk of being leaked, this has brought trouble to their lives. Therefore, Airbnb should pay more attention to protecting users' personal information to remove tourists' worries. Additionally, multiple third-party certification marks can help enhance tourists' confidence of the platform and improve their security perception. In terms of problem remediation, tourists think that Airbnb is not timely enough to deal with problems that have occurred, and the compensation mechanism need to be improved urgently.

Indicators fall in the overexertion region are considered to be less important, but landlords or platform is doing well in these aspects. There are two accommodation experience indicators that fall in this area: A3 and B2. With the development of mobile Internet technology and information technology and in order to meet tourists' aesthetic needs, landlords often pursue novelty and fashion when designing decoration styles and interior furnishings. But for tourists, the most fundamental purpose of renting house is to have a comfortable resting place, so the importance of the house' s decoration style is relatively low compared with other aspects. In terms of the location of houses, along with the urban transportation infrastructure's continuous improvement and the rapid development of sharing transportation, even if the house's geographical location isn't very satisfying, tourists can also accept it. There are six platform experience indicators that fall in this area: E1, E2, F1, F4, H2 and I3. Currently, the design of website pages is often very exquisite and can attract users' attention quickly and directly, however, it seems that users attach less importance to this indicator since they have seen so many exquisite webs. In terms of search rankings, since most short-term rental platforms have developed their own APPs for tourist to search for ideal houses and make reservations, the search rankings of platforms are of less importance. However, the search rankings also play an important role in attracting potential users, so they should be maintained continuously. In addition, Airbnb has done relatively well in community regulations and requests confirmation.

The slowly-adjusted region contained indicators with low importance and satisfaction, so the improvement of these indicators can be a slow process. The accommodation experience indicators that fall in this area are: B3, C3, D1 and D2. Sometimes, the distance between the house and the tourist attractions is relatively long, since this condition can't be improved in time by manpower, it can also be overcome or avoided by using transportation facilities or changing house, so tourists may attach less importance to this aspect. Tourists are not very satisfied with the interaction with the landlord, but overall, the main purpose of tourists is still to carry out tourism activities, and there is relatively less interaction with the landlord during their accommodation period, so this indicator is less important. With the continuous development of short-term rental market, competition is intensifying. In order to enhance their competitiveness and create unique features to further attract tourists, some landlords choose to place non-essential facilities in their houses (for example: entertainment facilities) and provide some additional services. But due to the lack of experience and professional training, the performance of these personalized experiences may not be satisfactory. However, for most tourists, these facilities and services are not their core demand, so they may attach less importance to them. The platform experience indicators that fall in this area are: F2, I1 and I2. It can be seen that tourists consider the registration process of Airbnb is not simple and landlord's contact method displayed on the platform is relatively single, but tourists think these aspects are relatively less important, so the platform can improve these issues slowly and pay more attention to issues shown in urgently-improved region.

5.2. Conclusion

On the one hand, this study uses the crawler tool and text analysis method to extract the influencing factors of tourists' online short-term rental accommodation experience. On the other hand, by using the literature review method, this study summarized the factors that influence tourists' online short-term rental platforms experience, moreover, security and compensation indicators were added based on the characteristics of online sharing travel platforms. Then this study use IPA to analyze tourists' evaluation of their accommodation and platform using experience. As results showed, short-term rental houses need to be improved urgently in terms of cost-performance, daily living facilities and sanitation condition. Additionally, the Airbnb platform needs to increase its efforts in security, responsiveness, and compensatory mechanism to meet the needs of tourists.

Airbnb is a typical representative of online short-term rental platforms. At present, it has achieved relatively good results in ensuring the quality of rental houses and platform construction, but there are also some issues need to be improved timely, which reflects the most common issues of current online short-term rental industry. Therefore, we hope the results of this study will provide valuable reference for the healthy future development of online short-term rental industry.

5.3. Limitations of this study and suggestions for future studies

Firstly, the survey respondents of this study are all Chinese. Considering the different needs of tourists for short-term rental accommodation experience and platform experience under different social backgrounds, cultural customs and lifestyles, the results of this research may have certain extensional limitations. Therefore, it is recommended that future research take social background, culture distance and lifestyles into consideration in order to come up with more universal conclusions.

Secondly, the content of users' reviews on the Airbnb platform used in this research is mainly about accommodation experience. At the same time, due to the limitations of time and manpower, the development of online short-term rental platform experience evaluation system is based only on the literature review and the general characteristics of current sharing travel platforms, so the evaluation system may have certain one-sidedness. Therefore, it is suggested that future research can adopt social science survey methods such as in-depth interview to summarize a more comprehensive evaluation system.

Finally, the data collection method used in this study was an online survey, which has many advantages. However, it is also not free from potential biases. For instance, they can be subject to a "non-observation error", since people that could be part of the sample may not have access to the web.

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Agritourism potentials: Opportunities in establishing hospitality and tourism business in Tagum city

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Abstract:

This study was conducted for the purpose of determining agritourism potentials on the identified farms in Tagum City in order to establish hospitality and tourism businesses in terms of the following indicator namely; attractions, activities, amenities, accommodation, and access. This study used sequential mixed methods particularly explanatory research, applying both quantitative and qualitative techniques in determining the potential agritourism features of the identified farms and how the stakeholders assess the potentiality of agritourism on the identified farms. Base on the result of the study, the overall mean obtained a High level as descriptive equivalent which implies that the potentiality of the farms for agritourism is much evident. In qualitative analysis, there are eight emerging themes that have been unveiled, these are agricultural features, hatchery and plantation features, recreational features, online promotions, accessibility and large parking space, landscape, established roads, and location.

Keywords: Agritourism, Hospitality and Tourism Business, Tagum City, Philippines

1. Introduction

Tourism is considered as the most improving and promising industry nowadays. It has grown-up into one of the world's main business entities and has thus also become progressively significant. Tourism is become an option of any working farms to diversity and potentially increase income and revenue. Aside from the income coming farming, farms can able to gain non-farm income because of the segments from hospitality and tourism. Agritourism ventures such as direct farm sales, accommodations, food and beverage, agricultural products, and farms tours have been established throughout the world. Because farming revenue is slowly declining and increasing economic uncertainty, farmers and farm owners followed the trend of adopting tourism and hospitality elements in the farm business (Aguda, Tamayo & Barlan, 2013).

In the Philippines, agritourism is growing significantly in areas which agricultural businesses incorporate hospitality and tourism. Since Philippines topography is exceptionally perfect for agritourism. Agri-tourism farms, such as those in Benguet and Guimaras, are scattered all through the nation. Leisure and relaxation farms and ranches or farm resorts, as they are called by the Office of Tourism (DOT), have sprung up in numerous regions and districts of the nation. These are farms with resort, accommodation, and dining components (Lesaca, 2012). The farm-owners are able to earn non-agricultural income, preserve their natural resources, educate people about farming and most importantly it provides an avenue for the hospitality sector (e.g., lodging operations, hotels, and restaurants) to exercise business activity resulting to development.

Tagum City is part of agricultural region in Mindanao which its main source of income is largely from agriculture. The selected farms in Tagum City produces fruits, crops and freshwater seafood. Since farming revenue is slowly declining and increasing economic uncertainty, the researcher come up with an idea of incorporating hospitality and tourism elements on the farm in order gain more income and revenue aside from the pure farming activities. That is why the main objective of this study is to determine the agritourism potentials of the identified farms in Tagum City in order to establish hospitality and tourism business that would beneficial to the stakeholders. In addition, the researcher has not come across any research concerning agritourism that is being conducted in Tagum City as the setting.

Research Objectives

This study sought to determine the agritourism potentials of Tagum City, Davao del Norte. To achieve this, the study sought to address the following specific objectives:

1. To determine the profile of the selected farms in Tagum City in terms of the following:
   1.1 products; and
   1.2 services.
2. To determine the level of agritourism potentials of Tagum City in terms of the following;
   2.1 attractions;
   2.2 activities;
   2.3 amenities;
   2.4 accommodation; and
   2.5 access.

Research Question

1. What are the agritourism potentials of the identified farms?
2. How do you assess the potentials of agritourism on the identified farms?

2. Literature Review

Agritourism for the most part enacts as a small enterprise, both socially and economically profitable. Also, it helps to relieve resettlement from inaccessible areas and produce benefits by broadening the economy. The cultural trade of advancement with urban and rural areas includes quality to their life (Iorio et. al., 2010). Formulation of appropriate agricultural and environmental policies should produce and market products related to agriculture, to generate job opportunities in agricultural and non-agricultural sector, to improve the contribution of agricultural productivity to national income and rural people (Zunic, 2011).

The objectives most frequently associated with agritourism development are an area of continued discussion in the literature. For example, economic and intrinsic goals associated with agritourism development are linked to the agricultural context of a given region and may vary greatly among producers in a given geographic area. While goals for a diversified farm are unique to the individuals and their positions in the household and business life cycle, a level of consensus among researchers has been reached that includes both the financial and intrinsic motivations in the ongoing discussion of agritourism (Barbieri & Mahoney, 2009).
Agritourism produces many benefits for the farm and farm operators and even surrounding local communities including the local residents. Benefits related with the embracing of agritourism have been connected to both economic and non-economic aspects of the human dimension in the literature, and are readily tangled to the achievement of the farm operator's entrepreneurial goals in the sense that the attainment of a goal is considered a benefit (Barbieri & Mahoney, 2009). From the economic point of view, farm modification is believed to generate a steadier, and frequently higher, income for the producer (Brandth & Haugen, 2007). In times

of economic distress, such as a poor harvest or low prices, accepting visitors and tourist for agritourism activities may provide an opportunity for generating alternative or supplemental income for the farm operators e (Salamon, 2003).

The positive effect of agritourism on the farm operator income may also be intensified with the contribution the business makes to the local community, through taxes and local job employment (Veeck et al., 2006). Tourism has been considered as the option to improve the local economy and infrastructure of the community or hosting region (Saxena et al., 2007; Sharpley, 2007). The emphasis on agritourism as an economic tool for improvement in rural areas includes benefits resulting from that development. This includes, for example, employment opportunities with local businesses, especially shops and restaurants, which exist in response to market demand created by visitors (Juixia & Jigang, 2007; Saxena et al., 2007).

3. Methodology

This section deals with the procedure and methods used in the conduct of this study, as well as the respondents and the statistical treatment.

A sequential mixed method design was employed in this study. Creswell and Plano Clark (2007) classified three types of sequential mixed methods designs namely: explanatory design, exploratory design, and sequential embedded design. This study used explanatory method. Explanatory method is characterized by collection and analysis of quantitative data, and collection and analysis of qualitative data (Creswell, 1998).

A survey was administered to a selected sample identified by the researcher in Tagum City. The term 'survey' is commonly applied to a research methodology subject to collect data from a specific population in a particular institution or a sample from that institution, and typically utilizes a questionnaire or an interview as the survey instrument (Robson, 1993).

The purpose of a sequential explanatory design is to use quantitative results as the foundation of the study. It is from quantitative results that the interview questions and selection of participants for the interview were made. The qualitative results through interview were used to assist in explaining and interpreting the findings from the quantitative phase.

This study used the 5 A's of tourism developed by Dickman, (1997). The 5 A's of Tourism synthesize everything that must be considered when developing a tourism development strategy for a particular tourism destination. This includes attraction, activities, amenities, accommodation, and access. Base on the statement of Busby & Rendle, (2000) agritourism is increasing in popularity, and sought by many farmers as an alternative source of non-farm income. Though it is a relatively new phenomenon in some other places, agritourism is any tourist or recreation enterprise on a working farm this includes; attractions, activities, accommodations, amenities, and access. These indicators are necessary for a successful agritourism attraction.

This study was conducted in Tagum City, the respondents of this study were the stakeholders. The stakeholders were composed of farm owners, DOT (Department of Tourism) officers' region XI, qualified tourist, tour operators, local residents, and city tourism officials and staff. The researcher used purposive sampling in selecting respondents. Saunders, M., Lewis, P. & Thornhill, A. (2012) mentions that purposive sampling is a non-probability sampling method and it occurs when elements selected for the sample are chosen by the judgment of the researcher. The researcher discussed the nature of the study for them to have a full understanding purpose and the benefits of the study. The researcher allowed the respondents to answer the survey sheets and they were given an ample time to answer the survey.

A letter was written to the various authorities, this allowed the researcher to use their time to conduct the study. Before the distribution of questionnaire, the researcher took time to discuss first the nature of the study to the respondents. This enabled the respondents to fully understand the study, afterwards the distribution commenced.

4. Results

Table 1 shows the summary profile of the identified farms that could potentially be developed as agritourism business. Farm A is located in Purok Sunflower Barangay Bincungan, Tagum City. This farm is operated by the family and has a total land area of 30 hectares. The products produced from this farm are fruits such as mango, passion fruit and others. It also produces fish and other species of shells.

Table 1 *Profile of the Selected Farms*

Farm	Products	Features
A	• Mangoes • Passion Fruits • Fingerlings Juvenile Milkfish • Species of Shells • Tilapia • Softshell Crabs	• Mangrove Nursery • Crab Hatchery • Large Ponds • River • Plantation • Large Space
B	• Durian • Cacao • Tilapia • Milkfish • Crab	• Mangrove Nursery • Crab Hatchery • Fish Pond • River • Plantation • Large Space

These may range from fingerlings juvenile milkfish, emerging species of shells, tilapia, softshell crabs, and mangroves. Farm B is also located in Barangay Bincungan, this farm is mainly produced Durian which is the iconic image of Davao region and cacao. In terms of freshwater seafood, this farm produced tilapia, milkfish, and crab.

Table 2 shows the level of agritourism potentials farm A in Tagum City. Base on the result, farm A obtain an overall mean score of 4.24 with the descriptive equivalent of High. This implies that the indicators for agritourism potentials embodied by the statement is agreed by the respondents.

Table 2 *Level of Agritourism Potentials of Farm A*

Indicators	Mean	Descriptive Equivalent
Attraction	4.44	Very High
Activities	3.71	High
Amenities	4.28	High
Accommodation	4.23	High
Access	4.54	Very High
Overall Mean	**4.24**	**High**

Table 3 presents the level of agritourism potentials of farm B in Tagum City. Base on the result, farm A obtain an overall mean score of 4.27 with the descriptive equivalent of High. This implies that the indicators for agritourism potentials embodied by the statement are agreed by the respondents.

Table 3 *Level of Agritourism Potentials of Farm B*

Indicators	Mean	Descriptive Equivalent
Attraction	4.41	Very High
Activities	3.74	High
Amenities	4.34	Very High
Accommodation	4.33	Very High
Access	4.52	Very High
Overall Mean	**4.27**	**High**

To further explain the quantitative data, the researcher came up with two research questions focusing mainly on: agritourism potential features of the identified farms and the perception of the stakeholders on the potentiality of agritourism in the identified farms. The findings in this area supports the result in research question one. This generated the major themes in this area which are the following; agricultural features, recreational activities, online promotion, accessibility, and large parking space. This means that stakeholders identified agritourism potential features in the said four themes. Presented in the Table 4 were the themes and core ideas on agritourism potential features of the identified farms.

Table 4 *Major Theme and Core Ideas on the Agritourism Potential Features*

Major Themes	Core Ideas
Agricultural Features	• It’s the crab hatchery like how they raise and culture the crabs in the farm. Since farming activities are already there it is possible to develop a tour where visitors are allowed to experience the hands-on planting, harvesting, and preparing the products for selling. • The mango plantation where visitors are allowed to witness how to harvest the fruits and teach them how to plant mangoes properly. • The farm is perfect for tourism development especially for the hatchery portion of the fishpond.

Recreational Activities	• Fishing, kayaking, canoeing ang other water activities are very much suitable in the farm. The farm can allow visitors to view their hatchery. • I think extreme and hard outdoor activities are the same, these activities are very much suitable in the farm like sling shot, ziplines, zorg ball, and bungee jumping. • The farm can develop and create a tour which allow for sightseeing, then there will be a tour guide who will give them an information and educate them about the feature of the farm. There should be stations which allows them to hands-on or experience any activity to make the tour more enjoyable.
Online Promotion	• In order for the farm to be more accessible it's better for them to create their own pages in the social media such as FB account, Twitter, or it could also be a Blogspot. • The farm can create their own homepage in the social media or website. There should be contact number, email, and map. • The farm can develop their own website or domain in the internet where guests can able to book, reserve or ask for any information about the products and services of the farm. The farm can also have an account in FB, Twitter or the farm can also apply for a membership of any travel intermediaries such as Booking.com, Agooda, Trivago, and others.
Accessibility and Large Space	• The road from farm to the main road is already there but it needs to be developed from rough road to concrete or asphalt. There is already signage but it should be completed from the national highway to farm. • There should be some signage from national highway to farm to make the farm more accessible. A signage like the agritourism is 500 meters away and with directions. • The identified farms are suitable for building attractions and other structure like parking space since these farms are really spacious enough.

In this section, research question two is further explained because this provided answers to "how" questions. This explained how the stakeholders assessed the potentiality of agritourism in the identified farms. The major themes generated are as follows: farm's landscape, established roads, and farm's location. This means that the identified farms are very much potential for agritourism development because there are already primary requirements such as the features of the identified farms.

Table 5 *Stakeholders Assessment about the Potentiality of Agritourism in the Identified Farms*

Major Themes	Core Ideas
Farm's Landscape	• The location's landscape gives a perfect spot for any types of outdoor recreation like ziplines, skybiking, sling shot just Eden Mountain Resort in Davao City. • Base on the landscape of the identified farms creation of tour is very recommendable or attraction such as seafood restaurant since there is already a large fishpond that produces seafood products. • There are already activities in the farm that will surely attracts visitors and tourist such as the aquaculture that includes crab hatchery and fisheries.
Established Roads	• Land transportation facility can be developed or produced by the farm because of its location that is near to the main road, although the road is still rough-road but it is already established. • Transportation access from main road to farm is very possible, it is because in the first place there is already a road access from national

Farm's Location	highway to farm and it is suitable from light to heavy type of vehicle. It only needs a road development like make it concrete then more signage. • The farm is already accessible since the road is already established. In-fact, any types of vehicles can pass and can make it to the farm without any problem. • Basic amenities are very suitable because of how the farm is situated and located, its location provides an avenue for development because it is spacious and strategic. • The locations of the identified farms are perfect, there is already roads, sceneries are already provided and very spacious that the farm can able to build a structure for recreation activities and other amenities such as parking space.

5. Discussion and Conclusion

Table 2 shows the level of agritourism potentials farm A in Tagum City. The indicator access got the highest mean score of 4.54 with the descriptive equivalent of very high. This implies that the farm A is can able to develop transportation access from the main road to the farm, can develop a website for inquiry, information, and booking, can provide visible signage for direction of farm location, can be accessed by all type of guest or visitor, and lastly can provide guest friendly accessibility of different amenities and facilities of the farm. The next indicator is attraction got a second highest mean score of 4.44 and has a descriptive equivalent of very high. This implies that farm A can offer varieties of farm experiences (e.g. food processing activity, recreational activity and etc.), can provide hands- on farming activities, allow the guest or visitor experience fishing activities in working farm structure (e.g. ponds, rivers, lakes), can build tourism structures that will provide plantation experience and other farming activities.

The next indicator is amenities which obtain the third highest mean score of 4.28 with the descriptive equivalent of high. This implies that farms A can designate suitable area for parking space, can build structure for dining and recreational activities, can provide transportation facilities, area for hands-on farming activities, and can provide promotional facilities like souvenir shop, product development shop, and tour guiding. The next indicator which is the accommodation landed in the fourth rank with the mean score of 4.23 with the corresponding description of high. This implies that the farm can able to accommodate and cater day-tour tourist and visitors, can build structure for accommodation, develop sites for camping and other nature activities, can build structures for seminars, conferences, and conventions, and lastly, can provide an area for recreation and information center.

Finally, the indicator activities got the lowest mean score of 3.71 with the corresponding description of high. This implies that the identified farm can able to provide water-based activities such as kayaking, canoeing and others. The farms can also provide outdoor activities for both hard and soft type of activities, as well as sightseeing and other nature appreciation activities.

Table 3 shows level of agritourism potentials farm B in Tagum City. The indicator access, which obtained the highest mean score of 4.54 with the descriptive level of very high. This implies that farm B can able to develop transportation access from the main road to the farm, can develop a website for inquiry, information, and booking, can provide visible signage for direction of farm location, can be accessed by all type of guest or visitor, and lastly can provide guest friendly accessibility of different amenities and facilities of the farm.

Landed in the second spot is the indicator attraction which obtained the second highest mean score of 4.41 with the corresponding description of very high. It implies that farm is can offer a variety of farm experience (e.g. food processing activity, recreational activity and etc.), can provide hands-on farming activities, allow the guest or visitor to experience fishing activities in working farm structure (e.g. ponds, rivers, lakes), can build tourism structures that will provide plantation experience and other farming activities and lastly, can accommodate a big number of guests and suitable transportation facility. The third indicator is accommodation got the third highest mean score of 4.34 with the corresponding description of very high. It implies that the farm can able to accommodate and cater day-tour tourist and visitors, can build structure for accommodation, develop sites for camping and other nature activities, can build structures for seminars, conferences, and conventions, and lastly, can provide an area for recreation and information center.

The fourth indicator, which is amenities, got a mean score of 4.33 with the descriptive equivalent of very high. This implies that the farms can designate a suitable area for parking space, can build a structure for dining and recreational activities, can provide transportation facilities, area for hands-on farming activities, and can provide promotional facilities like a souvenir shop, product development shop, and tour guiding. Lastly, the indicator activities, which obtain a mean score of 3.74 with the corresponding description of high. This implies that the identified farm is can able to provide water-base activities such as kayaking, canoeing and other. The farms can also provide outdoor activities for both hard and soft type of activities, as well as sightseeing and other nature appreciation activities.

On the qualitative aspect of the study in which the first theme is agricultural features, this refer to the farming activities that are already in the farms, these are the usual routine of activities in the farms in which majority of the participants identify the features. Agricultural features such as crab hatchery, aquaculture, and mango plantation. These features base on the result of the interview, has the potential to be developed for agritourism. The next theme is recreational activities, they highlighted hard and soft recreational activities as well as water and land-based recreational activities, and tour inside the farm. Another theme is online promotion where participants mentioned that farm has a potential for promoting the farm in any online platforms. This means that the identified farms can create a profile to any social media like Facebook, Twitter, or Blogspot where they can able to market the features of the farm. Further, they can also develop their own website or webpage where potential visitor can able to acquire information from the farm or reserve. The last major theme is the accessibility and large parking space, based from the response of the participants the farms are very accessible since it is located near from the main road and it can be reach easily since roads are already established although they’re not made of concrete or asphalt but still it is reachable. Signages are already available and the farm has a potential to develop large parking space since the farm is very spacious.

For the research question two, based on the response from the participants, the first theme that came out is the farm’s landscape, it provides a multiple opportunity for the farm to develop to agritourism spot. Farms can able to create different types of outdoor activities because the farm itself can support it, space for any land-based activities, a very nature and farm setting which is suitable for sightseeing or nature appreciation activities. The participants express their views that the identified farms have already roads that are functional as the second theme although it is not that really developed but it can be improved and develop to make the identified farms more accessible. The result will be, the identified farms can able to provide their own transportation facility from main road to the farm. Further, the identified farms will become more accessible because it can be reach using any vehicular means. Finally, the last theme for the research question number two is the location of the identified farms provides an avenue for agritourism development. Majority of the participants express their suggestions as they answer the question. They mentioned that the farms' location is very suitable for information center, recreation facilities, and facilities for accommodation.

The following conclusions were drawn based on the findings of this investigation; the level of agritourism potentials of farm A in Tagum City is high. The level of agritourism potentials of farm B in Tagum City is high. The agritourism potential features of the identified farms are agricultural features, hatchery and plantation features, recreational activities, online promotion, accessibility, and large parking space. Stakeholders' assessment on the potentiality of agritourism in the identified farms are farm's landscape, established roads, and farm's location.

In this study, the proponent chose two farm sites in Tagum City. These farm owners were willing and allowed the proponent to conduct the study. Future researchers may enhance the study by adding another setting or use other research method to furtherly improve the output of the study

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How can Airbnb host's perception of Airbnb CSR affect organizational justice, and its consequences?

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Abstract:

Based on social identity theory, we empirically explore the relationship among Airbnb hosts' CSR (Corporate social responsibility) perception, organizational justice, hosting satisfaction, and customer orientation. This study has academic significance in that it extends the base of CSR research. And practical significance in that it provides strategic implications for Airbnb's CSR strategy and host support.

Keywords: Airbnb, Airbnb hosts, CSR(Corporate social responsibility), Organizational justice, hosting satisfaction, Customer Orientation

1. Introduction

The sharing economy platform that shares idle resources is growing rapidly by developing ICT and maximizing information opening and sharing. The sharing economy platform plays an essential role in the tourism and hospitality industry. Airbnb is a lodging sharing service platform with a corporate value of more than $30 billion. According to The Guardian (2019), an average of 2 million people use Airbnb every day. As a result, various studies such as geographic characteristics and consumer purchase intentions are being conducted (Um et al., 2020; Lagonigro et al., 2020).

CSR(Corporate Social Responsibility) is a factor that enables sustainable management of companies, and CSR is essential not only in the tourism sector but also in the sharing economy platform (Jeon et al., 2020). According to Wang and ho (2017), the success of the sharing economy business stems from the adoption of the CSR principle as a core business value. Airbnb conducts CSR activities such as open homes, disaster relief, and host fundraising, but studies on the effects of CSR are challenging to find. Besides, most of the existing CSR studies have been centered on a macroscopic view, and a microscopic view study has not been adequately conducted. According to the theory of social identity, the organization members' perception of CSR changes their attitude to satisfy their psychological needs and contribute to the organization (Bauman & Skitka, 2012). According to Xie & Mao (2017), individual hosts account for 72% of Airbnb reservations, and their role is crucial. Therefore, CSR studies involving members of the organization (individuals) are required.

Meanwhile, CSR explicitly affects employees' perception of organizational justice, and members perceive organizational justice through CSR perception, which leads to attitudes and behaviors that are beneficial to the organization (Sarfraz et al., 2018).

Therefore, this study set the following research goals. First, check the impact of CSR perception of Airbnb hosts on organizational justice. Second, we will verify the impact of organizational justice on hosting satisfaction and customer orientation. Finally, we will understand various aspects of Airbnb hosts' perception of CSR and its effectiveness and present academic and practical implications based on the results of empirical analysis.

2. Literature Review

2.1. Corporate social responsibility

Rupp et al. (2007) argued that CSR research from a microscopic perspective is necessary because organizational members' perception of CSR affects their attitudes. According to a mechanism based on social identity, members' CSR perception of an organization is manifested as an action contributing to the organization (Bauman & Skitka, 2012). According to Jeffery Saches (2012), businesses need economic development and social integration, and environmental sustainability for sustainable management and development. Therefore, this paper regards CSR as a multidimensional structure with three economic, social, and environmental CSR dimensions based on previous studies. Environmental CSR refers to the company's environmentally friendly behavior, such as improving the use of natural resources and waste management. Economic CSR refers to the expectation of society that companies will benefit from incentives and rewards for their efficiency and effectiveness by generating long-term profits and creating stable employment. Social CSR refers to the company's vocation to help environmental and social causes and refers to participation in community affairs (Currás-Pérez et al., 2018).

2.2. Organizational justice

The CSR discussed above explicitly affects employees' perception of organizational justice. Members perceive organizational justice through CSR perception, which leads to attitudes and behaviors that are beneficial to the organization (Sarfraz et al., 2018). Organizational Justice has the dimensions of distributive, procedural, and interactional justice. These dimensions are used individually or collectively with various variables within the organization. Distributive justice can be viewed as acknowledging whether members of an organization receive adequate compensation for their contributions to the organization. Besides, Procedural justice is that members of an organization awareness of the fairness of the procedures or rules that determine distribution and performance(Cropanzano et al., 2007). Interactional justice mainly appears in the relationship between supervisors and subordinates, so there is a distance from the direction of study. Therefore this study intends to research distributive and procedural justice.

3. Hypothesis development

In the study of Tziner et al. (2011), employees' CSR has positively impacted organizational justice. In the study of Jung & Ali (2017), employees' CSR has positively influenced distributive justice and procedural justice. Based on the prior studies above, this study established the following hypothesis.

H1-H6. *Airbnb Hosts' perception of Airbnb CSR(Environmental CSR, Economic CSR, Social CSR)has a positive effect on organizational justice.*

In the study of Tziner et al. (2011), employees' organizational justice positively affected job satisfaction. According to Kim et al. (2004)., distributive justice and procedural justice positively influence customer orientation. Based on the prior studies above, this study established the following hypothesis.

H7-H8. *Organizational justice has a positive effect on hosting satisfaction.*

H9-H10. *Organizational justice has a positive effect on customer orientation.*

According to a study by Hoffman & Ingram (1992), higher job satisfaction for service employees leads to higher customer orientation. In a study by Song et al. (2015), casino employees' job satisfaction positively affects customer orientation. Based on the prior studies above, this study established the following hypothesis.

H11. *Airbnb hosts' hosting satisfaction has a positive effect on customer orientation.*

Figure 1. illustrates a research model.

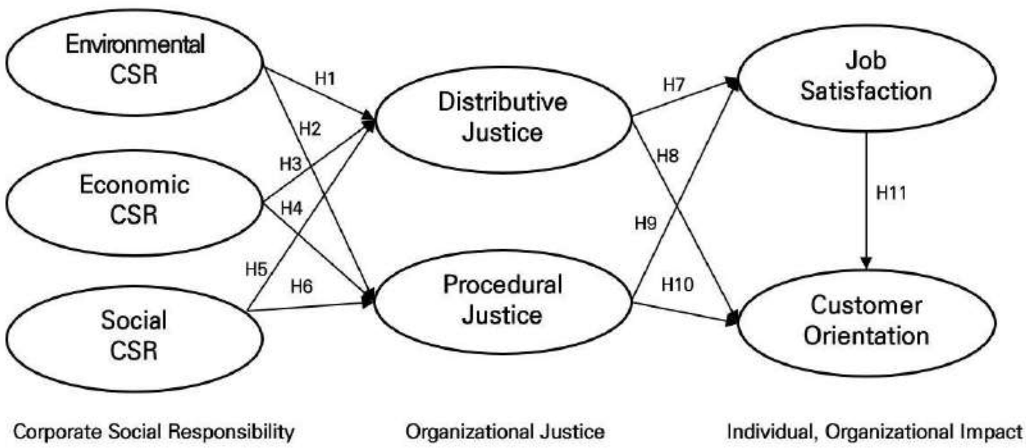

Figure 1. Research Model.

4. Methodology

Data for this study were collected through China's Airbnb hosting communities Baidu Theba and Douban Group. The survey was conducted online, and 202 valid samples from the collected questionnaire were used for empirical analysis. This study verifies the hypothesis through structural equation modeling.

5. Expected implications

This study validates the relationship between CSR perceptions of Airbnb hosts and individual and organizational variables. This study has academic significance in that it has expanded the basis of CSR research into the fields of the sharing economy and hospitality industry. And It has practical significance in that it is effectively used in the future Airbnb CSR strategy.

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Exploring tourists' acceptation, behavior, and perception about location-based augmented reality

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Abstract:

The location-based augmented reality(LBAR) applied in this study has five primary functions: navigation, tourism interpretation, add attraction, enhance the experience, and boost consumption in tourism. To reveal the acceptance of LBAR in the tourism scene, we established a framework concerning affordances and destination image theory. It explored the framework's validity through one qualitative study, one quantitative study, and one field experiment. This paper contributes to this gap by identifying tourists' experiences with AR applications.

Keywords: Augmented reality, affordances, tourists' behavior, acceptance, tourists' perception

1. Introduction

Guttentag (2010) asserts that Augmented reality (AR) environments may promote a destination or site, augment reality at the destination, or eventually immerse the consumers in a new and utterly challenging tourism experience. AR is considered "one of the most revolutionary inventions in recent years" (Cranmer et al., 2020). AR environments are increasingly used to immerse the consumers in a new and utterly challenging tourism experience and emerged as a crucial virtual marketing information channel. In specific, smartphones are minimally intrusive, socially acceptable, easy to use, and widely available. LBAR embedded in smartphones holds great potential to optimize visual navigation, enrich tourism interpretation, add a new attraction, enhance tourism experiment, and boost tourism consumption in the tourism scene's physical reality (five primary functions). This study adopted the "HeTu" App invented by Huawei Technology Company Limited as the platform providing location-based augmented reality service.

However, theoretical exploration in the tourism field languishes its widespread adoption. Studies about the experience measurement with AR and its theoretical framework are still inadequate. This research motivated to identify tourists' experiences with AR applications with three questions to fit this gap.

(1) What does the LBAR's affordance make the difference between augmented reality and physical reality? (theory build)

(2) How is the tourists' acceptance of the LBAR's affordance, and further influence their visit intention?

(3) How do the LBAR's affordance influence tourists' behavior and perception of destination image and revisit intention?

2. Literature Review

2.1. The Reality-Virtuality continuum referring to affordance

Milgram et al.(1994) draw the simplified representation of an RV continuum, which widely reaches a consensus(fig.1). Steffen et al.(2019) further develop an affordance framework to differentiate these technologies from physical reality and propose a valid approach to understanding why users adopt these technologies(fig.2).

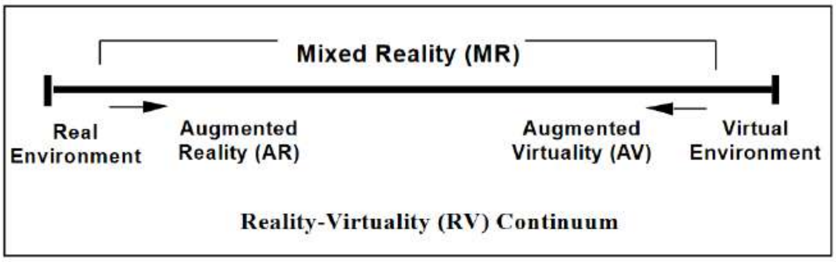

Figure 1. Simplified representation of an RV Continuum(Milgram et al., 1994)

Primary affordance motivating virtual representation	Examples of sub-affordances	Sub-affordance descriptions	Modifiers	
Diminish negative aspects of physical world Virtual representations of activities that normally have large negative effects, but those effects are artificially diminished.	Reduce Physical Risk	Virtual depictions circumvent the physical risk normally inherent to an activity.	Importance of Sensory Vividness The importance of the breadth and depth of detailed sensory representation for successful activity execution.	Importance of Physical Context The degree to which an activity depends on the participant's immediate physical surroundings.
	Reduce Emotional/Mental Risk	Virtual depictions circumvent the emotional or mental risk normally inherent to an activity.		
Enhance positive aspects of the physical world Virtual representations are used to present information in a method that improves upon methods available in physical reality.	Facilitate Additional Information	Efficacy of an activity's completion is aided by virtually represented information.		
	Filter Information	Efficacy of an activity's completion is aided by virtually highlighting and diminishing certain information.		

Figure 2. Framework of Affordances for Virtually assisted activities (Steffen et al., 2019)

2.2. Theory-driven studies about AR

Referring to Yung, R., Khoo-Lattimore, C. (2019), most of the current studies in VR/AR were focused on applied research and prototype development, with little consideration for underpinning theories, concepts, or frameworks. Within the experience, Tom Dieck &Jung (2018) develop a theoretical model of mobile augmented reality acceptance in urban heritage tourism. These seven external dimensions influence tourists' intention of using an AR apparat in a tourism site, including information quality, system quality, costs of use, recommendations, personal innovativeness and risk, and facilitating conditions. Lacka (2020) assesses the impact of full-fledged location-based augmented reality games on tourism destination visits, which treat the knowledge acquirement and Intrinsic/extrinsic motivations as the crucial variable for visiting the physical reality. He et al.(2018) adopted the perceived experiential value in art museums and explored how the perceived experiential value impacts purchase behavior. Chung et al.(2018) integrate the post-acceptance model of information systems (IS) continuance, balance theory, and the theory of reasoned action (TRA). They investigate the causal mechanism underlying consumers' beliefs about AR (perceived advantage, aesthetic experience, and perceived enjoyment) and AR satisfaction compared to the attitudes and behavioral intentions toward the destination.

3. Methodology

To reveal the acceptance of LBAR in the tourism scene, we established a framework concerning Steffen’s framework of affordance (Steffen et al., 2019) and destination image theory (Echtner &Ritchie, 1993). The validity of the framework was explored through three dependent studies: one qualitative study (study1), one field experiment(study2), and one quantitative study (study3).

More specifically, this study took Beijing Fang-one of the famous urban tourism and cultural site, as the physical reality applying LBAR (“HeTu” APP designed by Huawei technology company limited). We conducted a semi-structured interview to assemble the attitudes of potential tourists about the LBAR and their visit intention to the Beijing Fang, which to confirm and revise the framework (study 1). A field experiment was conducted to compare the tourists’ behavior and perception in pure physical reality and augmented reality. We recruited two groups of volunteers. One group used the Hetu APP, the other not. Their moving tracks were recorded with six-foot (APP), and we collected their shoot photos with their permission (study 2). A questionnaire about the revisit intention was designed and completed by the two types of people. One is the tourist who has visited Beijing Fang without the aid of the Hetu APP, and the other is the tourist who has visited Beijing Fang with the assistance of Hetu APP (study 3).

This study adopted ArcGIS (software) tools and PLS-Graph (software) for the data analysis.

4. Results

We found that the participants hold different attitudes to the five LBAR functions according to the perceived affordances. The field experiment's spatial information showed LBAR influences tourists a lot in their trajectories and points of interest; the collected perception data demonstrated LBAR impacts tourists more in their visit/revisit intention to the tourism site.

5. Discussion and Conclusion

Theoretically, the whole study examined how LBAR technologies' affordances differentiate the tourism site from physical reality in a theory-driven way. Practically, the tourism stakeholders may find reference by developing specific affordances of LBAR to fit the destination's future.

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Hospitality practitioners' technology competency in the smart service era

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Abstract:

This study aims to explore the new technology competency for facing the need of smart service era. After comprehensive literature review, seven hospitality top managers were invited to contribute their opinions. After data analysis, four emerging or revised competencies were extracted that include knowledge and skills of applying management information systems (MIS), using smart technology, basic remain, repair technologies, and computer skills to keep learning new functions. More details are discussed in the manuscript.

Keywords: Smart technology, smart hospitality, artificial intelligence, skill

1. Introduction

In the current hospitality industry, remarkable customer experiences are crucial to maintaining customer satisfaction and royalty (Kandampully et al., 2018), so frontline employees are the people who directly influence customers' reactions. Besides the employees' personalities, their competency is more important because that can be improved and gained after training. Whether in education or the industry, they have deeply involved in developing competency. For education, before entering this industry, students should have the required competencies to adopt practical needs, and even they are future hospitality leaders (Xu et al., 2019). And for the industry, to evaluate, sharpen, and plan the future employee development so those that can improve employees service quality and reduce the turnover rate (Horng et al., 2011).

Previous studies focused fundamental competency on how to enhance the quality of the product. For example, the technical competency, for chef should sharpen their cooking skills (Asree, Zain, & Razalli, 2010; Wan, Hsu, Wong, & Liu, 2017), and for employees should know how to manage a reservation (Kay, & Russette, 2000; Perdue, Woods, & Ninemeier, 2001). Another frequent matter is communication, regardless of employees' occupations that are required excellent communicating abilities, like how to communicate with customers, how to introduce facilities, and how to write a report (Chung-Herrera, Enz, & Lankau, 2003; Deery, & Jago, 2001; Raybould & Wilkins, 2005). Financial competency is also vital for any level managers, such as analyzing techniques on financial report or statement (Jauhari, 2006; Kay, & Moncarz, 2007; Koenigsfeld, Youn, Perdue, & Woods, 2012). However, the mentioned information technology (IT) competencie are easily substituted because the intelligent service, which scientists have improved to close to human beings, been invented to do so. Hotels, for instance, use smart devices to enhance service quality and customer satisfaction, for they can connect the relationship among customers and employees (Jalilvand, Pool, Khodadadi, & Sharifi, 2019; Subramanian, Gunasekaran, & Gao, 2016).

Facing the challenge from technology improvement, employees and employers cannot merely rely on fundamental competency. In academia, the recent growth of awareness of employee competency is technological one. It means that researchers not merely focus on the basic competencies such as communication, productivity, and cooperation, but increasingly concentrate on technology application because of inventing abundant new technologies in the hospitality industry, such as artificial intelligence (AI), robots, virtual reality (VR) (Bharwani & Talib, 2017). Although some research mentioned IT competency, there were fewer intentions on the perspectives from the technology field, and less integration in different views to provide a concept of technological competency that hospitality employees need. Therefore, this research aims to discover what aspects of IT competency is necessary for hospitality practitioners.

2. Literature Review

2.1. Technological competence in hospitality

To date, although technology improvements have tackled many problems in the hospitality industry, these improvements probably be a new challenge for hospitality practitioners. UNESCO (2008) pointed that IT competence plays a key role in various industry of adult competencies, but few attempt hospitality studies focused on competence that related to IT. The changes of technology improvement are rapid, so researchers should redefine technology competence. On the other hand, competence enhances opportunities for success for people who have interdisciplinary knowledges (Lattuca, et al., 2017). Previous literature does not combinate the perspective of IT experts who lead trends in IT improvement. It is essential that researchers should integrate interdisciplinary views and hospitality experts to introduce a new concept of IT competence.

2.2. The new technology in hospitality

A current new word “smart world” means using multiple implementations, containing smart education and smart hospitality. The innovation of smart depends on whole internal and external environment changes that people using newest technologies to support the service reaching human needs (Lim & Maglio, 2018). Previous studies used the “smart service” to indicate the same idea (Kabadayi, Ali, Choi, Joosten, & Lu, 2019). The core of smart hospitality is that using technological devices facilitates the “value co-creation” in customers service (Lim & Maglio, 2018). It is an integration between technology and hospitality, Neuhofer et al. (2015) mentioned that there were three requirements of it, including information aggregation, ubiquitous mobile connectedness, and real-time information synchronization; moreover, the system bases on the different information, which gathers, analyses, collects relevant elements (Li, Hu, Huang, & Duan, 2017). Therefore, data could be used by information systems to customize and understand what the customers’ expectation and need.

3. Methodology

According to this research's exploratory characteristics, the qualitative approach can be recommended as the most proper way to explore richer and more depth data (Miles & Huberman, 1994). Therefore, this study adopted the literature review and in-depth interviews to explore the hospitality practitioners’ IT competencies for facing a new era. We invited 7 hospitality top managers with titles, such as human resource director, chief of operation officer, general manager, vice president, and so on, as participants to be involved in the interview. The example of interview questions is what kind of IT ability you think a hospitality practitioner should have to face the smart service era.”

The interviews were audio-recorded and then transcribed verbatim immediately. After the data collection, the thematic analysis was used to examine the existing theme and uncover the new one (Wells et al., 2015) through both inductive way and deductive way (Braun & Clarke, 2006). We coded the participant from 01 to 07. After the data analysis, four themes included knowledge and skills of applying management information systems (MIS), using smart technology, basic remain, repair technologies, and computer skills to keep learning new functions.

4. Results

Through analysis, this study extracted four competencies for new era hospitality practitioners. Such as MIS, the concept of MIS is suggested by experts that should be considered an important competency and served as a piece of fundamental knowledge and skill for practitioners to understand the system perspective of integrating technology.

> *The management information system for contemporary practitioners is fundamentals, such as the trendy application- enterprise resource planning (ERP) (Participant 02).*

Use of Technology, especially smart technologies, such as application of artificial intelligence, cloud computing, extended reality (XR) (that includes virtual reality, augmented reality, mixed reality) that developed and were emphasized companying with the Industry 4.0 and on the developing trend entire world should be concerned as another vital competency.

> *Current smart technology has already been very advanced…not only automation but also smart and intelligent, such as a hotel with already integrated facial recognition. Therefore, the practitioners should understand how to apply smart technology to serve the customer or even generate new service (Participant 06).*

The new smart technology is applying/ going to apply in many areas in hospitality when a new technology started to be utilized in a context that may have some small technical issues that need employees to fix, basic remain and repair techniques of hardware and software should be considered one of the new competencies for hospitality practitioners.

> *When we displayed the VR room for our customers to experience, the machine had some problems suddenly. But the employees even can't restart the machine. I think the basic maintainability, or at least not to be afraid of technology, should be contained into the next generation practitioners (Participant 01).*

Of course, the traditional one- computer skill that is still a basic ability. However, new functions such as automation and robotic process automation for efficient work are learned by practitioners. Therefore, keeping the practitioners' computer skills with the latest functions should be an important and the least part that a hospitality practitioner should keep possessing for the new era.

5. Discussion and Conclusion

A hospitality corporate's IT competency is crucial and plays a key factor for competitions (Jalilvand et al., 2019), especially for facing the smart service era; moreover IT competencies and technologies is needed for the smart era that research indicated (Dalenogare et al., 2018; Pinzone et al., 2017; Vaidya et al., 2018). In addition, more and more hospitality companies have invested and innovated robots that can serve their customers, but the competence of support-related applications that is requiring for modern hospitality practitioners, and this perspective is similar to previous studies, which found IT competence is being essential (Bowen, 2016; Larivière et al., 2017). Additionally, Horng et al. (2018) mentioned that although the innovation of robots might result in some occupation, which will be substituted by robots, while it can create new job position, which have abilities integrating and assisting the knowledge between IT and general hospitality knowledges. According to the perspectives of the system, strong organizations' IT capacity also relied on employees' IT competency. This study uncovered the hospitality practitioners' IT competencies that include knowledge and skills of applying management information systems (MIS), using smart technology, basic remain and repair technologies, computer skills with keeping learning new functions. Lastly, this research not only found out the competencies that practitioners' need, but also identified that what hospitality corporations needs, which is same as the research of Pinzone et al. (2017), are necessary acquiring and analysing big data to recognize what the customers wants.
Future research can be suggested to confirm the IT competencies through a quantitative approach and explore the relative weight for implementing into the educational field or human resource management more effectively.

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Davao City, Philippines as MICE destination

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Abstract:

The purpose of this study was to determine Davao City, Philippines as a Meetings, Incentives, Conferences and Exhibitions (MICE) destination. The research utilized qualitative and quantitative approach. The data were obtained from the delegates of MICE. Adopted and self-made questionnaire was used in this study. The level of satisfaction of delegates in Davao City as MICE is highly satisfied. This means that majority of the respondents were able to have a great experience during the event. Moreover, there is no significant difference in the level of satisfaction on the respondents when analyzed according to the sex, age and civil status, while there is a significant difference in terms of educational attainment. This means that the satisfaction of the MICE delegates may differ depending on their educational attainment. On the other hand, there is a significant difference in the level of satisfaction on Davao City as a MICE destination under reliability, empathy, and tangibles. While there is no significant difference in the level of satisfaction on Davao City as a MICE destination under responsiveness and assurance.

Keywords: Meetings, Incentives, Conferences, Exhibitions

1. Introduction

Meetings, Incentives, Conventions and Exhibitions (MICE) industry is one of the key drivers of tourism destination development and an important source of income, employment and foreign investment. Beyond economic benefits, the industry presents opportunities for knowledge sharing, networking, and capacity building, making it an important driver for intellectual development and regional cooperation (Smagina, 2017).

The MICE industry is recognized as the driving force for economic, social and cultural development worldwide as it creates added value for tourism and enhances the tourism economy (Buathong & Lai, 2017). One of the most attractive and lucrative segments of the meeting, incentive, convention, and exhibition (MICE) industry is the meeting and convention sector. The fundamental premise of any meetings, incentive, convention or exhibition (MICE) event is to bring together the purveyor of a message with its recipients (Choi, Couto, & Imon, 2017). The convention and exhibition industry has grown in response to the challenge of facilitating these global meetings (Getz & Page, 2016). In doing so, MICE tourism contributes significantly to a nations' economy as delegates spend more than the average delegate's (Sandy Sou & McCartney, 2015).

In recent years, complex MICE venues have been developed to provide appropriate facilities and services for delegates/attendees and to benefit further from MICE tourism. The aim is to integrate business tourism with leisure tourism related elements, whereby MICE facilities are integrated with accommodation providers, food and beverages retailers, shopping malls, gaming, sports events, entertainment, transportation, and communication hubs (Getz, & Page,2016).

In addition, MICE are good way of merging business with pleasure. It grants unique opportunities for business development, an informal conversation with old partners and meetings with prospective investors, customers and suppliers, information exchange or introduction to new technologies. According to International Journal of Multidisciplinary Research and Development, the Meetings, Incentives, Conferences and Exhibitions (MICE) industry is extensively and rapidly growing and is largely associated with travel for business purpose. A service industry combining trade, transportation, finance, and travel (Blythe & Martin, 2019).

Objective of the Study

The main objective of the study is to answer the following questions:

1. Why did the delegate choose to attend the event?
2. Which element of the event did the delegate like most? and Why?
3. How useful was the information presented in the event?
4. What would have made the event better?
5. Comments and Suggestions to improve MICE in Davao City.

Statement of the Problem

This study aims to evaluate the Davao City as a MICE Destination specifically it sought to answer the following:

1. What is the level of delegates satisfaction in Davao City, Philippines as a MICE Destination in terms of:
   - 1.1 Reliability;
   - 1.2 Responsiveness;
   - 1.3 Assurance;
   - 1.4 Empathy;
   - 1.5 Tangibles?
2. Is there a significant difference in the level of delegate’s satisfaction on Davao City, Philippines as a MICE Destination when analyzed according to profile of respondents?

Hypothesis

Ho1: There is no significant difference in the level of delegate’s satisfaction on Davao City, Philippines as MICE destination when analyzed according to the profile of respondents.

2. Literature Review

Emphasized, by Oliver (2014) customer satisfaction comes from customers that meet or exceed customer expectation. Customers become satisfied when the expectations meet from the quality of the service provided by the companies. In addition, Zikmund, Babin, Carr, and Griffin (2013) added that customer satisfaction reflects the marketing mix that the customer has experienced with a product or service. Expectations reflect both past and current product evaluation and use experiences. If the customer made a purchase, customer made a research before purchasing the product. This information influences other customer experience and gives the customer an ability to evaluate quality, value, and the ability of the product or service to meet customer’s satisfaction (Peppers & Rogers 2016).

Moreover, Daniel and Berinyuy (2010) states that customer satisfaction is an overall attitude formed based on the experience after customers purchase a product or use a service. It reflects being content with such a product or a service. Satisfaction is the assessment of the experience of interacting with a service provider up to the present time and is used by customers to predict future experience (Nejad, Firoozbakht, & Taghipoor, 2014). Customer satisfaction depends on how customer compares a perceived of a perceived performance of a product and the expectations; customer feel satisfied if the perceived performance is better than the expectation. Customers who get satisfied will purchase repeatedly and would like to share the good experience to other people. (Agnihotri, Dingus, Hu, & Krush, 2016).

Furthermore, customer satisfaction is discussed in the fields of marketing, advertising, selling, customer relations and services subjects (Oliver, 2014). In addition, Daniel and Berinyuy (2010) mentioned that customer satisfaction has been gaining increasing attention from the researchers and practitioners as a fundamental tool used by business such as meeting, expositions, events and convention institutions for enhancing organizational performance and profitability.

The importance of customer satisfaction cannot be dismissed because happy customers are like free advertising. The high-quality relationship with customers is the main influence of a successful service provider (Mohsan et al., 2011). Atwood (2014); Worley, Williams, and Lawler III, (2014) enumerated the different factors that a MICE business can do to achieve customer satisfaction such as identifying customer expectations and training the employees in giving the best customer experience.

2.1. Reliability

The first indicator in identifying customer satisfaction is the reliability; it is about performing the promised service dependably and accurately. Reliability is an important factor of the customer satisfaction (ElSaghier, & Nathan, 2013). Reliability obliged the company to meet promises given to the customers; the positive effect of it to the business organization is that it reduces uncertainty (Lovelock & Patterson, 2015).

In addition, reliability is all about providing services when promised; also, reliability emphasizes the accordance and continuous high quality performance in the business. This means that the company should not only perform the service properly at first, but also keep what is being promised to the customers (Nabi, 2012; Galbraith, 2015).

2.2. Responsiveness.

According to Daniel and Berinyuy (2010) the second indicator in customer satisfaction which refers to responsiveness refers to being responsible to all actions taken by the organization, in this case the employee’s willingness to help customers and provide prompt service is the highlight of customer service. It influences customer satisfaction because of the willingness and readiness of the provider based on the customer’s demand. Willingness is an attitude, and the readiness depends on knowledge, confidence and empowerment (Mushi, 2014). It involves timeliness of service such as attaining customer concerns and giving prompt service to the customers (Gemmel, 2017). Responsiveness is all about the personnel’s attention in solving problems and promptly errors correction (Nabi, 2012).

2.3. Assurance

The third indicator in measuring customer satisfaction is the assurance it refers to the company personnel’s knowledge, courtesy, and the ability to inspire trust and confidence portrayed and

performed in the company. It eliminates the feeling of danger, risk and doubt that is usually sense by the customer during the service procedure (Singh, Grover & Singh, 2015).
Safe feeling for transaction, Competitive loan rates, Interest Rate on saving, helpful of the employees is some of the issues and concerns that every customer are demanding to address by the business management properly (Nabi, 2012). Companies provide customers with safety, confidentiality and perform proper professionalism at all time. It creates a sense of physical impact on customer satisfaction (Chao, 2014).

2.4. Empathy
Highlighted, by Yulisetiarini (2014) that empathy is about the caring of individualized attention developed by the business given to each customer, it is a business strategy that retains customers and develops customer satisfaction (Bourassa, Cunningham, Ashworth & Handelman, 2016). In addition, empathy conveys the customer's unique and special needs to the business through customer service. Moreover, Nam and Carnie, (2011) stated that he firm with empathy can also be regarded as having a big advantage to develop the business as compared to its competitor (Wilson et al., 2012). Employees are searching for solutions in different problem situation experienced by customers in the company to addressed different problems faced by every customer (Nabi, 2012; Sabir, et.al., 2014).

2.5. Tangibles
The last indicator that found to be significant in attaining customer and or delegate's satisfaction. Tangible refers to the appearance of physical facilities, equipment, personnel or employee and written material or the physical evidence of the business (Surapranata & Iskandar, 2013). As the business establishment, the management of the company can attract customers by both the objective and subjective reason. Therefore, the firms need to pay attention to both objective and subjective appeal to retain customers and maintain a group of satisfied customers (Pizam, 2016). As mentioned by Nabi (2012) that for a company to be tangible it has to be well maintained by the organization, upgrades in the technology used may be a great help in the operation of the business.

Waiting cues for the waiting customers, convenient location that is accessible and easy to locate and faster easy operation, with modern technology used in the operation that is convenient for everybody. When delegates has a great food experience at a new restaurant, they usually want to go back. Positive evaluations result in greater customer satisfaction (Cantallops, & Salvi, 2014).

In addition, customer satisfaction is an emotional or feeling reaction (Oliver, 2014). It is the result of a complex process that requires understanding the psychology of customers. The range of emotion is wide with for example, surprise, pleasure, contentment, or relief (Jahanshani et al., 2014). Satisfaction is influenced, in the end, by expectations and the gap between perceived qualities and expected quality, called expectancy disconfirmation (Tan, Oriade, & Fallon, 2014). On the other hand, customer satisfaction is a highest form of customer service (Cantallops & Salvi, 2014). Many businesses are trying hard in identifying and attaining the highest possible way in making the customers satisfied and eventually became loyal to the company (Nejad, Firoozbakht, & Taghipoor, 2014).

Theoretical Framework
This study was anchored on the service quality theory of Parasuraman, Berry, & Zeithaml (1988) the theory stated that companies will have more than just a competitive advantage in customer service by having an unwavering customer satisfaction. The scale decomposes the

notion of customer satisfaction into five constructs as follows: tangibles, reliability, responsiveness, assurance, and empathy, the extent to which caring individualized service is given. Customer satisfaction as the discrepancy between a customer's expectations for a service offering and the customer's experience of the service received.

The idea of disconfirmation has its roots in Helson (1948) adaptation level theory, which suggests that states of satisfaction/dissatisfaction result from a comparison between one's perception of product performance and one's expectation level (Oliver & Linda, 1981). Several other studies have similarly described the basic mechanism behind the formation of customer satisfaction. According to widely accepted opinion in service research, customer satisfaction will eventually lead to business success (Parasuraman, Berry, & Zeithaml, 1988).

The study also relates to the theory of consumer behavior by Walters (1974) cited by Solomon et al. (2006) that a consumer attempts to look for a business that gives satisfaction. This theory also focuses on the consumer behavior and explores the origin of a customer focus in satisfying customers. Since the term customer is used and quoted from all the sources consulted in this study. Engel, Blackwell and Miniard (1990) provides the definition of consumer behavior theory by stating that A customer is an individual has the capacity to purchase, goods and services offered for sale by marketing institutions to satisfy personal needs, wants, or desires.
In addition, the theory of consumer behavior can be examined in the decision-making process of every business organization that is basically depend on two important aspects that are the customers expect the amounts of satisfaction that can get to the company (Solomon et al., 2006).

3. Methodology

This chapter presents the research design, research respondents, research instrument, data gathering procedure, and statistical tools used in this study.

3.1. Research Design

This research utilized qualitative and quantitative study utilized interview survey with structured questions and descriptive approach as the research design. Quantitative research is the systematic empirical investigation of observable phenomena via statistical, mathematical, or computational techniques.

According to Cohen, West and Aiken, (2014) the objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to phenomena. The process of measurement is central to quantitative research because it provides the fundamental connection between empirical observation and mathematical expression of quantitative relationships (Phan & Nguyen, 2016).

Descriptive research design according to Mertens (2014) using this method enables the researchers to gather pertinent data through conducting survey to determine the results of the study. Selamat (2008) stated that descriptive survey or normative survey relies on the questions given to the willing participants and later summarizes the responses with percentages, frequency counts or more statistical indexes. From these summaries, the researchers draw inferences, conclusions, and findings to the study. Descriptive correlational refers to a type of study in which information is collected without making any changes to the study subject; in addition, descriptive correlation allows examination of the strength of the associations among the variables (Becker, Atinc, Breaugh, Carlson, Edwards, Spector, 2016).

3.2. Research Respondents

The respondents of this were the delegates of meetings, incentive, convention, and exhibitions. The researchers focus on the delegates as the respondents of the study since they are the one who experience the service of different companies who handle events.

In selecting the respondents, purposive sampling method was employed. Purposive sampling is a non-probability sample that is selected based on characteristics of a population and the objective of the study (Finch, 2013). This type of sampling can be very useful in situations when there is a need to reach a targeted sample quickly, and where sampling for proportionality is not the main concern (Crossman, 2017).

3.3. Research Instrument

Interviews are the most common way to collect data for a qualitative type of research. The researchers constructed an interview guide questionnaire as the primary source of data. Interviews are a systematic process of conversing with other people and are also a great way for us to immerse ourselves to our research by communicating the proponents to be able to listen and get their perspective and experiences.

As indicated by Jung, Wong, & Zhang (2018), all together for researchers to get the best out of the meetings the analyst ought to have earlier information before the genuine meetings. As in they ought to have the capacity to give the essential data like what the plausible length of our meeting is, what the possible questions are, when and where the interview be conducted, and what are our motives for the interview. Qualitative research likewise is accepted before directing a meeting the researcher must decide on who will be the interviews. Also, by that on the off chance that the researcher manufactured the affinity with the interviewees, it would be less demanding for them to share and open the proponent's viewpoint. The interviewer must appear as prejudice-free or unbiased. Having the skill in asking question that the proponents will believe that can talk freely.

Moreover, the researchers have chosen interview as their way of collecting data since according to Treadwell, & Davis (2019), interviewing is a modifiable technique that permit the researcher to explore deeper meaning that can be helpful tool to acquire interpersonal skills an can be used to facilitate cooperation and maximize information and higher response rate to interviews and add ideas in developing a standardize questionnaires.

The variable of the study is related based on the following scale in the result of the study:

The questions under delegate's satisfactions are from the research study of Yulisetiarini, (2014) and Amissah, (2012).

Level	Range of Means	Verbal Description	Interpretation
5	4.21-5.00	Highly Satisfied	This means that the respondent strongly agrees with the embodied statement.
4	3.44-4.20	Satisfied	This means that the respondent agrees with the embodied statement
3	2.61-3.40	Moderately Satisfied	This means that the respondent moderately agrees with the embodied statement.
2	1.81-2.60	Slightly Satisfied	This means that the respondent slightly disagrees with the embodied statement.
1	1.00-1.80	Dissatisfied	This means that the respondents strongly disagree with the embodied statement

3.4. Design and Procedure
The following are the steps in gathering the data:

3.4.1. Permission to Conduct the Study.
The researchers sought approval of the panel to conduct the study through a title defence.

3.4.2. Construction and validation of questionnaire.
The researcher sought indicators that correspond to the level of satisfaction of delegates in Davao City as a MICE Destination. Profiles of the respondents are indicated in the questionnaire to know if there is a difference between sex, age, civil status, educational attainment, and type of event.

3.4.3. Administration of the Instrument.
Questionnaires were distributed personally. The researchers set a specific schedule for the time and place of distribution of questionnaires in Hotels and event venues in Davao City.

3.4.4. Collecting and Analyzing Data.
Lastly, the questionnaires were retrieved, and data were collected and analyzed.

3.5. Statistical Tools
The following statistical tools were employed in the treatment of the data:

3.5.1. Frequency Count.
This was used to determine the exact number of the respondents according to their respective profiles.

3.5.2. Percentage.
This was used to determine the exact percentage of the respondents according to their respective profiles.

3.5.3. Mean.
This was used to determine the level of cookery competency of satisfaction of delegates in Davao City as a MICE Destination.

3.5.4. ANOVA.
This was used to determine the significant difference on the level of satisfaction of delegates in Davao City as a MICE Destination when analyzed according to the educational attainment and age of the respondents.

4. Results

This chapter deals with the presentation, analysis, and interpretation of the data. The first part is the discussions presented based on the following questions: Why did you choose to attend the event; Which element of the event did you like the most? and Why? How useful was the information presented in the event? What would have made the event better? and Comments and Suggestions to improve MICE in Davao City. The second part describes the level of satisfaction of delegates in Davao City as a MICE Destination in terms of reliability, responsiveness, assurance, empathy, tangibles. The second part exhibits the significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to profile of respondents.

Level of Choosing to Attend the Event

When the delegates were asked concerning on choosing to attend the event, the participants gave their opinion on matter as follows:

… It provides me wonderful experience and opportunities for learning (P2, P5, P6) ….

… For Professionalism (P1, P5)….

… To find solutions to my problem with the project (P4, P6)

Majority of the participants highlighted on choosing to attend the event that provides wonderful experience and opportunities in Davao City as MICE destination. Meeting, Incentive, Convention, Conference and Exhibition attendants currently spend the most on lodging, followed by the registration costs (Fenich, 2016). Thus, accommodation cost influences attendees' lodging experience and in turn the total experience in attending an event. As the competition increases, it will become more critical for destinations and conference facilities to recognize factors that affect site selection decisions of event planners and to place their services appropriately in the market. Researchers are keen to assess the overall ranks and the relative attractiveness of major MICE destinations. Factors which contribute to the competence of these MICE destinations were also analyzed extensively.

However, a detailed analysis of the literature on competitiveness of destinations found that the picture of a MICE destination as viewed by delegates was often calculated to assess and decide competitiveness of MICE destinations as mentioned by Kim, Yoon, & Kim (2011). In conditioning the mind of the delegates to their preference, perception is deemed more important than fact (So, Li & Lehto, 2011). Therefore, the selection process for the site is an significant component of the MICE industry and involves three main players: meeting vendors, meeting buyers and attendants (Hayat, Severt, Breiter, Nusair & Okumus, 2014).

For this reason, attending the MICE delegates in Davao City, the delegates considered developing network or business relationship, safety and cleanness, and knowledge as the first tier of reasons, simultaneously attaching little importance to gaming, shopping, and entertainment (Qiu, Li, So, S.-I, & Lehto, 2015). Thus, topic and theme of the MICE is the most important factor that attracts delegates to organized in Davao City, followed by network development and professional knowledge update.

Significance of Marketing Mix during the Event

Concerning on which element of the event that the delegates will attend the meeting, incentive, conference, convention, and exhibition. The delegates express their various perspective as follows:

… Place, very accessible to all establishment's venue is at the heart of the city

(P1, P2, P4) ….
… Price. It is budget friendly and worth the price (P2) ….
… People, very accommodating and very good in service (P3) ….
… Product, their food and service are good (P4)….

The delegates mostly emphasized the accessibility of the location of the venue which is the heart of the City where the establishment, theme parks, churches, transportation or any other destinations are accessible to the delegates. Accessibility is considered a major factor when selecting a location for a meeting, incentive, convention, conference, and exhibition (Lee & Lee, 2017). Sanders (2004) mentions that a positive picture of delegates and conference destinations draws more delegates and raises the average ratio of hotel room night's attendants. Likewise, organizers should evaluate a venue as to how its brand will help to attract the delegates and exhibitors and promote branding for exhibitions as well as for meetings and conferences. A center brand that is developed over time through past organizer experiences and other organizer testimonials is central to a hotel and convention centers selection process.

Level of Usefulness of the Information presented during the Event.
The delegates were inquired concerning about usefulness of the information presented during the conduct of MICE in Davao City, they respond as follows:
… The information is very useful to gather new ideas (P2, P4, and P6)….

Most delegates are expected the fact that evaluations are undertaken for a range of reasons: evaluating the importance of existing programs and measuring the usefulness of attempts to improve them, determining the effectiveness of program management and administration, and to satisfy the accountability requirements of the program (Pearlman & Morelle, 2009). MICE delegates explore business opportunities and update customer awareness by evaluating and comparing the items on offer (Qui et al., 2015). Hence, the delegates of the MICE are mainly company representatives. On the contrary, MICE attendees get together to exchange ideas, build connections, and discuss certain critical issues. They are often in the same organization, association, or corporation, but occasionally meet one another. Therefore, it is now the time to contribute more to this area from the MICE perspective. The basic methodology to study the MICE destination competitiveness is applicable to the MICE industry (Kim, Sun & Ap, 2008).

Betterment of the Event
When the delegates inquire about what would have made the event better as MICE destination in Davao City, the delegates retorted as follows:
… It would be better if everybody will cooperate (P1, P3, P4, P5)….
… Comfortable and affordable (P1, P2, P5)….
As mentioned by Whitfield, Dioko, Webber & Zhang ,(2014) developed the powerful attributes that contribute to the tendency of MICE delegates to attend an exhibition held at a MICE complex venue. Their study indicated that attributes of destination level remain the most significant, particularly in terms of destination climate, reputation, infrastructure and safety for the betterment of the MICE conducted.

Comments and Suggestions to improve MICE in Davao City
The delegates were asked to give comments and suggestions enable to improve the Meeting, Incentive, Conference, Convention, and Exhibition in Davao City; the delegates respond as follow:
… More promotions on the venue per establishment to attract clients/tourist to have their event here in our city and affordable one (P2, P5, P6)

The MICE industry usually features high-expenditure delegates and opportunities for local business and jobs (Wu, 2014). Seeing those potential profits and benefits, most countries worldwide are now involved in the business of MICE as a destination or as a demand market (Llambí, 2005).

4.1. Profile of the respondents

Table 1 *Profile of Respondents*

SEX	**Frequency**	**Percent**
Male	107	35.7 %
Female	193	64.3 %
AGE		
19 below	10	3.3 %
20 – 29	212	70.7 %
30 – 39	51	17 %
40 –49	15	5 %
50 – 59	10	3.3 %
60 above	2	0.7 %
CIVIL STATUS		
Single	177	59 %
Married	116	38.7 %
Widowed/Widower	7	2.3 %
EDUCATIONAL ATTAINMENT		
High school Level	3	1 %
High school Graduate	4	1.3 %
College Level	46	15.3 %
College Graduate	247	82.3 %
TYPE OF EVENT		
Meeting	62	20.7 %
Incentive	124	41.3 %
Convention	84	28 %
Exhibition	30	10 %
TOTAL	**300**	**100 %**

Table 1 represents the profile of respondents; there were 300 total numbers of respondents. In terms of sex, majority of the respondents are female with more than fifty percent of the total respondents while one hundred seven or thirty-five point seven of the respondents were male.

In terms of age, majority of the respondents are coming from the age bracket of twenty to twenty-nine years old, followed by thirty to thirty-nine years old.

In terms of civil status, majority of the respondents are single, this means that delegates of the different types of event were well participated by single individuals. This is because majority of the single have more time to participate in different event activities. Meanwhile, one hundred sixteen or thirty-eight point seven are married. This is because there are also professionals who are married who also [participated in different types of events such as meetings, incentives, convention, and exhibition. And the remaining two-point three percent are widowed or widower. Under educational attainment, majority of the respondents are college graduate, which means that most people who attended different events are professionals. While there are also large number of delegates who are in college level, this shows that future professionals are also exposing themselves to different meeting, events, conventions, and expositions as a preparation for the future. While there is little number of respondents who are in the high school level and high school graduate.

Lastly, in terms of type of event, majority of the respondents of the study attended the event though incentive this shows that people in the event industry are experiencing benefits coming from different companies by sending them to incentive type of event. Companies see this as advantage in developing the performance of its employees to work hard in the organization, by giving incentive type of event by sending the top performing employees to various incentive type of event. On the other hand, eighty-four or twenty-eight of the respondents attended a convention type of event; this is also a type of event in which the attendees participate in a gathering of individuals with the same interest. Sixty-two- or twenty-point seven percent of the respondents were attending a meeting while the remaining thirty respondents or ten percent of the respondents were into exhibition. This means that there are few people who attended this kind of event.

4.2. Level of satisfaction of delegates in Davao City, Philippines as a MICE Destination

Table 2 *Level of satisfaction of delegates in Davao City as a MICE Destination*

		Mean	S.D.	Descriptive level
RELIABILITY				
1.	The MICE organizer has ability to handle the problem faced by delegates.	4.73	0.51	Highly Satisfied
2.	Promptness of the organizers in serving the delegates is well performed.	4.54	0.55	Highly Satisfied
3.	The order or service transaction process is easy to understand by delegates.	4.44	0.59	Highly Satisfied
4.	When staffs promise something by certain time, it was delivered.	4.36	0.57	Highly Satisfied
5.	Staff can tell when service would be delivered	4.35	0.62	Highly Satisfied
Reliability Overall		**4.48**	**0.41**	**Highly Satisfied**
RESPONSIVENESS				
1.	Organizers are actively offering easiness in delivering service to their delegates.	4.48	0.58	Highly Satisfied
2.	Organizers can provide good and friendly answer for delegate's complaint.	4.20	0.52	Satisfied
3.	Delegates obtain clear answer related to the facilities of the offered service.	4.26	0.63	Highly Satisfied
4.	Staff telling delegates exactly when service would be performed.	4.26	0.58	Highly Satisfied
5.	When there is a problem, the management respond to it quickly.	4.34	0.62	Highly Satisfied
Responsiveness Overall		**4.31**	**0.44**	**Highly Satisfied**

ASSURANCE				
1.	Organizers surely consider their friendliness in providing information for their delegates.	4.51	0.61	Highly Satisfied
2.	Delegates feel safe when they are in the event.	4.29	0.57	Highly Satisfied
3.	Staff behavior instils confidence in delegates.	4.28	0.65	Highly Satisfied
4.	Delegates feel safe in their transactions.	4.27	0.61	Highly Satisfied
5.	Organizers are consistently courteous with delegates	4.31	0.58	Highly Satisfied
Assurance Overall		**4.33**	**0.43**	**Highly Satisfied**
EMPATHY				
1.	Delegates feel easy to communicate with organizers.	4.53	0.62	Highly Satisfied
2.	Organizers care about delegates' needs and wants.	4.30	0.60	Highly Satisfied
3.	Delegates feel easy in using the offered service.	4.31	0.65	Highly Satisfied
4.	Staff gives individual attention to every delegate in the event.	4.30	0.58	Highly Satisfied
5.	Personnel gives personalized attention to every delegate	4.37	0.59	Highly Satisfied
Empathy Overall		**4.36**	**0.45**	**Highly Satisfied**
TANGIBLES				
1.	The location of the event is easily accessible.	4.55	0.59	Highly Satisfied
2.	The parking lot is safe since there are employees who are responsible for and assigned.	4.33	0.60	Highly Satisfied
3.	The event uses modern equipment.	4.28	0.67	Highly Satisfied
4.	Physical facilities are visually appealing.	4.37	0.61	Highly Satisfied
5.	There is a fast internet connection that delegates can access	4.31	0.73	Highly Satisfied
Tangibles Overall		**4.37**	**0.49**	**Highly Satisfied**

Table 2 represents the level of sustainability of delegates in Davao City as a MICE Destination. The indicators of this study are the reliability, responsiveness, assurance, empathy, tangibles. In terms of reliability the MICE organizer has ability to handle the problem faced by delegates has the highest mean with a descriptive level of highly satisfied this means that the respondents highly agree with the given statement. This shows that the MICE industry in Davao City was able to cater different situations happens in every event. Followed by Promptness of the organizers in serving the delegates is well performed, the order or service transaction process is easy to understand by delegates. When staffs promise something by certain time, it was delivered, and Staff can tell when service would be delivered. Everything stated under reliability was able to generate an overall average of highly satisfied. This means that the statements stated under reliability was able to experience by the respondents.

The result of the study supports the study of Lovelock and Patterson (2015) that the employee's ability to handle different customer problem can basically improve customer satisfaction. In addition, the statement of ElSaghier and Nathan, (2013) about how to attain customer satisfaction state that, every company can consider the different factor on making every employees and personnel know being performed properly.

Also, Nabi (2012) states that, when employees know the flow of operation, the proper and correct way of giving of service company will have a smooth flow of operation, with this the company can attain the highest level of customer satisfaction (Galbraith, 2015).

In terms of responsiveness the highest mean is under the organizers are actively offer easiness in delivering service to their delegates. This means that the MICE industry in Davao City was able to offer give easy service to the delegates attending different events. Other statements under responsiveness Delegate obtain clear answer related to the facilities of the offered service. Staff telling delegates exactly when service would be performed and when there is a problem, the management respond to it quickly also obtained a highly satisfied rating. On the other hand, the statements under organizers are able to provide good and friendly answer for delegates complain was able to get a satisfied rating this means that the there is a thing that can be improved to deliver better service to the delegates of MICE industry.

Along with the study conducted by Gemmel, (2017) giving a chance to every employee to be responsible in the task given to them will develop the sense of responsibility. On the other hand, Mushi (2014) made mentioned that the importance of immediate action to every problem encountered by the customer will increase customer satisfaction. While Berinyuy (2010) enumerated the acknowledging customer complain, answering guest queries, perform proper service, willingness to help customer as the factors that every company investigate details to meet customer satisfaction (Nabi, 2012).

On the other side, the items of assurance were described the organizers surely consider their friendliness in providing information for their delegates as the highest mean with a highly satisfied description. This means that the organizers of MICE industry are friendly to their delegates. Other indicators also got the highly satisfied rating such as organizers are consistently courteous with delegates, delegates feel safe when they are in the event, staff behavior instils confidence in delegates, and delegates feel safe in their transactions. In general, the overall mean under assurance is highly satisfied this means that the organizers of the different event were able to assure a good service to the delegates of MICE industry.

Based on the study conducted by Singh, Grover, and Singh (2015) making sure that customers became satisfied in the products and service, companies give an assurance by providing clean and safe products and giving safe customer transaction (Chao, 2014). The business establishments make sure that confidentiality and professionalism is observed at all the time (Singh, & Saluja, 2013). Assurance creates a sense of physical impact on customer satisfaction (Yulisetiarini, 2014).

In terms of empathy, the item under delegates feels easy to communicate with organizers has the highest mean with a descriptive level of highly satisfied. This means that there is a good relationship between the delegates and the organizers of the MICE industry in Davao City. Other indicators also got a highly satisfied rating as follows personnel gives personalized attention to the delegates, delegates feel easy in using the offered service organizers cares about delegates needs and wants, and staff gives individual attention to every delegate in the event.

Sabir, et.al., (2014) highlighted the importance of easy communication with the customers to have a better sense of empathy. In the same result with the study Bourassa, Cunningham, Ashworth and Handelman, (2016) said that employees should know the needs and wants of the customers even before the customer ask from it. On the contrary, Surapranata and Iskandar (2013) said that most of the time companies tend to forget the importance of having individual attention to every customer and giving personalized attention to the guest which usually leads to customer dissatisfaction (Nam & Carnie, 2011).

The last indicator under level of satisfaction of delegates of MICE in Davao City is the tangibles. The location of the event is easily accessible has the highest satisfactory level with a highly satisfied rating this means that the accessibility or the place of the event is very important in the success of every event. Other statement also got a highly satisfied rating such as the physical facilities must be visually appealing to the delegates, there must be a parking space to accommodate the vehicles of every delegate, there should also be a fast internet connection that the delegates can access, and the area of the event must use modern equipment for the event.

The findings of the study were supported by Cantallops and Salvi, (2014) stating that the importance of signage's and materials used in the operation are as important as the guide to customer's choice. In addition, Pizam (2016) highlighted the importance of available parking space for the customers. Oliver (2014) also suggested the upgrade of modern equipment for the company not to be left behind by the other businesses offering the same type of products and service.

Considering the different factors that every business sector considers in operating the business Tan, Oriade, and Fallon (2014) highlighted the importance of small details that sometimes companies don't go into details that is important for meeting customer satisfaction, such as the physical facilities, modern upgraded equipment, and fast internet connection that all customers can access (Jahanshani et al., 2014).

4.3. Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Sex.

4.4.

Table 3 *Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Sex*

	sex	N	Mean	Std. Deviation	Std. Error Mean
reliability	Male	107	4.4841	0.40192	0.03885
	Female	193	4.4829	0.41554	0.02991
responsiveness	Male	107	4.3383	0.43386	0.04194
	Female	193	4.2922	0.43874	0.03158
assurance	Male	107	4.3514	0.42189	0.04079
	Female	193	4.3223	0.44061	0.03172
Empathy	Male	107	4.357	0.43872	0.04241
	Female	193	4.3648	0.45962	0.03308
tangibles	Male	107	4.3495	0.48843	0.04722
	Female	193	4.3782	0.48706	0.03506

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means			
		F	Sig.	T	df	Sig. (2-tailed)	decision on Ho
reliability	Equal variances assumed	0.003	0.954	0.024	298	0.981	Accept
	Equal variances not assumed			0.025	225.2	0.98	Accept
responsiveness	Equal variances assumed	0.002	0.969	0.875	298	0.382	Accept
	Equal variances not assumed			0.878	221.038	0.381	Accept
assurance	Equal variances assumed	0.362	0.548	0.557	298	0.578	Accept
	Equal variances not assumed			0.564	227.107	0.574	Accept
Empathy	Equal variances assumed	0.161	0.689	-0.142	298	0.887	Accept
	Equal variances not assumed			-0.144	227.702	0.885	Accept
Tangibles	Equal variances assumed	0.041	0.84	-0.488	298	0.626	Accept
	Equal variances not assumed			-0.488	218.442	0.626	Accept

Table 3 shows the significant difference in the level of delegate's satisfaction on Davao city as a mice destination when analyzed according to sex. The result showed no significant difference between male and female in terms of the level of satisfaction which means that the null hypothesis was accepted. This serves as a reason that sex does not guarantee whether the person will be satisfied on the services.

The findings coincide with the statement of Gemmel (2017) who emphasized that reliability, responsiveness, assurance, empathy, and tangibles have nothing to do with the sex or gender of the person who receive the service, which means that regardless of male or female the satisfaction will be based on the actual experience of the person during the actual event itself.

This also indicates that every event type of business the organizers must focus on the service delivery because delivering a good and better experience to every clients and delegates will makes a great impact to the overall performance of the event. In addition, Pizam (2016) added that the success of the event depends on the planning and the contribution of every organizer. Making sure that the needs of delegates are given on the time its needed despite of its gender.

4.4. Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Age.

Table 4 *Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Age*

		Sum of Squares	df	Mean Square	F	Sig.	
reliability	Between Groups	0.178	5	0.036	0.209	0.959	Accept
	Within Groups	50.099	294	0.17			
	Total	50.277	299				
responsiveness	Between Groups	0.894	5	0.179	0.936	0.458	Accept
	Within Groups	56.164	294	0.191			
	Total	57.057	299				
assurance	Between Groups	0.667	5	0.133	0.707	0.619	Accept
	Within Groups	55.532	294	0.189			
	Total	56.2	299				
empathy	Between Groups	0.129	5	0.026	0.125	0.987	Accept
	Within Groups	60.838	294	0.207			
	Total	60.967	299				
tangibles	Between Groups	1.368	5	0.274	1.157	0.331	Accept
	Within Groups	69.525	294	0.236			
	Total	70.893	299				

Table four displace the significant difference in the level of delegate's satisfaction on Davao city as a mice destination when analyzed according to age. No significant difference was found on the indicators as follows for reliability the significant difference of 0.959 which means that the null hypothesis is accepted this means that there is no significant difference in the level of delegate's satisfaction on Davao City as MICE destination in terms of reliability. In terms of responsiveness, the significant difference is 0.458 which means that there is no significant difference in the level of delegate's satisfaction of MICE industry in terms of responsiveness. Also, in the remaining three indicators a significant difference of 0.619 for assurance 0.987 for empathy and 0.331 for tangibles they also have the same result which means that there is no significant difference in the level of delegates satisfaction in terms of attending different MICE in Davao City.

4.5. Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Civil Status.

Table 5 *Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Civil Status*

		Sum of Squares	df	Mean Square	F	Sig.	
reliability	Between Groups	0.07	2	0.035	0.208	0.813	Accept
	Within Groups	50.206	297	0.169			
	Total	50.277	299				
responsiveness	Between Groups	0.494	2	0.247	1.296	0.275	Accept
	Within Groups	56.564	297	0.19			
	Total	57.057	299				
assurance	Between Groups	1.006	2	0.503	2.708	0.068	Accept
	Within Groups	55.193	297	0.186			
	Total	56.2	299				
empathy	Between Groups	0.614	2	0.307	1.511	0.222	Accept
	Within Groups	60.353	297	0.203			
	Total	60.967	299				
tangibles	Between Groups	0.155	2	0.077	0.324	0.723	Accept
	Within Groups	70.738	297	0.238			
	Total	70.893	299				

Table 5 represents the significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Civil Status. In terms of reliability there is a significant difference of 0.813 with means that the null hypothesis was accepted. Also, in responsiveness with a p value of 0.275 which also means that there is also no significant difference in the level of delegates satisfaction of different MICE events in terms of responsiveness.

On the area of assurance between civil status has a significant value of 0.068 which accepted the null hypothesis this means that there is no significant difference in the level of delegates satisfaction in terms of assurance. The remaining two indicators empathy with p value of 0.222 and tangibles with p value of 0.723 has the same result of no significant difference between delegates satisfaction on Davao City as a MICE destination when analyzed according to civil status of the respondents.

The result of the study reveals that the civil status of the person does not guarantee a satisfaction on the service that is given. Therefore, even the person sis single or married it does not relate to the satisfaction or level of satisfaction to the event that happen. This also shows that the satisfaction of the delegates that attended different events in Davao City will be based on the experience that they encounter during the actual event that happened. That is why every event organizer must make sure that the flow or program of the event are well planned and organized to make sure that the event will become successful, even if the different attendees are coming from the different races or civil status what matters most is the event itself. The success of the event will always matter most because it is what the delegates are always looking for.

Customer Satisfaction is an emotional or feeling reaction regardless of the civil status of the person (Oliver, 2014). It is the result of a complex process that requires understanding the psychology of customers. The range of emotion is wide with for example, surprise, pleasure, contentment, or relief (Jahanshani et al., 2014). Satisfaction is influenced, in the end, by expectations and the gap between perceived qualities and expected quality, called expectancy disconfirmation (Tan, Oriade, & Fallon, 2014). In addition, customer satisfaction is a highest form of customer service (Cantallops & Salvi, 2014). Many businesses are trying hard in identifying and attaining the highest possible way in making the customers satisfied and eventually became loyal to the company (Nejad, Firoozbakht, & Taghipoor, 2014).

4.6. Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Educational Attainment.

Table 6 *Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Educational Attainment*

		Sum of Squares	df	Mean Square	F	Sig.	
reliability	Between Groups	1.974	3	0.658	4.032	0.008	Reject
	Within Groups	48.303	296	0.163			
	Total	50.277	299				
responsiveness	Between Groups	3.135	3	1.045	5.737	0.001	Reject
	Within Groups	53.922	296	0.182			
	Total	57.057	299				
assurance	Between Groups	2.341	3	0.78	4.289	0.006	Reject
	Within Groups	53.859	296	0.182			
	Total	56.2	299				
empathy	Between Groups	2.112	3	0.704	3.541	0.015	Reject
	Within Groups	58.854	296	0.199			
	Total	60.967	299				
tangibles	Between Groups	3.459	3	1.153	5.061	0.002	Reject
	Within Groups	67.434	296	0.228			
	Total	70.893	299				

Multiple Comparisons
Scheffe

Dependent Variable	(I) Educational	(J) Educational	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
responsiveness	5	6	-.26851*	0.06854	0.002	-0.4612	-0.0758
tangibles	5	6	-.26270*	0.07665	0.009	-0.4782	-0.0472

* The mean difference is significant at the 0.05 level.

Table 6 represents the significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Educational Attainment in terms of reliability the significant difference is 0.008 which means that the null hypothesis was rejected. This means that there is a significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination in terms of reliability; the data also shows that the educational attainment of the person is a factor in identifying the satisfaction level in terms of attending different MICE events. Under responsiveness the significant difference is 0.001 which means that the null hypothesis was rejected, this means that there is a significant difference in the level of delegates satisfaction who are attending the event in Davao City in terms of responsiveness.

The other remaining indicators also got the same result for assurance 0.006 for the empathy 0.015 and for the tangibles is 0.002 this means that all indicators under significant difference in the level of delegates satisfaction in terms of educational attainment was rejected this means that there is a significant difference in the level of tourist satisfaction on Davao City as a MICE destination when analyzed according to educational attainment of the respondents.

Considering the different factors that every business sector identify in operating the business Tan, Oriade, and Fallon (2014) highlighted the importance of delegates of MICE industry that sometimes companies don't go into details such as the educational attainment of the delegates who will attend the event which is important for meeting customer satisfaction, such as the physical facilities, modern upgraded equipment and fast internet connection that all customer can access (Jahanshani et al., 2014).

The result of the study also shows that since majority of the respondents who are attending an event are college graduates or professional's quality service is very important, because they can easily identify and distinguish good quality service. Since majority of the people from this industry are well educated this means that the respondents and delegates must be given a quality service to attain high customer satisfaction.

4.7. Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event.

Table 7 *Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event*

		Sum of Squares	df	Mean Square	F	Sig.	
reliability	Between Groups	2.31	3	0.77	4.751	0.003	Reject
	Within Groups	47.967	296	0.162			
	Total	50.277	299				
responsiveness	Between Groups	1.421	3	0.474	2.52	0.058	Accept
	Within Groups	55.637	296	0.188			
	Total	57.057	299				
assurance	Between Groups	1.305	3	0.435	2.345	0.073	Accept
	Within Groups	54.895	296	0.185			
	Total	56.2	299				
empathy	Between Groups	1.779	3	0.593	2.966	0.032	Reject
	Within Groups	59.188	296	0.2			
	Total	60.967	299				
tangibles	Between Groups	3.267	3	1.089	4.767	0.003	Reject
	Within Groups	67.626	296	0.228			
	Total	70.893	299				

Multiple Comparisons
Scheffe

Dependent Variable	(I) Event	(J) Event	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
reliability	1	3	-.22035*	0.0674	0.015	-0.4099	-0.0308
tangibles	1	2	-.25645*	0.07435	0.009	-0.4655	-0.0474
tangibles	1	3	-.26644*	0.08003	0.012	-0.4915	-0.0414

* The mean difference is significant at the 0.05 level.

Table 7 displays the significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event in terms of reliability the significant difference is 0.003 which means that the null hypothesis is rejected this means that there is a significant difference in the level of delegates satisfaction on Davao City as MICE destination when analyzed according to type of event under reliability this also means that there is a difference between The MICE organizers ability to handle the problem faced by delegates. Promptness of the organizers in serving the delegates is well performed. Order or service transaction process is easy to understand by delegates, staff's ability to deliver what is promised and staff ability to tell when service would be delivered.

In terms of responsiveness the p value is 0.058 and assurance significant difference is 0.073 both accepted the hypothesis this means that there is no significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event in terms of responsiveness and assurance.

Lastly in terms of empathy which has a significant difference of 0.032 and tangibles 0.003 which means that the null hypothesis was rejected this also means that there is a Significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event under empathy and tangibles. This means that there is a difference in delegates feel easy to communicate with organizers, organizers care about delegates' needs and wants, delegates feel easy in using the offered service, staff gives individual attention to every delegate in the event, personnel give personalized attention to every delegate under empathy. The location of the event is easily accessible, the parking lot is safe since there are employees who are responsible for and assigned, the event uses modern equipment, physical facilities are visually appealing, and there is a fast internet connection that delegates can access under tangibles. This means that responsiveness and assurance have no significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event, while reliability empathy and tangibles has significant difference in the level of delegate's satisfaction on Davao City as a MICE Destination when analyzed according to Type of Event.

5. Discussion and Conclusion

The reason why majority of the proponents choose to attend the event is because it provides them wonderful experience and opportunities for learning. The element of the event which the delegates like the most is the price and place because the event is affordable and accessible. In information in the event is very useful in gathering new ideas. The event can be made better if everybody will cooperate. Promotions are one way to improve the MICE events in Davao City.

The level of satisfaction of delegates in Davao City as MICE destination in terms of reliability, responsiveness, assurance, empathy, and tangibles are highly satisfied.

There is no significant difference in the level of satisfaction on Davao City as a MICE destination when analyzed according to sex, age, civil status, and civil status of the respondents. There is a significant difference in the level of satisfaction on Davao City as a MICE destination when analyzed according to Educational Attainment of the respondents.

In terms of type of event there is a significant difference in the level of satisfaction on Davao City as a MICE destination under reliability, empathy, and tangibles. While there is no significant difference in the level of satisfaction on Davao City as a MICE destination under responsiveness and assurance.

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Research on the factors affecting user loyalty of online tourism platform under the background of public opinion events

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Abstract:

With the rapid development of the online travel market and the imperfect market regulation system, various types of online travel platform problematic incidents occur from time to time and fester to a certain extent to form public opinion events, which cause extremely impressive negative impacts on users in a certain social space. In the context of public opinion events, users of online travel platforms may develop and hold different attitudes towards the relevant companies, and lead to different behavioural choices of adhering to or abandoning the use of the original online travel platform. Focusing on the current development of online travel platforms, this paper takes two of the representative types of platforms (OTAs and UGCs) as research objects and introduces variables such as switching barriers, alternative attractiveness, perceived usefulness and emotional connection to explore the mechanism of their effects on the loyalty of online travel platform users.

The study found that for OTA platforms, switching barriers, perceived usefulness, ethical trust and complaint handling were positively correlated with user retention intention, while substitute attractiveness was negatively correlated with user retention intention; for UGC platforms, perceived usefulness and emotional connection were positively correlated with user retention intention, while substitute attractiveness was negatively correlated with user retention attitude. For OTA platforms, switching barriers, emotional connection, ethical trust and complaint handling are positively correlated with user loyalty, while substitute attractiveness is negatively correlated with user loyalty; for UGC platforms, perceived usefulness and emotional connection are positively correlated with user loyalty, while substitute attractiveness is negatively correlated with user loyalty.

Keywords: User loyalty, Switching costs, Public opinion events

1. Introduction

1.1. Research background

With the rapid development of Internet technology, people's living standards continue to improve, the demand for outbound travel is increasing, the user base of online travel platforms continues to expand. Therefore, online travel services as a new industry in the Internet environment has been developed in a spurt.

Against the backdrop of the accelerated development of the online travel market, many problems have emerged on the platforms themselves. Throughout China's online travel market, complaints about online travel platforms accounted for 50% of travel complaints accepted by consumer associations in 2015 and 46% in 2016. Public opinion on travel complaints showed that the online travel companies that received the most complaints were Ctrip, GoWhere.com and Tongcheng.com.For example, Ctrip had a public opinion incident about bundled sales of airline tickets and insurance in 2017; in 2018, CCTV exposed consumer complaints such as "difficulties in refunding and changing" in hotel booking services on the GoWhere.com platform; the Ma Hive platform was also exposed to problems regarding copyright disputes over user reviews in 2018; The industrial chain concerning fake review notes of the "Little Red Book" was exposed by several media in 2019. These issues arise in different aspects of different types of platforms, indicating that the emphasis on scale expansion without attention to quality control has occurred in the development of online travel platforms.

Such public opinion incidents are also commonplace in the global online travel market. For instance, Booking has taken advantage of consumers' desire for low prices by using a "low price guarantee" marketing strategy to lure them into placing impulsive orders; Booking also enjoys creating the illusion that demand exceeds supply, using a "hunger marketing" strategy to manipulate consumer psychology. In addition, Booking has been accused of manipulating reviews, for instance, its booking pages only show the average of hotel aspects and overall hotel ratings, but not detailed ratings, making it impossible for consumers to know the true level of availability of its travel products.

This thesis takes OTA companies represented by Ctrip and Where to Go and UGC platforms represented by Ma Hive and the "Little Red Book" as the main research objects to explore the factors affecting user loyalty of online travel platforms in the context of public opinion events and their paths of action.

1.2. Research implications

1.2.1 Theoretical implications

With the gradual deepening and preliminary formation of theoretical research on online public opinion, the research on online tourism public opinion is less, and the response analysis to the public opinion crisis on online tourism platform needs to be further explored. In addition, the analysis of influencing factors of user loyalty by many researchers is limited to the single factor level. For example, CS A et al. ,2019,emphasized the effect of emotional connection on consumer reputation and loyalty in the field of tourism. Ching-i Teng et al.,2018, discussed the role of switching costs in enhancing the loyalty of online game players. Koo B et al.,2019, emphasize the role of switching barriers in enhancing hotel guests' loyalty. Karatepe O M et al.,2006, expounded the importance of an organization's handling of customer complaints and emphasized the influence of the degree of justice in handling complaints on user satisfaction and loyalty. All the above factors have been proved to be of great significance to user retention intention and loyalty, and there have been some research foundations in many fields, but the comprehensive research on the multi-factors is still scarce. Based on the in-depth analysis of the characteristics of online tourism platforms, this paper explores the influence of customer perception on customer retention behavior and loyalty from multiple dimensions.

In addition, the relevant research in the field of tourism mostly focuses on the analysis of tourist loyalty in tourist destinations, while the research on the user loyalty of online tourism platform is limited, and all studies are conducted on the overall object of online tourism platform.

Focusing on the research gaps in this field, this paper takes OTA and UGC, two types of online travel platforms, as research objects, to explore the multiple factors affecting user retention behavior and loyalty attitude.

1.2.2. Practical implications

Currently, online travel platforms are the main way for consumers to choose travel services, and travel products have a high degree of consumer elasticity. If travel service products are not fully recognised by consumers and derive into problematic incidents or even continue to fester through online public opinion, they will create a negative impression on a wider group of consumers, thus creating a negative impact on online travel platforms that cannot be ignored. In order to reduce the occurrence of such phenomena, it is important to strengthen the targeted analysis of factors influencing user attitudes on different platforms (OTA, UGC) in the context of online public opinion events, in order to continuously improve user satisfaction and loyalty on online travel platforms.

2. Literature Review and Hypothesis Formulation

According to Sun et al. ,2021, the openness, immediacy and rapidity of the Internet make it possible for some sudden social events or hot events to be released through online media platforms and spread rapidly within a short period of time, and it is very easy to form online public opinion under the promotion of some social organizations and media platforms. According to other scholars, public opinion crisis is an event that is triggered or promoted by the Internet, attracting a large number of media reports and citizens' attention within a short period of time and having a vital impact on reality. This is the understanding of the concept of public opinion crisis from the traditional crisis theory. In the field of tourism, researchers have different aspects of understanding concerning the tourism public opinion crisis. Analysing from the perspective of tourism phenomenon, some scholars believe that tourism public opinion crisis is an event triggered by a certain event in a tourist place, which forms a large amount of information in a short period of time and creates a large-scale impact with the help of the Internet and other forms, directly damaging the image and reputation of the tourist place and affecting the operation of the local tourism industry.

Dick et al.,1994, first introduced the concept of customer loyalty as the strength of the relationship between attitudes towards a brand and repeat purchase behaviour, and Mohammed,2005, explained the concept of customer retention in his study, where customer retention is defined as a combination of repeat purchase behaviour and a psychological sense of dependence on a particular product or service provider. This shows that customer loyalty and customer retention are very closely related. According to Zhang Shengquan,2010, customer retention has a distinctly behavioral nature compared to customer loyalty which is both an attitudinal and behavioral concept. Thus, This study develops user loyalty in two dimensions, attitudinal loyalty and customer retention.

2.1. Substitute attractiveness

Zhang Juan,2016, states that the more attractive the third-party mobile payment alternative is, the less user loyalty will be.In a study on FMCG repurchase intention, Lu Jianlei,2010, found that the attractiveness of substitutes moderates customer satisfaction and repurchase intention. Jiang Hongbo,2015, found in his study on the loyalty of micro-store users that the attractiveness of substitutes had the second highest degree of influence on user loyalty, even surpassing switching costs. Kim,2004, showed that the attractiveness of substitutes had a positive effect on switching costs, and that users would stay with the original mobile phone manufacturer if the other mobile phone manufacturer was not able to provide better products and services. Ping,1993, argues that users are more likely to keep their current choice when there is a lack of available substitutes, and Rusbult et al,1980,argue that the increased attractiveness of substitutes makes it less likely that the original company will be retained from the crisis.

Therefore, this study believes that alternative attractiveness has an impact on user retention, with the following hypotheses.
H1: Substitute attractiveness has a negative relationship with user loyalty.

2.2. Switching barriers
Ranaweera and Prabhu,2003, define barriers to switching as consumers' assessment of the resources and opportunities needed to perform switching behaviour. In recent years, many researchers have identified barriers to switching as a key concept in consumer switching behaviour.The current core view is that switching barriers are as important as user satisfaction in influencing customer loyalty. For instance, KIM et al,2004, argue that user satisfaction is not sufficient to explain loyalty. De Ruyter et al,1998, argue that there are also disloyal, non-repetitive choices among satisfied visitors. According to Chen, Mingliang,2011, this study argues that switching barriers are subjective perceptions of the costs already incurred in ending an existing supplier and the difficulties and effort involved in committing to a new supplier, which can hinder users' switching behaviour.

Many researchers have focused on the moderating role of switching barriers, while few studies have found a mediating effect of switching barriers in explaining customers' behavioral intentions.Kim et al.,2014,included switching barriers in a framework of loyalty intentions. Their findings showed that switching barriers have an indirect effect on loyalty intentions of loyalty program members. Based on the above literature, the following hypotheses were tested.
H2: Switching barriers show a positive correlation with user loyalty.

2.3. Perceived ease of use
Davis,1989, defines perceived ease of use as the degree to which a user can perceive the ease of using a particular information system. The easier the information system is to use, the greater the user's self-perceived sense of control and self-confidence, and the more optimistic they tend to be about using the information system. Related studies have also confirmed the impact of perceived ease of use on users' willingness to continue using information systems such as mobile internet, e-government websites and mobile payments. In this study it refers to the fact that users need to be familiar with the operational steps of an online travel platform before they can successfully access information about the travel products provided by the platform. Therefore, the following hypothesis is proposed.
H3: Perceived ease of use shows a positive relationship with user loyalty.

2.4. Perceived usefulness
Perceived usefulness is first derived from the TAM model proposed by Davis in 1989 and is used to represent the extent to which users perceive that an information system facilitates their work. Patel,2018, illustrates a significant positive effect between perceived usefulness and adoption behaviour of internet banking services. In line with previous studies, Marakarkandy et al.,2017, also agree that perceived usefulness has a significant impact on technology-based services. Bhattacherjee,2001, introduced it into the expectation confirmation model and argued that perceived usefulness is a key motivating factor for information system users' satisfaction and intention to continue using it. Perceived usefulness in this study refers to the extent to which users use online travel platforms to help them in their travel decisions and are more

likely to continue to use this as an aid to decision-making. Therefore, this study proposes the following hypothesis.
H4: Perceived usefulness shows a positive relationship with user loyalty.

2.5. Emotional connection
Bagozzi et al.,2019, argue that consumer sentiment contains three components: emotions, feelings and moods, and distinguish these three components in detail. Agarwal et al. state that brand sentiment is a state of consumer feelings and emotions towards a brand that can have a significant impact on consumer purchase behaviour. Jahn & Kunz argue that brand fans lead to brand loyalty through emotional attachment to the brand and identification with its values. Shang et al. also argue that emotional attachment to a brand is an important condition for brand loyalty, and that consumers who have emotional attachment and identity to a brand are also more loyal to that brand. Bhat-tacharya et al. suggest that a strong customer-brand emotional relationship relies on customer identification with the brand. Brand identification enables consumers to develop a sense of emotional belonging to the brand and to consciously resist negative messages about the brand. This leads to the following hypothesis.
H5: Emotional connection shows a positive relationship with user loyalty.

2.6. Ethical trust
Doney and Cannon,1997, argue that trust is the trustor's perception of the reliability and goodwill of the object of trust. Xie Lishan,2014, argues that the trusting party is willing to forgo supervision and defence and expose themselves to vulnerable risks based on positive expectations of the other party's behaviour.Wang Zhiguo,2014,sees it as trust based on visitors' rational knowledge of their scenery, human landscape and services in a scenic spot. Drawing on Mayer's,1995and Xie Lishan's,2014 definitions, trust in online travel platforms is the willingness to focus on the reliability and goodwill trust and recognition of the platform despite recognising the problems and risks it may pose.Hart and Johnson,1999,state that trust has a catalytic effect on maintaining customer loyalty. Keining-Ham,2007, argued that customers' trust reduces their perceived risk and thus promotes continued purchase behaviour. Zhou Tao, 2009, found that trust has a positive effect on customers' continued purchase behaviour.In the study of the relationship between trust and satisfaction and loyalty, Guo Anxi et al.,2013,found that traveller trust has a significant positive effect on revisit intention and acts on user satisfaction and ultimately indirectly on loyalty. To conclude, previous studies have explored the satisfaction relationship between trust and loyalty from multiple subjects such as destinations, tour guides and enterprises. Due to the nature of public opinion events themselves, it can be inferred that users' ethical trust in online travel platforms will further influence user loyalty in the context of public opinion events.

Previous studies have divided trust into competence and ethical dimensions, but as this study has already focused on consumers' trust in the competence of companies by the element of 'perceived usefulness', the trust dimension here refers mainly to users' trust in the ethical aspects of online travel platforms. This leads to the following hypothesis.
H6: Ethical trust has a positive relationship with user loyalty.

2.7. Complaint handling
Complaint handling refers to the remedial strategies implemented by a company to alleviate consumer dissatisfaction with a service failure. Bitner et al.,1990, suggest that after a service failure event, the way in which an employee handles a complaint will determine the consumer's ultimate memory of the event. Proper complaint handling can turn it into a satisfying service. In addition, customer satisfaction with a company increases when consumers perceive that the

company has made a great effort to resolve their problem. Conversely, Bitner et al,1990, emphasise that if a company does not provide a satisfactory service initially and then fails to address the problem effectively and promptly after a customer has complained, this will lead to a 'double disappointment' on the part of the consumer, making the customer less satisfied with the company's service again. Therefore, effective and successful complaint handling will enable companies to maintain customer satisfaction, increase loyalty. Berry et al.,1997, mentioned that customer evaluation of complaint handling is an important factor affecting user satisfaction and long-term loyalty. However, most studies in the existing literature are based on laboratory or scenario-based experiments, and empirical research on the impact of complaint handling fairness and effectiveness on satisfaction is very limited. Complaint handling and service recovery is still a neglected area of research that needs to be studied in more depth.

This leads to the following hypothesis.
H7: Complaint handling shows a positive relationship with user loyalty.

3. Methodology

3.1. Research sample and questionnaire collection process
In this study, a pre-survey was conducted in March and early April 2021 to pre-survey the questionnaire questions and user response experience, and it was determined to divide the user perception evaluation questionnaire in the case of public opinion into two types of questionnaires for the OTA platform and the UGC platform public opinion events.In mid-April 2021, the author collected questionnaires through questionnaires.com and WeChat, and set double trap questions on the questionnaires to screen 486 valid questionnaires and delete 23 invalid ones, with an effective rate of 95%. Among them, 349 samples were selected to answer questions on OTAs such as Ctrip and 137 samples were selected to answer questions on UGC platforms such as Xiaohongshu and Ma Hive.

3.2. Measurement tools

Table 1 *Profiles of participants*

Characteristics	Frequency	Percentage
Age		
18-25	109	22.4%
26-35	292	60.0%
36-45	68	13.9%
46-60	17	3.4%
Level of education		
Haven’t completed middle school	2	0.4%
High school/secondary school	16	3.2%
Junior college	0	0%
University/college	390	80.2%
Master’s degree or above	78	16.0%
Profession		
Government employee/institution staff	57	11.7%
Employee of company	314	64.6%
Individual business	11	2.2%
Student	85	17.4%
Unemployed /retiree	2	0.4%
Freelancer/Other	17	3.4%
Choice of online travel platforms		
Ctrip, Where to go.com E-commerce type online travel platform	349	71.8%
Ma Hive, Xiaohongshu content-based online travel platform	137	28.2%

Table 2 *Measurement scales*

Items	Statements	Main references
Substitute attractiveness	I can easily find an alternative platform that is similar to the original and meets the same needs. I can easily find an alternative platform with better core features and services than the original one. I can easily find an alternative platform with a better reputation and image than the original one.	[1] Koo B , J Yu, et al. (2019) [2] Ching-I Teng (2018) [3] Moon-Koo Kim,Myeong-Cheol Park et al. (2018)
Switching Barriers	If I were to abandon the original platform, I would need to spend a lot of time and effort searching for a new alternative platform. If I were to abandon the original platform, it would take a lot of time and effort to evaluate a new alternative platform. If I were to abandon the original platform, I would need to spend a lot of time and effort to learn the features and operation of the new platform.	[1] Koo B , J Yu et al. (2019) [2] Ching-I Teng.(2018) [3] Kim M K , Park M C et al. (2018) [4] Moon-Koo Kim,Myeong-Cheol Park et al. (2018)
Perceived usefulness	In my past use of the platform, it has effectively saved me time in making travel decisions. In the past, the platform has effectively improved the efficiency of my travel decisions. In the past, the platform has provided me with a wider choice of travel products and options. In the past, the platform has made my travel decisions easier.	[1] Hu Xiaowei,Shi Tengyue et al. (2021) [2] ZHOU Ping-Lin,XIE Pei-Han et al. (2021) [3] Li Mu Chun,Han Bing Chen et al. (2021) [4] Zhang Xisui, Mao Wei, Luo Yule et al. (2021)
Perceived ease of use	The operating procedures for using the platform are easy to understand and learn. Using the platform does not require a lot of effort on my part. I can quickly see how to use the platform.	[1] Hu Xiaowei,Shi Tengyue et al. (2021) [2] ZHOU Ping-Lin,XIE Pei-Han et al. (2021) [3] Li Mu Chun,Han Bing Chen et al. (2021) [4] Zhang Xisui, Mao Wei, Luo Yule et al. (2021)
Ethical trust	The platform has a reputation for being trustworthy. I believe the platform will deliver on what it promises and advertises. I believe the platform operates with integrity and does not defraud its users. The platform pledges to use part of its profits to help non-profit organizations.	[1] Tia F , Ri B et al. (2021) [2] So A , Sjz B et al. (2020) [3] Park E , Kim K J et al. (2017)
Emotional connection	The platform has been a pleasure to use in the past. In the past, the platform has always satisfied me. I enjoy using the platform for travel decisions.	[1] Yin JP,Wang ZP et al. (2020) [2] Cs A , Mes A et al. (2019) [3] Lin J , Lobo A et al. (2017) [4] Koronaki E , Kyrousi A G et al (2018) [5] Koo B , J Yu et al (2019) [7] Ching-I Teng.(2018)
Complaint Handling	In the past, when I encountered problems and complained, the customer service staff were very concerned about my situation.	[1] Karatepe O M (2006) [2].Javornik A , Filieri R et al (2020) [3] Simon F (2013)

	In the past, when I have had problems and complained, the customer service staff have tried to take my point of view in a different light. In the past, when I have had problems and complained, the customer service staff have been very good at resolving my problems.	
Loyalty in attitude	I would think of this platform first if I had a related travel need. I would be sorry if the platform disappeared The information available on this platform will still have some influence on my choice in future travel decisions.	[1] So A , Sjz B et al. (2020) [2] Koo B , J Yu et al. (2019) [3] Ching-I Teng.(2018) [4] Kim M K , Park M C et al. (2018) [5] Japutra A , Utami A F et al. (2020) [6] Yuen K F , Wang X , Wong Y D et al (2018) [7] Moon-Koo Kim,Myeong-Cheol Park et al (2018) [9] Park E , Kim K J , Kwon S J et al (2017)
User retention intention	I would recommend the platform to anyone who asks me for advice. I will continue to use the platform even if an opinion event occurs on it. I am willing to continue to share information about the platform's tourism or products even if there is a public outcry on the platform.	[1] So A , Sjz B et al. (2020) [2] Koo B , J Yu et al. (2019) [3] Ching-I Teng.(2018) [4] Kim M K , Park M C et al. (2018) [5] Japutra A , Utami A F et al. (2020) [6] Yuen K F , Wang X , Wong Y D et al (2018) [7] Moon-Koo Kim,Myeong-Cheol Park et al (2018) [9] Park E , Kim K J , Kwon S J et al (2017)

4. Data analysis

4.1. Data description

Table 1 reports the means and standard deviations of the variables involved in this study. There are differences in user perceptions between the Ctrip-like OTAs and the Ma Hive-like UGC platforms. The user perception ratings of OTA platforms were higher than those of UGC-type platforms in terms of complaint handling, emotional connection, perceived ease of use, perceived usefulness, attractiveness of substitutes and ethical trust, but the OTA-type conversion barrier scores were lower than those of UGC platforms. That is, the OTA category has better perceived ratings in the functional and customer relationship categories, but in terms of barriers to substitution, the OTA category scores low on switching barriers but high on substitute attractiveness, indicating that for users, the switching barriers is weaker for OTA platforms such as Ctrip in China than for UGC category platforms, which is consistent with the more mature development of OTA platforms in China and the greater choice of product options. Table 1 reports the correlation coefficients for the variables in this study. As can be seen from the data summarized in this table, the internal consistency coefficients of all variables show moderate to high correlation. Also, the behavioral, attitudinal and complaint handling aspects, emotional connection, perceived ease of use, perceived usefulness, substitute attractiveness and ethical trust variables showed significant positive correlations between two and two, and behavioral and attitudinal and switching barriers showed significant negative correlations.

Table 3 *Means, standard deviations and coefficients of correlation and consistency of variables*

	OTA（N=349）		UGC（N=137）		1	2	3	4	5	6	7	8	9
Variables	M	SD	M	SD									
1.User Retention Intention	4.95	1.26	4.93	1.26	（0.845）								
2.Loyalty in attitude	5.46	1.07	5.58	1.07	.680**	（0.831）							
3.Ethical trust	5.13	1.05	4.85	1.05	.583**	.633**	（0.889）						

4.complaint handling	5.20	1.27	4.88	1.27	.673**	.758**	.729**	(0.922)					
5.emotional connection	5.43	1.05	5.34	1.05	.517**	.574**	.451**	.681**	(0.848)				
6.perceived ease of use	5.79	0.85	5.69	0.85	.643**	.741**	.635**	.810**	.679**	(0.807)			
7.perceived usefulness	5.62	0.95	5.53	0.95	.546**	.582**	.415**	.545**	.405**	.542**	(0.874)		
8.switching barriers	4.85	1.52	5.34	1.52	-.445**	-.467**	-.274**	-.366**	-.310**	-.367**	-.625**	(0.890)	
9.Substitute attractiveness	3.68	1.45	3.09	1.45	.613**	.632**	.659**	.723**	.531**	.705**	.448**	-.382**	(0.922)

Note: **. Correlations significant at 0.01 (two-tailed), internal consistency coefficients (Cronbach's alpha coefficients) are marked in parentheses.

4.2. Hypothesis testing

From the analysis of the regression results in Table 2, the hypotheses we proposed, ethical trust, complaint handling, emotional connection, perceived usefulness, switching barriers, and substitute attractiveness were fully or partially confirmed, but hypothesis 3 (perceived ease of use presents a positive relationship with user loyalty) was not verified. The results of the user loyalty analysis showed that for the total sample, Hypothesis 1 (Substitute attractiveness shows a negative relationship with user loyalty) is valid, Hypothesis 2 (Switching barriers shows a positive relationship with user loyalty) is valid, Hypothesis 4 (Perceived usefulness shows a positive relationship with user loyalty) is valid, Hypothesis 5 (Emotional connection shows a positive relationship with user loyalty) is valid, Hypothesis 6 (Ethical trust shows a positive relationship with user loyalty) is valid. Hypothesis 7 (complaint handling shows a positive relationship with user loyalty); for OTA platforms, hypothesis 1 (negative correlation between alternative attractiveness and user loyalty) holds, hypothesis 2 (positive correlation between switching barriers and user loyalty) holds, hypothesis 5 (positive correlation between emotional connection and user loyalty) holds, and hypothesis 6 (positive correlation between ethical trust and user loyalty) holds, hypothesis 7 (positive correlation between complaint handling and user loyalty) holds, and for UGC platforms, hypothesis 1 (alternative attractiveness and user loyalty present a negative relationship) holds, hypothesis 4 (perceived usefulness and user loyalty present a positive relationship) holds, and hypothesis 5 (emotional connection and user loyalty present a positive relationship) holds. Moreover, from the classification of the model and the explanatory validity of the R2 variables, it is necessary to divide the issue of public opinion on online platforms into two categories, OTA and UGC, which differ in the role of perceived influencing factors of visitors' attitudes in the context of public opinion. The reason why perceived ease of use did not pass the test is because the differences in perceived ease of use between both OTA and UGC tourism platforms are now not significant and do not play a role in users' attitudes of reservation or loyalty in the context of public opinion.

Table 4 *Analysis of regression results*

	Reserved attitude			Loyalty attitude		
	Total model	OTA	UGC	Total model	OTA	UGC
intercept distance	1.46***	1.37***	1.71***	0.64	0.63	0.81
Ethical trust	-	0.90***	-	0.16**	0.28***	-
Complaint handling	0.11***	0.17***	-	0.13**	0.21***	-
Emotional connection	0.30***	-	0.32***	0.27***	0.26**	0.35**
Perceived ease of use	-	-	-	-	-	-
Perceived usefulness	0.33***	0.28***	0.45***	0.21**	-	0.50***
Switching barriers	0.08**	0.83**	-	0.12**	0.15***	-
Substitute attractiveness	-0.10***	-0.09**	-0.09*	-0.11	-0.09*	-0.17**
F	193.18***	159.32***	61.57***	97.32***	116.13***	27.24***
R2	0.67	0.70	0.58	0.55	0.63	0.38

Note: Total model sample size N = 486, OTA test model sample size N = 349, UGC test model N = 137; reported variable coefficients and F-values are p-test pass statistics. p-test pass criteria * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

5. Discussion and Conclusion

5.1. Discussion and implications

This paper conducted a survey and analysis of the perceived evaluation of factors related to the influence of user attitudes on travel e-commerce platforms in the context of public opinion events. The survey revealed that even in the context of public opinion, users' overall ratings of platform evaluations such as perceived ease of use, perceived usefulness, and emotional connection for travel e-commerce platforms were high. This suggests that the functionality of the platform, as well as past customer relationships such as complaint handling, emotional connection and ethical trust still play an influential role in user retention intention and even customer loyalty attitudes. The lack of alternative options or switching barriers also plays an impact on user retention intention and platform loyalty, while the survey data shows that customers score low on switching barriers and alternative products, especially for the perception of alternative products on UGC-type platforms, indicating a lack of effective alternatives for users, suggesting that there are still few content-driven online travel platforms in China, not much choice for customers, not much relevant competition, and not easy for users to seek alternative products or switch platforms. While this situation is beneficial to established platforms in the short term, it provides room for potential competitors to grow and has the potential to damage user sentiment in the long term. Established UGC e-commerce platforms should cherish the opportunity for growth, while other companies with the relevant construction and development capabilities may consider trying to enter the construction of UGC content-driven travel online platforms.

5.2. Limitations of this study

There are still some limitations in this study, as the sample size obtained in this study is limited and unevenly distributed due to survey conditions, and basically excludes surveys related to minors and the elderly population over 60 years old, and more extensive surveys are yet to be carried out further.

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Rebooting paradise: Hawaii and the way forward

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Abstract:

Hawaii has captured the imagination of the world as an ideal Sun, Sea, Scenery spot to visit (Gee et al., 1984). However, even this isolated paradise located in the northern Pacific Ocean was not spared from the worldwide impact of the COVID-19 Pandemic (Department of Business, Economic Development & Tourism, 2021). The average unemployment rate (not seasonally adjusted) was 15.1 percent. Hawaii lost 110,600 non-agriculture payroll jobs during the April-December 2020 period as compared with the same period a year ago. All industry sectors lost jobs except for federal government jobs.

Actually, the state of Hawaii has received its fair share of challenges relating to the Pandemic and even to this day, tourism and small businesses are still closed despite allowing a very limited number of visitors to visit from the nearby U.S. Mainland. The question still remains, what is the way forward to reopen Hawaii sustainably to the world, minimizing the economic impact on struggling local businesses, and safeguarding public health on all the islands without crippling the limited local healthcare system.

Design/Methodology/Approach

The Catastrophe Theory was conceived by the mathematician René Thom in the 60s with wide applications in the 70s. Researchers successfully applied the Catastrophe Theory to study and explain the recovery strategies Taiwan undertook after the outbreak of SARS in 2003 (18 years ago) (Mao et al., 2010). The theory attempts to explain dramatic changes that occur when something changes from one state to another very different, unrecognizable state. The Pandemic can be categorized as such a catastrophe whose impacts crept up on the world and are still felt worldwide today. Aside from Catastrophe Theory, guided telephone interviews will be conducted with stakeholders from the Hawaii tourism industry. An estimated 30 or more samples will be contacted to share their views of strategies for tourism recovery. Academics from the School of Travel Industry Management at the University of Hawaii at Manoa, hoteliers from major branded hotels, professionals from staffing agencies, headhunter organizations, Tourism Board members, local Christian pastors, travel agents, real estate agents, and small business owners will all share their updates and challenges moving ahead towards tourism recovery.

Findings

Online interviews with tourism stakeholders in Hawaii will uncover the current challenges faced by the island. On the other hand, observations from other regions of the world where the Pandemic has been handled well are shared. One exemplary example of successful re-opening is the tiny city of Macau in Southern China. The general population has been blessed by the Lord with relatively low infection cases and community spread. In addition, the strict control and prevention policies forcefully implemented by the government and co-operation of mask wearing and lockdown compliance by the local residents has greatly contributed to the positive results today. Churches are now reopened and worshipers can freely gather, albeit with mandatory face mask wearing and strict physical distancing protocols in place. Macau did much better than its nearby sister Special Administrative Region, SAR city of Hong Kong where reports of community transmission continue to haunt the evening news even until this day.

Originality/Value

Literature on Hawaii tourism remains sparse as the major stakeholders on the island prefer to keep things "as is" on the island. Since most resources such as building supplies, gasoline, food, and medicine are all imported from the U.S. Mainland, the fate of the islands are in the hands of a limited few privileged stakeholders who have dominant control over maritime shipping, transportation, and land ownership. Thankfully, the US military-industrial complex is an equalizer and operates strategic command posts at Pearl Harbor, Hickam Air Force Base, and Schofield Barracks. The U.S. Armed Forces still remains one of the top major employers for local residents in Hawaii providing over 102,000 jobs (National Conference of State Legislatures, 2018). Aside from the "not in my backyard" push back from current stakeholders, Hawaii has largely put all its eggs in one basket and relies on tourists from Japan for tourist spending with little diversification nor creative thinking. During the pandemic, the visitors from the western states of the United States has helped to keep the industry barely afloat, but little has been done to search for and develop additional tourist sources to keep island tourism running. The challenge remains to see how tourism can be rebooted to be more sustainable and authentic in this island destination.

This study shared recovery strategies from cities in Asia that successfully recovered after the SARS outbreak in 2003 and also updated stakeholders in Hawaii about how smaller cities like Macau coped with the Pandemic and managed to keep restaurants, hotels, churches, and other tourist attractions open despite sharing the border with the People's Republic of China just to the north of the city.

Keywords: Catastrophe Theory, COVID-19, Hawaii, Recovery, Tourism

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Memorable tourism experiences of senior tourists: A research based on grounded theory

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Abstract:

At present, the research on memorable tourism experience mainly concentrated on young tourists， but memorable tourism experience of elderly tourists is still in its infancy. This paper takes senior tourists as the research subject, refers to embodied cognitive theory and information processing theory, and uses in-depth interviews and grounded theory to explore the factors that influence the memorable tourism experience of senior tourists. Through the study, it is found that the influencing factors of the memorable tourism experience of senior tourists mainly involve two dimensions: destination elements and personal mental and physical health conditions.

Keywords: Memorable tourism experience， Memory， Senior tourists, Tourism experience

1. Introduction

The memorable tourism experience of tourists is an important factor influencing their future travel decision-making as well as a breakthrough point to enhance the competitiveness of tourist destinations in the experience economy era. The research on memorable tourism experience is in its infancy and the existing research mainly concentrated on young tourists.

Senior tourism has obtained more research interest in the recent years. According to reports, China has become the developing country with the largest senior population. The travel experience of senior tourists should also receive more attention. According to the research results of developmental psychology, senior and young tourists are different in mental and physical aspects. It is necessary to explore factors that affect the memorable tourism experience of senior tourists.

This paper takes senior tourists as the research subject, using in-depth interviews and grounded theory to explore the factors that influence the memorable tourism experience of senior tourists. For the destination management organizations, it is conducive to better serving the senior tourists, designing destination experience elements, creating memorable travel experiences for the senior tourists, and enhancing the competitiveness of the tourist destinations.

2. Literature Review

2.1. Definition of memorable tourism experience

Exploring long-term memory is more instructive for the management of the destination. Long-term memory includes semantic memory and episodic memory. Semantic memory is inherent knowledge, while episodic memory is highly related to oneself. The memorable tourism experience (Memorable Tourism Experiences, MTE) is based on the personal evaluation of the tourism experience, and is constructed selectively from the tourism experience（Otto & Ritchie，1996）. The current research on unforgettable travel experiences is concentrated in foreign countries. The definition of kim by scholars is widely used. It is operationally defined as "travel experience with positive memories and memories after an event", which can be understood as a kind of autobiography highly related to the self. Memory（kim et al.,2012）.

2.2. Influencing factors of memorable tourism experience

Existing researches on memorable tourism experience mainly focus on two aspects: its constituent dimensions and influencing factors. However, there is currently a problem of mixed use of constituent dimensions and influencing factors. In terms of composition dimensions, most of them are qualitative research through in-depth interviews and grounded theories. In the research carried out for different tourist groups and different types of tourism, the dimensions of memorable tourism experience obtained are not the same (Tung et al., 2011; Kim et al., 2013; Kim, 2014; Stone et al., 2018). Authors (Kuang Hongyun et al.,2019) believe that the research results of Kim and other scholars pay too much attention to the cognitive dimension and ignore the emotional dimension, which needs to be further explored. The research on the influencing factors of memorable tourism experience has gone from single-dimensional factors including destination attributes (Crouch et al., 2005) and social relationships (Szarycz et al., 2010) to social factors and personal psychological factors (Kim et al., 2013; Wei et al., 2019) and other multi-dimensional factors research development, but existing research does not take into account the group specificity of the elderly, and has not yet considered. The function of the tourist's body is still viewed from the perspective of separation of body and mind. In addition, the current research on the memorable tourism experience of the elderly stays at the characteristics of memorable tourism experience (Tung et al., 2011), and there is a lack of research on influencing factors, However, the influencing factors are crucial to the senior travel experience.

Author	Features of MTE	Sample	Research Method
(Tung & Ritchie, 2011）	1) Identity formation 2) Family milestones 3) Relationship development 4) Nostalgia re-enactment 5) Freedom pursuits	Senior citizens aged 55 and over in a large Canadian city	42 senior citizens, in-depth semi-structured interviews, grounded theory approach

Many influencing factors have not been studied for the elderly. The following are the results of other influencing factors：

Author	Features of MTE	Features of MTE	Research Method
(Kim et al ., 2012）	hedonism, involvement, novelty, meaningfulness, refreshment, local culture, and knowledge	College student sample	SEM, 511 questionnaires
(Kim，2014)	Influencing factors at the destination attribute level: local culture, variety of activities, hospitality, infrastructure, environment management, accessibility, quality of service, physiography, place attachment, and superstructure	College student sample	Mixed methods, qualitative: 93 in-depth interviews, content analysis. Quantitative: AFE, 265 questionnaires, SEM, Lisrel.
(Lee, 2015)	Influencing factors in the context of heritage tourism 1) Culinary Attraction 2) Cultural Heritage 3) Nostalgia Knowledge and Personal Emotions were not significant predictors of MTE.	Taiwan tourist	SEM
(Kim & Jang, 2014)	Influencing factors of cultural tourism Influencing factors of cultural tourism 1) Animation 2) Personality traits 3) Auditory 4) Olfactory suggestion 5) Memorabilia	Potential participants in cultural events	285 participants, experimental methods

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Updates in service standards in hotels: How COVID-19 changed operations

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Abstract:

The COVID-19 pandemic has affected the hospitality industry tremendously. With the experiences of SARS in 2003 and commitments to ensure guests' health and safety, many hotels in Asia have actively engaged in updating and implementing new service standards and measures. Using grounded theory methodology, this research interviews 24 hotel managers from mainland China and Hong Kong. It examines differences among hotels with different operation types, classifications, and locations and analyzes the service standards in physical and social servicescape. Building on the service marketing and crisis management literature, this research provides a synthesis that reflects how hotels have coped with the COVID-19 crisis. It depicts the service standard update process during the COVID-19

Keywords: Service Standards; Servicescape; COVID-19; Crisis Management

1. Introduction

The COVID-19 outbreak has affected every economic sector (Goodell, 2020). Because many affected countries are implementing travel and social distancing restrictions, the tourism and hospitality industries are adversely impacted (Gössling et al., 2020). Hotels in Asia suffered significant RevPAR declines since January 2020. Worldwide, hotels were forced to close, operated with limited inventory, or underwent government requisition during the pandemic (STR, 2020). Hotel operations are vulnerable to such disasters because they rely heavily on people in the roles of guests and employees (Henderson & Ng, 2004; Malhotra & Venkatesh, 2009).

Natural and social crises are not new to the hospitality industry. Severe Acute Respiratory Syndrome (SARS) and Ebola Virus Disease Epidemic (EVDE or Ebola) (Henderson & Ng, 2004; Novelli et al., 2018; Tse et al., 2006) hit the tourism and hospitality industry hard, but they were limited to specific geographic areas. None of the previous crises are of the same scale as COVID-19. According to Faulkner's (2001) tourism disaster management framework, hospitality firms are advised to take actions at the pre-event, prodromal, emergency, intermediate, long-term, and resolution phases. However, according to the severity and policy of every location, the management processes vary. Particularly, given the severity and scope of the COVID-19 pandemic, undertaking particular processes is necessary at every procedure such as following local guidelines and updating LSOP. This research expands the literature on the process of adopting new technology in hotels during crisis management.

Thus, the purpose of this research is to investigate the updates of service standards from the managerial perspective. It examines the changes, processes of management decisions, implementation of the changes, and preparation for the future.

2. Literature Review

2.1. Hotel Service Standards

Hotel service standards are guidelines for services to meet customers' expectations. Hotel managers often refer to these standards as Standard Operating Procedures (SOPs). Given the intangibility, perishability, complexity, immediacy, and heterogeneity of service characteristics, ensuring a high service quality can be challenging for service providers (King, 1984). Therefore, design, execution, and updating are all critical parts in maintaining high service standards.

Prior research classifies service standards into hard and soft standards (Zeithaml et al., 2017; Ueno, 2010). Hard standards are the quantifiable characteristics and activities that can be counted, timed, or measured through audits. Soft standards provide direction, guidance, and feedback to employees on ways to achieve customer satisfaction (Ueno, 2010). Researchers also use soft versus hard attributes of services to refer to interpersonal versus non-interpersonal service quality attributes (Driver & Johnston, 2001). Prior research suggests the importance of physical-safety attributes and organizational systems and plans to the safety and security perspectives of service standards (Enz & Taylor, 2002).

2.2. Hotel Servicescape

Hotels are businesses in which guests spend considerable time and, therefore, they are likely to be influenced by the hotel's servicescape (Xu & Li, 2016). In the hospitality industry, servicescape is a concept that involves the physical environment and social interactions that affect guests' overall experience (Bitner, 1992; Tombs & McColl-Kennedy, 2003). Servicescapes provide important atmospheric cues and evidence regarding the quality of the intangible parts of the service, and customers rely on such atmospheric cues to form their first impression of or to evaluate a service organization before any interaction with the service staff (Zeithaml et al., 2017). Hence, servicescape plays a crucial role in customers' evaluation of service and influences customers' cognitive, emotional, and physiological states and subsequent purchase behaviors (Lin, 2004). Given that servicescape components enable customers to gain a clear perception of the business environment, servicescape can help businesses create an attractive image and improve their services (Durna et al., 2015). Although evaluation of service is difficult due to its intangible nature, servicescape components (i.e. physical and social) can be effective in helping customers evaluate the service (Walls et al., 2011).

2.3. Hospitality Crisis Management

The hospitality industry is highly vulnerable to disasters and crises (Aliperti et al., 2019). Given that the COVID-19 crisis is directly affecting every field worldwide, the effect on the hospitality industry is on a previously unprecedented scale (Goodell, 2020). Crises usually derive from unusual events, involve a large range of stakeholders, require urgent responses, and threaten companies' strategic goals (Baron et al., 2005). Crises and disasters can cause serious damage to hotel and tourism operations (De Sausmarez, 2007). Hotels' marketing, maintenance, and human resources practices face significant challenges due to the pandemic (Lai et al., 2020). The hotel business environment has been experiencing changes in perspectives such as service standards, product design, and investment (Hao et al., 2020)

Effective crisis management can reduce the negative effect of a crisis (Novelli et al., 2018). However, the majority of prior research on crisis management has focused on preparedness for the crisis (Hilliard et al., 2011; Lai et al., 2020). Therefore, it is necessary to provide a systematic investigation on the procedures of crisis management during a pandemic such as COVID-19.

Although previous research has established frameworks that guide crisis management (e.g. Prideaux et al., 2003; Ritchie, 2004) many hotels still experienced difficulties when encountering crises. For instance, a study on the effect of the political and economic crisis in Turkey on Northern Cyprus found that during the crisis, many hotels could not predict the effect and failed to take any precautions against it (Okumus et al., 2005). The study also found that many small- and mid-sized hotel owners/managers do not have any crisis management plans or teams. During the 2003 SARS outbreak, panic and widespread fear caused more damage than the actual direct consequences of the virus (Tse et al., 2006). Hoteliers did not have enough knowledge to respond to an epidemic crisis (Chien & Law, 2003). Similarly, when the EVDE (Ebola) outbreak occurred, the tourism industry in Africa was badly hit due to a lack of strategy formulation, communication, and multi-level collaboration (Novelli et al., 2018). While specific crisis management practices vary case by case, Evans and Elphick (2005) assert that common practices include three aspects: 1) prepare detailed contingency plans; 2) define decisional and informational roles and responsibilities; and 3) retain a degree of flexibility in order to react swiftly and decisively at an operational level but not to rush into more strategic level decision-making. Noticeably, prior studies may have provided general crisis management models, but they may fail to respond to the specificity and complexity of a specific crisis.

2.4. Service Innovation

The most distinctive characteristic between service industries and manufacturing is process (Bitner et al., 2008). To achieve process development, service employees are encouraged to be creative and innovative (Chen et al., 2011). In the hospitality industry, previous research has found that a hotel’s service innovation influences guests’ hotel choice (Victorino et al., 2005). Hotel innovation in a crisis is shown to benefit the hotel in the long-term (Campo et al., 2014).

Several approaches are used for service innovation, such as the dynamic capabilities (Kindström et al., 2013) and service-dominant logic approaches (Ordanini & Parasuraman, 2011). The traditional way of service innovation involves blueprinting (Bitner et al., 2008). Bitner et al. (2008) suggested components including customer actions, onstage/visible contact employee actions, backstage/invisible contact employee actions, support processes, and physical evidence for service blueprinting.

Technology is also considered the key to service innovation in the digital era (Barrett et al., 2015). Compared with other industries, the hospitality industry is slow in using high-tech service innovation due to a lack of knowledge, skills, trust, and potential risks (Wu & Cheng, 2018). Thus, a compelling need exists for service innovation and service improvement after the COVID-19 outbreak subsides.

3. Methodology

Using qualitative methods allows for the methodical exploration of the process of updating service standards in a crisis (Creswell, 2012). The study used snowball sampling and purposive sampling guided by the principle of theoretical sampling, consistent with grounded theory approaches (Creswell, 2012). Respondents were recruited from May to December, 2020. The respondents were recruited through the authors' professional networks until answers became repetitive and no new information was being provided by the informants, in other words, the point of theoretical saturation (Robinson, 2014). All recruited respondents were hotel managers with an average of 19.4 years of working experience in the hospitality industry. Hotels varied across class, categories, and locations.

In-depth interviews were conducted via Zoom and over the telephone in the respondent's native languages (e.g. Mandarin, Cantonese, and English). The interviews lasted up to an hour in length. Data were collected using carefully constructed semi-structured interviews, with open-ended questions (e.g. *"What service standards is your company currently using?" "Can you share with us some stories you have experienced at work during the Covid-19?"*).

This study uses the systematic analytic procedures of grounded theory, which focus on individual hotel's service standard updates (Corbin and Strauss, 1990). Based on the coding procedures suggested by Charmaz (2011) and Strauss and Corbin (1990), we first started the initial open coding line-by-line. After the initial coding, focused coding was conducted to assess the initial codes. Specifically, given the previously defined theoretical frameworks in service standards, we used Strauss's (1987) "axial coding" technique during our second-order analysis, in which we could identify the core categories of the emerging theory from the data. We developed categories related to the causal conditions (i.e. public health concerns about COVID-19), strategies (i.e. coping strategies), intervening conditions (i.e. local guidelines), and consequences (i.e. recovery plans) to build the conceptual model of the data.

The constant comparative method was used during the analysis (Glaser & Strauss, 1967). Process analysis was also used to identify sequence and intensity of conversation about the pandemic (Corbin & Strauss, 2008; Langley, 2009). Theoretical integration and theory refining were used to finalize the theory (Corbin & Strauss, 2008). Finally, we report on the raw data here to support the claims made by providing thick descriptions of the data for readers.

4. Results

Given the COVID-19 outbreak, hotel operations have changed in hotels in mainland China and Hong Kong. When making operations decisions, respondents all mentioned that the local government's health advice is considered the foundation. The common practices of precautionary measures include body temperature checks for all persons entering the hotel premises, a requirement to wear surgical masks, filling in a health declaration form during check-in, indicating travel history in the past 14-day, and reporting any symptoms of respiratory illness. These measures are more restrictive than government guidance that stated that all services can resume normal operations. The common reason for the sustained precautionary measures is that hotels prefer a safer approach in preventing coronavirus disease. In mainland China, in addition to the aforementioned measures, a Quick Response code (QR code) is used nationwide to indicate people's health status and track travel history. Given that the pandemic in many cities is under control, hotels are observing and experiencing changes.

4.1. Chain versus Independent Hotels

In Hong Kong, in addition to governmental guidelines, operation type is a factor influencing hotel operations decisions and implementation. Data from the interviews show that international chain hotels are more apt to follow their asset class' standards, whereas local chain hotels are more flexible in operations execution. Two respondents from an international chain consistently explain that when designing and executing precautionary measures, their hotel group's benchmarks and standards are involved. Comparatively, four respondents from local chain hotel management all stated that in the absence of any corporate guidance, they had the autonomy to respond as necessary as the local outbreak unfolded. Additionally, a vice president of operations mentioned that he believed that in Hong Kong most managers with more than 20 years of industry experience have learned lessons from SARS in 2003. The operational experience influenced their operation decision and implementation.

4.2. Higher-tier versus Lower-tier Hotels

During the COVID-19 pandemic, hotel prevention and service availability differed between hotel classifications. In mainland China, hotels follow the guidelines from the local government. In Hong Kong, interview findings show that the higher the hotel class, the more rigorous the safety measures and the more cautious the service provision. Relatively, lower hotel classes have fewer comprehensive specifications on their service availabilities.

4.3. Hotels in Highly Affected versus Less Affected Areas

In most big cities in mainland China, people sign up through mobile apps (e.g. Alipay) and are assigned a color code that indicates their health status. Hotel check-in requests guests to complete the following procedures as quoted from the managers. In cities that are less affected, especially the coastal cities such as Sanya and Zhangzhou, hotels encourage guests to have more opportunities to relax and enjoy nature. For instance, managers encourage guests to enjoy the beach and practice Tai Ji. In Hong Kong, the majority of hotels are urban hotels located inside the city's urban core. Thus, no difference is found in terms of the severity of COVID-19 virus based on hotel location.

4.4. Physical and Social Innovation

For guest comfort, many hotels offer hygiene supplies, increased sanitization protocols, and extra in-room amenities. One manager *mentioned "The 'high-touch' areas such as elevators, public restrooms, and restaurants are sanitized every three hours. Each item of sanitizing information with the time and employee names is posted."* The management also implemented special human resource policies and formed contingency teams led by top management: "*Every department head needs to walk through the property to check with everything. Every staff member is under centralized management. They stay in the hotel for five days and then get disinfected"*.

5. Discussion and Conclusion

5.1. Discussion and Implications

Developing and executing new service standards in crises can be challenging (Bitner, 2008; King, 1984). As our results indicate, most hotels in mainland China and Hong Kong were actively engaged in service updating and precautionary measures in response to the COVID-19. Our research provides guidance for hotel operations in other areas of the world.

From outbreak to response and recovery, hotels' quick action is vital for crisis management. Many cities started to implement restrictions in February 2020. Most of the interviewed hotels adopted similar procedures which resemble the traditional benchmarking process. Several interviewed managers shared that they did not have any fixed precautionary measures at the beginning, instead, once they recognized the current situation, they worked with the senior and experienced colleagues for the exact executions. They also kept monitoring the pandemic situation and guests' feedback so as to adjust their service standards.

5.2. Theoretical Implications

Using a grounded theory method, this research generates in-depth understanding about the process of the service standard update during the COVID-19 pandemic. First, in line with the framework for tourism disaster and crisis management (Faulkner, 2001; Jones & Comfort, 2020), we found that hotels experienced outbreak, response, and recovery phases of the crisis management procedure. However, given the severity and scope of the COVID-19 pandemic, particular processes need to be taken during every procedure such as following local guidelines and update LSOP. Creating and adopting LSOP can be an effective strategy to engender routinization according to the local operations (Sutthijakra, 2011). To ensure service standard and service quality, global hotel brands should facilitate the development of LSOP (Whitla et al., 2007). Second, this research expands the literature about organizations' adoption process of new technology in crisis management. In accordance with past findings, technology is found to play a significant role in service monitoring and tracking (Barrett et al., 2015). While the documented literature has been focusing on managerial or employee adoption processes of technology innovation (Pappas, 2018; Shin & Perdue, 2019), this research suggests that technology should be considered as an important component in service design and crisis management. In addition, the research sheds new light on the innovative recovery strategies that motivate hotel marketers to utilize diverse resources to engage consumers. The physical and social service innovations provide new opportunities to improve guest experience (Campo et al., 2014; Victorino et al., 2005).

5.3. Practical Implications

The COVID-19 pandemic has led to a worldwide crisis and devastated the hospitality industry. Given higher levels of urbanization, globalization, mobility, and environmental changes, we can expect future infectious diseases to disrupt business. Presently, we suggest that hotel managers should use well-thought-out standards based on available scientific evidence.

First, we suggest that hotels should use LSOP to make their standards highly specific to each operation, marketplace, and the profiles of their guests. Hotels should also make constant updates in their response to the crisis to offer the best and safest service levels possible for their guests and employees. As the local situation of the virus and changes to local policy occur, hotels should move keep their services in line with unfolding circumstances.

Second, hotels are suggested to put more efforts in service innovation. Hotels are encouraged to utilize technology such as QR codes, or online butler services to reduce personal contacts with guests. They should also pay attention to guests' experience and feedbacks on adapting to the new styles of services.

Inevitably, the service standards during the pandemic may cause inconvenience to hotel guests. Thus, enhancing hospitableness becomes indispensable in such special period of time. Hospitableness involves friendly and welcoming services which can facilitate memorable experiences and increase hotel guest satisfaction (Mody et al., 2019). Our findings show that hotel guests generally understand and appreciate the necessities of implementing precautionary measures. However, as time goes by, a sign of pandemic fatigue can emerge where the pandemic is worsening or convalescing. People may feel demotivated about following recommended procedures. As most of the interviewed hoteliers suggest that the current hotel service standard could be a new norm even the pandemic situation is improved, whether hotel guests still being collaborative and satisfied is a potential problem. Hotels are suggested to give reminders to guests about the necessities of precautionary measures.

5.4. Limitations of this study and suggestions for future studies

The research had certain limitations, suggesting avenues for further study. One of the main limitations of this research is it is not representative of all hotels in mainland China and Hong Kong. Data were only collected from select hotels and staff. Future research can reach a larger sample and investigate the service standards and operational practices in hotels of other cultures. In addition, this research only interviews service providers, focusing predominantly on the supply side. As a more comprehensive analysis, the effect of COVID-19 on other aspects of the hospitality industry needs more investigation. Future studies could investigate service quality perceptions from customers' perspectives, customer's behavioral intentions of return, and positive word of mouth as potential research topics. After the virus subsides and more hotel guests are available to be reached, future studies on the demand side of the industry are encouraged.

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Multisensory marketing on wine tourism: Case studies of Rioja and Ribera del Duero in Spain

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Abstract:

Multi-sensory marketing is one of the important means of wine tourism. However, the existing research has not yet been discussed. This study is to explore and reveal sensory marketing applications in wine tourism in Rioja and Ribera del Duero, Spain. Through the field research trip in Spain, twenty wineries and one wine museum were included as observation samples. Participation observations and interviews were conducted to further explore the current practice of multisensory marketing in wine tourism. The results indicated that visual marketing was used frequently in winery than other sensory. Besides, the majority of the wineries did not apply sensory marketing strategically, while those who utilized the multisensory methods properly reported a positive customer engagement.

Keywords: Sensory Marketing, Wine tourism, Rioja, Ribera del Duero, Spain

1. Introduction

Sensory marketing is a marketing strategy? that stimulates consumers' various sensory experiences and then affects their perception, judgment, and behavior (Krishna, 2012). Vineyards, wineries, wine exhibitions, wine festivals, tasting or experiencing the characteristics of wine regions are all part of wine tourism (Hall & Macionis, 1998). With the diversification of wine tourism forms and the particularity of wine products, traditional marketing methods are no longer sufficient to attract consumers, nor can they meet the needs of enterprises (Pawaskar & Goel, 2014). Specifically, wine becomes well known for its characteristics, color (vision), aroma (olfaction), physical (haptics), and taste (Bruwer et al., 2011). Recently, multi-sensory marketing has experienced from being dominated by the vision in the past to being promoted with multiple and multi-senses (for example, haptics, olfaction, audition, taste) (Pawaskar & Goel, 2014). Due to the changes in people's consumption habits and the emergence and popularization of digital media, the past marketing methods have been insufficient to meet the needs of consumers.

Although multi-sensory marketing has become a mainstream trend, the current status of its application in wine tourism still needs further exploration. In addition, the impact of multi-sensory marketing on tourists' wine tourism experience is also worthy of further exploration, in order to understand the current situation of multi-sensory marketing in wine tourism and provide effective strategies to the enterprises. The purpose of this work is thus to 1) understand the current situation of sensory marketing in Spanish wineries, 2) explore the different sensory marketing practices in the new and old wine-producing regions, as well as their impacts on the enjoyment and intake of the interviewees, according to the author's actual participation experience and the experience of the accompanying interviewees, 3) establish a sensory marketing framework for winery tours, 4) explore how to create an unforgettable travel experience by stimulating the feelings of tourists.

2. Literature Review

In recent years, the sense has become increasingly important to consumer behavior in marketing (Krishna & Schwarz, 2014). Furthermore, sensory experiences in judgment and decision making have gained increasing attentions from marketing as well as psychology field (Krishna, 2012; Hultén, 2011). Researchers in the field of marketing pay more and more attention to the role of sensory experience in marketing and customer behavior (Krishna & Schwarz, 2014; Spence, 2020). Multisensory research is becoming extensively rich in tourism destination marketing. Not only is the number of literature related to senses (Agapito et al., 2013) increasing rapidly, but also the use of the sensory experience to replace traditional tools such as perceived image and personality to carry out destination marketing and brand building (Pawaskar & Goel, 2014; Gómez et al., 2015).

Comparing with other types of products, tourism destinations gather diversified tourism resources and have more sensory attributes. Therefore, sensory marketing will play a great role in destination development. Wine tourism as one of the experience economies involves all different experiences through different sensory that happens in the wine tourism destination (Brochado et al, 2021). For tourists, the intuitive sensory experience is what they will get from the tourism activities at the destination first. Therefore, the form of sensory stimulation and the quality of sensory experience will influence tourists' perception, judgment and behavior on the destination (Krishna, 2012). Thus, we believe that the wine tourism destination marketing could be considered as a process of influencing tourists' psychology and behavior through various marketing means based on destination resources.

3. Methodology

In this study, the two famous wine regions in Spain, Rioja (old wine region) and Ribera del Duero (new wine region) were selected as field research trip destinations. Twenty wineries and one wine museum were included as observation samples. Participation observations and interviews were conducted to further explore the current practice of multisensory marketing in wine tourism. The data was collected through in-depth interviews (10 interviewees with 40 trip experiences), field notes, and photos taken at the wineries.

4. Findings and Discussion

The findings indicate that all wineries use multisensory rather than only one sensory in their wine tourism marketing and it is easy to notice that visual marketing is still the most used method. However, a more positive experience (engagement) is reported by interviewees for having multisensory experiences. Comparing with the old region (Rioja), the relatively new wine region (Ribera del Duero) applied more different sensory in their marketing. It is interesting to note that although the old wine region is slightly behind in the use of multi-sensory marketing, thanks to its existing reputation (brand effect), a good user experience and participation feedback were given as well. Specifically, wineries in Rioja take advantage of its long history to make up for the lack of multisensory marketing on wine tourism. On the contrary, wineries in Ribera involved more multisensory, such as modern design of the winery, braille, and QR code (contain winemaking and tasting video) on the label, booklet of plots and wine introduction, customized gifts and so on.

Rioja does no need to use too much marketing technique to improve its image as it is already established. By contrast, the younger and modern wine region needs more in multisensory marketing to develop their wineries. (R1)

Ribera del Duero has left me a deeper impression in terms of their special focusing on the architectural design, attention to the details of winery facilities, even small accessories. (R4)

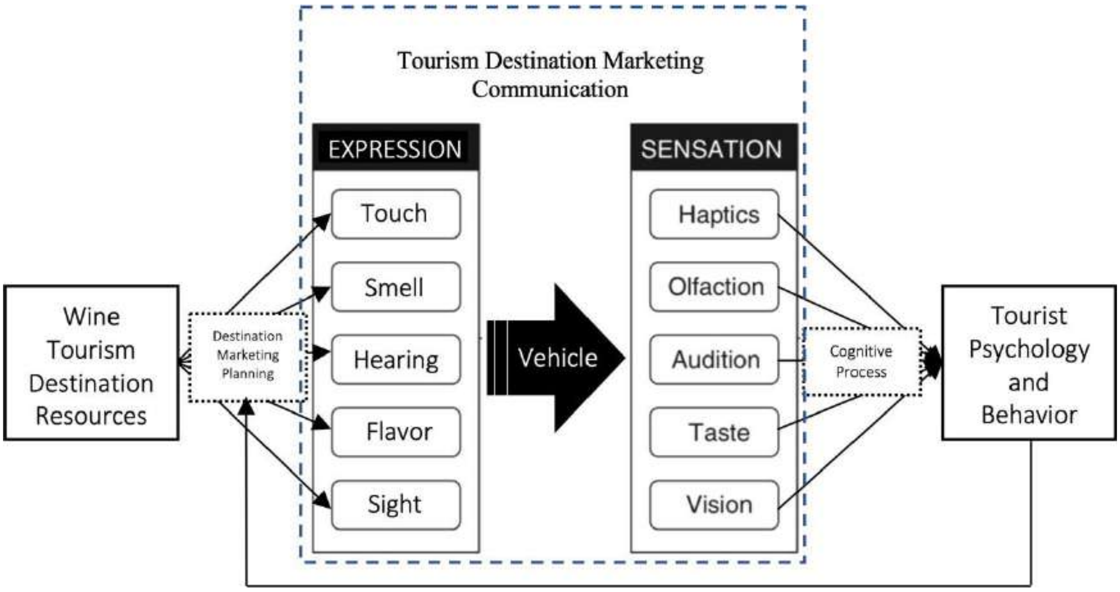

Figure 1. The process of wine tourism destination marketing and the role of sense

Unlike traditional marketing studies, multi-sensory marketing puts the sensory experience in the first place. In wine tourism, the operator of the wine destination can create a multi-sensory immersive experience through making good use of the characteristics of wine, from touch, smell, hearing, flavor and sight. In this process, the wine tourism destination marketers are creating different sensory experiences based on the psychology and behaviors of tourists, thus promoting destination information. While visitors receive wine tourism destination information through multi senses, then after processing, the psychological change happened, therefore, generate the corresponding behavior, as presented in Figure 1. For example, in view of the characteristics of wine, customers will have doubts about the quality of wine before purchasing, and multi-sensory marketing is an effective way to reduce customer hesitation. According to the elaboration of the participants, the wine which own a QR code on the label to provide information about its "terroir" can eliminate consumers' concerns effectively. Customers can learn about the wine through short videos (scan the QR code), thereby increasing their purchasing intentions. Wine tourism destinations could take advantage of multi-sensory marketing to establish a more distinctive brand image and to offer a more engaging customer experience.

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Multi-unit management and sales performance in Japanese hotel groups: Comparison of direct control and external alliances in late 2010's

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Abstract:

A hotel group is different from a hotel chain not only because an owner company and local properties in it tend to share various and unsimilar brands but have more divergent patterns of performance and growth than a hotel chain. However, it is often argued that in study of relationship management in hospitality industry, strategic alliances are more profitable than direct ownership in the management of local properties. However, from the viewpoint of multi-unit management in different markets, if an owner company in a hotel group develops direct ownership of local properties, its direct control may improve capabilities and enhance the performance of the local properties in the short term. Considering hotel groups in the 2010s in Japan, this study examines the performance of a hotel group with direct ownership than an allian.

Keywords: Multi-unit management, Hotel group, Direct control, Franchising, Sales performance

1. Introduction

Many large hotel groups in Japan developed their business in 2010 as the number of foreign travelers, mainly Asian travelers, who visited Japan, rapidly increased from 6218 thousand in 2011 to 31882 thousand in 2019[1]. Hotel groups, especially of economic budget hotels, such as APA groups, or Toyoko Inn Groups, and Superhotel Groups, adopted a regional diversification strategy and established many local properties mainly under full ownership and leasing contracts rather than external franchising contracts or management contracts. However, many studies on the development of international hotel chains have shown that hotel companies increase their local properties through franchising and management contracts (Okumus et al., 2016). As DeRoos (2010) argues, in growth of hotel chains, management and franchising contracts have managerial advantages in expanding branches or sites rather than direct ownership and control. They may avoid managerial and financial risks, focus on improving the operation and quality of their services, and retain high values of assets and property. The management style of organizing local properties may depend on strategy, or managerial environment of a company group. For example, even when a hotel group aims at a higher profit with low risk and little know-how, it may adopt franchising contrac. But, when a hotel group seeks for short-term regional diversification with standard service and scale economy, it may utilize direct control to local properties for their sales quick expansion.

[1] Based on the statistics of inbound tourists in Japan by the Japan National Travel Organization. The data is available at https://www.jnto.go.jp/jpn/statistics/data_info_listing/index.html. Retaining it, March 31, 2021.

We recognize that differences in research perspective may influence the theorizing of organizing the local properties of a hotel company. A hotel group and a hotel chain denote different forms of relationships between corporate headquarters and local properties. A hotel group is a set of hotels that an owner or CEO owns and operates with various brands or services (Ianova and Rahimi, 2016). The Accor group is a typical hotel group that operates many hotels with many brands worldwide. However, a hotel chain is a group of hotels where the same owner or management executives run many hotels sharing similar brands, concepts, and services (Ianova and Rahimi, 2016). In both cases, an owner company in an alliance or headquarters organization in a hotel group controls the local properties. Some Japanese hotel groups have also regionally expanded their local properties with various brands.

A hotel group tends to plan and implement a group strategy to optimize or maximize the performance or profitability of the whole group. Many researches of hotel chain strategy tend to focus mainly on optimizing and maximizing local properties in terms of assets (Okumus et al., 2016) , although they do not always argue for the whole strategy, organizational capabilities, and performance of a hotel group. Under the rapidly growing market of middle-class customers, a hotel group may employ a regional diversification strategy with direct control of local properties because they can enhance the scale and speed of growth of the whole group during the short term rather than franchising and management contracts. This study discusses how hotel groups, expanding their local properties with their direct ownership or direct control, show higher sales performance per room per day than external alliance arrangements with franchising and management contracts, examining sales performance data of Japanese major hotel chains in the late 2010s.

2. Literature Review

2.1. Hotel groups, managing local properties, and performance

As hotel companies increase their local properties, organizing them becomes important in providing high performance and growth to their businesses. Many hotel groups or groups of company-managed hotels can provide standardized services, enjoy cost savings from joint purchasing, quality control, and utilize knowledge and resources across local hotels; thus, showing higher performance than independent hotels (Becerra et al., 2016, 374). However, hotel chains may show better performance than hotel groups because of the brand's reputation and the high quality of service.

Owner companies have two ways of incorporating local properties in studies of hotel chains (Okumus et al., 2020. Ch.9). First, full ownership of local properties allows owners to control them directly. Second, their strategic alliance with the operating company brings about risk-sharing but allows indirect control of local properties. Strategic alliances in the hospitality industry include leasing contracts, franchising, management contracts, and management consortia. As Okumus et al. (2020) argue, in expanding local properties in the hotel industry, alliance strategy with hotel chains becomes dominant, avoiding financial risks, getting easy access to managerial resources, and accelerating service innovation. Particularly, franchising and management contracts with high-brand hotel chains may bring value to local hotel properties and become a dominant way to expand them (DeRoos, 2010; Okumus et al., 2020, Ch.9).

However, in implementing regional diversification of a hotel company, they establish many local properties or branches in different regions and improve local properties as a whole. They try to gain advantages from accessing many different regional markets using a multi-market strategy (Audia et al., 2001). To attain high performance and growth as a whole, a hotel group standardizes service, controls quality, leverages resources and knowledge, innovates new services, creates group synergy across local properties, and accesses various markets. However, major discussions on the relationship governance of hotel chains mainly focus on relationship choice and its effects on enhancing the asset value of a local property (Garcia de Soto-Camacho & Vargas-Sanchez, 2016). Becerra et al. (2016) stress the effect of a brand on the performance and growth of a hotel group. However, it is important to understand how the corporate headquarters of a hotel group manages relationships and coordinates with local properties for overall performance and growth. Accordingly, Greve and Baum and (2001) argue that multi-unit firms, with multi-market strategies, may practice "multi-unit management." A large company with many dispersed units (branches and factories) can enjoy variable revenue and resources from different regional markets if it can construct organizational capabilities to coordinate local units and create synergies. From the viewpoint of the corporate headquarter organization of a hotel group, more attention should be paid to the coordination between the local properties and headquarters, the multi-unit management of a hotel group.

2.2. Multi-unit management and strength of control

In hospitality industries, large firms or firm groups with regional differentiation may access different geographical markets, opening and managing many distant branches, stores, or hotels. However, when they operate many sites in different locations, they may have difficulty in sharing similar service methods and standards and maintaining high service quality. This is argued as a matter of multi-unit management in organizational theory. In the hospitality industry, this coordination includes a headquarters, standardization of services, seeking a scale of economy in purchasing, leveraging knowledge and resources, and service innovation. Service standardization among dispersed branches and sites. Many authors argue that in the hospitality industry, learning and knowledge transfer between headquarters and local branches and among distant branches may become difficult even in the same restaurant, hotel, and store chains (Audia et al., 2001; Gross-Turner & Jones, 2000; Garcia-Almeida & Vangelis-Sahches, 2020). Audia et al. (2001) highlight that organizational learning and knowledge transfer may enhance the competitive advantage and high performance of multi-unit organizations in the hospitality industry.

Knowledge creation and transfer among owner companies and local properties are key success factors in multi-unit management under multi-market strategies (Audia et al., 2001). If the owner company can leverage knowledge resources with local properties, it can improve the organizational capabilities of service delivery, efficient activities, and service innovation. Particularly, when a hotel group develops local properties in many regional market transfers and exploits knowledge about best practices and innovation between headquarters and local branches, it can improve service and facilitate innovation in local hotels or properties. (Garcia-Almeida & Vangelis-Sahches 2020).

Direct control of local properties by owner companies may enhance performance and growth in the short term, sharing common goals and strategies in a hotel group. As Garcia de Soto-Camacho and Vangas-Sanches (2016, 193–5) argue, the strength of control of local properties by owner companies depends on their relationship. Direct ownership of local properties gives the owner total control over local properties. This strong control entails the owner company's organizational capabilities to improve the competitive position and maximize returns from local properties (Agarwal and Ramaswami, 1992). An owner company can maintain service quality and change its practices rapidly and completely.

However, strategic alliances such as franchising and management contracts between the operating company and local properties may provide weaker control and insufficient organizational capabilities to the owner company. In franchising and management contracts, owner companies have a medium level of control over local properties (Garcia de Soto-Camacho,& Vargas-Sanchez, 2016), 193–195). It has total control over the building but medium or low control over know-how and brand name. Thus, the owner company, as an operator, cannot drastically change the competitiveness of the local property in the short term.

2.3. Research context

In Japan, many hotel groups grew rapidly with the expansion of the tourist market in 2010. We learn three major impacts on the market expansion of the hotel industry (Ono, 2019). First, Japanese customer preference shifted from the old traditional accommodation style, Ryokan, a Japanese inn to the Western style of hotels. Second, the number of foreign tourists visiting Japan increased, and their accommodation grew significantly. Third, many economic budget hotels, such as the APA, Toyoko INN, and Super Hotel, rapidly expanded their local properties with direct or indirect ownership. In terms of multi-unit management, successful hotel groups tend to control and develop their local properties by transferring standard service and management, centralized purchasing, and quality improvements.

Furthermore, Japanese hotels tended to seek high occupancy rates with relatively lower room prices. In the economy budget class or relatively high-class hotels, they attempted to maintain a high occupancy rate over a year. For example, in Kyoto city, one of the most popular destinations, the average occupancy rate during 2016 in the major 36 hotels was 88.9%. In contrast, the average ADR in Kyoto remained at about 60 % that of Paris, and hotel prices were lower than in major global destinations[2].

Based on the previous major discussion about the relationship arrangement between the corporate headquarters of an owner company, franchises and management contracts lead to higher performance than direct ownership because of the effects of branding, service standards, and knowledge resources. As a typical style of alliance in the hotel industry, we focus on the effects of franchise contracts on performance. Thus, Hypothesis 1 is constructed as follows:

Hypothesis 1

A hotel group with a franchise contract with local properties is likely to show higher performance than full ownership.

However, examining the development of Japanese hotel groups may show different tendencies. If a hotel group seeks service standardization in the economy budget class, short-term development, and high occupancy rate, it controls them strongly, facilitates the frequent transfer of knowledge and templates; they may show high performance.

Hypothesis 2

A hotel group that directly owns local properties is likely to show high performance because of strong control and frequent transfer of knowledge.

[2] Source—press release of Kyoto DMO, February 28, 2018. Available at https://www.kyokanko.or.jp/report/hotel2017/.

3. Methodology

3.1. Measurement

We examine the relationship between relationship arrangement with local properties, sales performance per room, and their size and the relationship with local properties in 97 major hotel groups in 2019 in Japan. We obtained a list of 97 major hotel groups from the "Hotel Data Book 2019" by Ohta Publications, Japan.[3] We collected data on sales, capital amount, and the number of employees from the Teikoku Data Bank Company's Database "Comosnet," and added them to our dataset. We constructed dataset of hotel groups, rooms, the proportion of rooms under direct ownership, leasing contracts, franchising contracts, and management contracts. We conducted a multiple linear regression analysis of the effects on sales performance per room in 2019. Our target-dependent variables and major independent variables were as follows:

(1) Dependent variables
 -Sales performance per room per day (logged)
(2) Main independent variables
 - Capital amount (logged)
 - Number of employees (logged)
 - Number of rooms (logged)
 - Proportion of rooms under direct ownership (percentage)
 - Proportion of rooms under franchising contracts (percentage)

3.2. Method

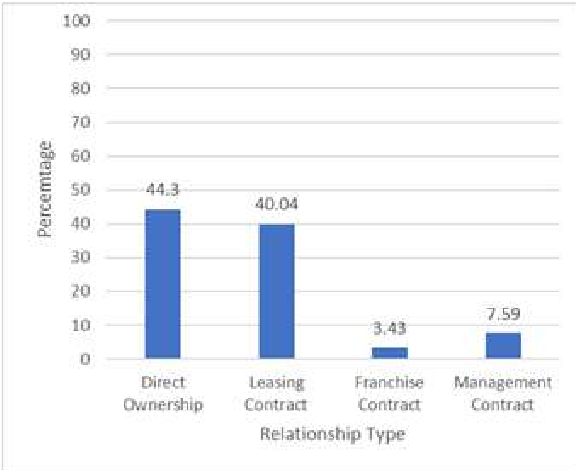
For these variables, we applied the correlation analysis and multiple regression analysis among variables to check the effect of size, direct ownership, and franchise contract on sales performance using SPSS Ver 20.

Table 1 *Average size of hotel groups (2019)*

Items	N	Average
Total sales (mil. USD)	81	210.2
Employees	78	714.3
Rooms	97	5520.7
Hotels	97	32.1
Sales per day per room (USD)	81	189.3

(Source) Authors' analysis

Figure. 1 Average Percentage of Relationship (Room share)



(Note) N-97.

[3] Based on Ohta Publications. (2019) Hoteru Deta Bukku [Hotel Data Book]. Tokyo, Japan: Ohta Publcations (in Japanese). Available in DVD Disc.

4. Results

4.1. Relationship Arrangement

As shown in Tab. 1, hotel groups in our case are middle-size. In 2019, the average sales was 210.2million USD, the average number of employees was714.3, the average number of rooms was 5520.7, years of operation was 37.5 years, and sales performance per room per day was 189.3]USD.[4]

Direct ownership is popular among major hotel groups in Japan as shown in Fig.1. We checked the shares of rooms with direct ownership, leasing contracts, franchise contracts, and management contracts. The share of direct ownership was high at 44%, and the leasing contract was 40%. However, the share of rooms in franchise contracts was only 3.43%, and management contracts were 7.59 %.

Compared to the 2014 statistics, sales performance per room was relatively increasing. The size of the company and the number of rooms also increased.

4.2. Relationship Effects on Sale Performance

Based on the correlation matrix, we focused on several independent variables and conducted a multiple regression analysis of the effects on sales performance (Tab.3 and 4). We identified positive effects on sales performance per room for capital amount, the number of employees, and the negative effect of the number of rooms in model 1 in Table 4. We found that the economic and employee size of a hotel group shows a positive effect on sales performance, although a hotel group with many rooms shows poorer performance. In model 2 in Tab.,4, after omitting the effects of the number of rooms, we recognize positive effects of a higher proportion of direct ownership and negative effects ones of franchising contracts on sales performance. Thus, H1 is not supported although the proportion of franchises is very low. We find that a higher proportion of direct ownership may increase sales performance per sale, and H2 is conditionally accepted without the effect of the scale of rooms.

Table 3 *Correlation between sales performance per room, size, the proportion of direct ownership, and strategic alliance*

		Means	S.D.	1	2	3	4	5	6	7	8	9	10	11
1	Sales performance per room (log	−0.01	0.70											
2	Sales performance (log)	5.96	0.74	0.722 ***										
3	Capital amount (log)	4.15	0.92	0.343 **	0.486 ***									
4	Employees (log)	2.47	0.67	0.581 ***	0.826 ***	0.388 **								
5	Profit (log)	4.63	0.90	0.547 ***	0.801 ***	0.536 ***	0.544 ***							
6	Number of Rooms (log)	3.40	0.56	−0.318 *	0.426 ***	0.224	0.375 **	0.371 **						
7	Organizational Age	37.51	24.06	0.080	0.146	0.397 **	0.126	0.222	0.066					
8	Proportion of direct ownership	0.44	0.40	0.311 *	−0.005	0.026	0.112	0.201	−0.277 *	0.105				
9	Propootion of leasing contrcts	0.40	0.39	−0.124	0.094	0.012	−0.102	−0.052	0.124	−0.095	−0.754 ***			
10	Proportion of franchising contrac	0.03	0.12	−0.517 ***	−0.290 *	−0.019	−0.143	−0.264 *	0.219	0.024	−0.233	−0.056		
11	Proportion of management contr	0.08	0.19	−0.126	−0.042	0.012	0.014	−0.155	0.124	0.067	−0.263 *	−0.187	−0.027	
12	Number of locating prefectures	11.39	10.88	−0.423 ***	0.180	0.040	0.187	0.254 *	0.728 ***	−0.046	−0.300 *	0.179	0.344 **	0.022

*** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$

[4] Exchange rate from JPY to USD in 2019 was 109.05 JPY =1USD.

Table 4 *Multiple regression analysis of effects on relationship type on sales performance per room*

	Dependent variable: Sales performance per room								
	model 1			model 2			model 3		
Indepent variables	B	SE	β	B	SE	β	B	SE	β
Capital amount (log)	0.174	0.047	0.269 ***	0.146	0.058	0.229 *	0.253	0.064	0.337 ***
Employee (log)	0.606	0.070	0.689 ***	0.350	0.081	0.397 ***			
Number of room (log)	−0.511	0.130	−0.471 ***						
Organizational age	−0.002	0.002	−0.100						
Proportion of direct ownership	−0.197	0.231	−0.139	0.266	0.121	0.189 **			
Propootion of leasing contrcts	−0.068	0.232	−0.045				−0.339	0.154	−0.190 *
Proportion of franchising contract	−0.756	0.397	−0.164	−1.415	0.400	−0.306 ***	−2.819	0.438	−0.548 ***
Proportion of management contract	−0.630	0.353	−0.150				−0.740	0.346	−0.184 *
Number of locating prefectures	−0.009	0.005	−0.176						
N	76			78			80		
R^2	0.719 ***			0.463 ***			0.459 ***		

*** p < 0.001, ** p < 0.01, * p < 0.05

5. Discussion and Conclusion

5.1. Discussion and implications

In the Japanese hotel groups in 2019, headquarter companies tended to utilize direct ownership and leasing contracts, and hotel groups with higher direct ownership showed relatively higher performance. Many are in the category of economy budget hotels. To seek for higher occupancy rates and bigger scale of sales with standard service, they may utilize direct control to increasing local properties under direct ownership. In contrast, they tended to have a small proportion of franchises and management contracts. Hotel groups with a relatively higher proportion of franchise contracts with local priorities and did not show higher sales performance. These groups tend to manage various brands and different quality of service, therefore they may not create synergy within group.We also recognized that a larger size of capital and employees might enhance sales performance.

5.2. Conclusion

A hotel group may enhance average sales performance with direct ownership in adapting growing markets in the short term with a coordinated approach. It may directly control local properties and facilitate organizational learning between headquarters and them. However, hotel groups in Japan tended to have few strategic alliances with local properties, probably because many of them focus on the economy budget and are not interested in high-value creation or service specialization with local partners. Additionally, they are not likely to share and improve managerial knowledge within a hotel group. Although previous research on hotel chains has focused on the effects of brand and high quality of service, avoiding risks in a hotel chain, we should examine the performance in a hotel group as a whole. We must pay more attention to organizational capabilities of multi-unit management, knowledge transfer, and building competitive advantage through direct ownership.

5.3. Limitations of this study and suggestions for future studies

This study examined the performance of a hotel group in 2019. Even in Japan, lower room prices and profitability in the hotel industry have been criticized and many hotels try to adopt luxurious brands. Therefore, to develop high-value-added hospitality services, many hotel groups have expanded high-brand hotels, supported by international hotel chains such as Marriot and Hilton. Future studies should check the relationship arrangement of hotel groups in targeting the luxury market. We also need further research on this tendency, using data over a longer period and checking similar tendencies across countries.

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Regional cooperation in the Greater Bay Area: Evidence from tourism spatial spillover effects

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Abstract:

This paper not only estimates the degree of regional tourism cooperation or competition with the use of tourism spillovers, but also investigates the determinants of tourism development in the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) for policy implications. Results are suggestive of substantial degree of tourism competition among the GBA cities arising from their differences in various economic and infrastructural aspects. Concerted efforts have to be exerted to reduce regional inequalities by appropriately allocating regional resources and exploiting comparative advantages of GBA cities.

Keywords: Greater Bay Area, regional tourism cooperation, tourism spillovers

1. Introduction

Regional tourism cooperation is an advanced form of regional tourism development based on complementary tourism resources, interconnected transportation infrastructures, amongst others (Lin, She, Wang & Gong, 2018). It is an essential requirement for the sustainable, healthy and rapid development of the tourism industry in the regional setting (Xue, 2001).

Comprised of nine cities in the Guangdong Province of mainland China and China's two Special Administrative Regions of Hong Kong and Macao, the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) is the largest cluster in terms of land area, population and airport passengers among the four bay areas in the world. Given its sizeable population and international passenger flow, there is great potential for the GBA to develop its tourism industry not only at the regional, but also national and international levels. However, fundamental differences in tariffs, currencies, legal and political systems of the three places also pose considerable challenge for regional tourism cooperation.

The aim of this paper is two-fold. First, it estimates the extent of tourism spillovers in the GBA as an indication of the degree of regional tourism cooperation or competition. Second, it investigates the determinants of tourism development in the GBA for their policy implications.

2. Literature review

The literature has indicated that tourism development has bearing on economic growth of the tourist destination per se. Studies have also demonstrated the existence of tourism spillovers across geographical boundaries. While positive spillovers indicate mutual gains from tourism cooperation among neighbors, negative spillovers suggest competitive regional tourism environment. Li & Wang (2009) maintain that the spillover model is a powerful tool in analyzing the efficiency of regional tourism cooperation. While positive spillover means regional cooperation, negative spillover indicates regional competition. Yang, Fik & Zhang (2017) find that nearby cities are linked together by spillover effects of the multi-destination tour, which is vital for these tourism cities to survive and succeed in the increasingly competitive tourism market. The study of Li & Wang (2009) indicates that there are strong mutually beneficial effects among the tourism cities in the Yangtze River Delta, which is the crucial foundation for regional tourism cooperation. Wang, Huang, Cao & Chen (2016) and Li & Huang (2008) find that there are negative spillovers of tourism economy in Pearl River Delta Area, which indicates cities compete more than cooperate. Liu & Lin (2018) also show negative spillover effects among ten cities in the Guangdong Province in the tourism flow of the business tourist market.

3. Methodology

We first use the spatial statistic of Moran's I to test for the presence of spatial effects. The Moran's I statistic is calculated as:

$$\text{Moran's I} = \frac{\sum_{i=1}^{n}\sum_{j=1}^{n} w_{ij}(Y_i - \bar{Y})(Y_j - \bar{Y})}{S^2 \sum_{i=1}^{n}\sum_{j=1}^{n} w_{ij}}$$

where Y_i represents an index for the level of tourism development of city i, and n represents the total number of cities in the GBA. W_{ij} is the spatial weight matrix constructed as W_{ij} _= 1/ d_{ij}, where d_{ij} measures the actual geographic distance between city i and city j.

Our proposed spatial econometric model takes the following representation:

$$Y_{ij} = \rho \sum_{j=1}^{n} W_{ij} Y_{ij} + \beta X_{ij} + \sum_{j=1}^{n} \varphi W_{ij} X_{ij} + \varepsilon_{ij}$$

where Y_{ij} represents an index for the level of tourism development of city i in year t, X_{ij} is a matrix of explanatory variables, with each variable for city i in year t as defined below, ε_{ij} is the idiosyncratic error term, and W_{ij} is as defined before.

This study uses a panel data set that spans the period of 1996-2018. The annual data are obtained from the "Guangdong Province Statistical Yearbook", "Hong Kong Statistical Yearbook", and "Macao Statistical Yearbook" (1996-2018). We usetourism revenue (TR_{it}) as a measure of a city's tourism development level, following Wang, et al. (2016). The explanatory variables include:

- GDP_{it} is the real GDP per capita of city i in year t, which captures the city's level of economic development.
- $hotel_{it}$ is the total number of star-rated hotels of city i in year t that reflects the tourism infrastructure of the city.
- $road_{it}$ is the road density of city i in year t that captures the level of transport infrastructure of the city.
- $hosp_{it}$ is the number of hospital beds per thousand persons of city i in year t that captures the level of the city's public health infrastructure.
- emp_{it} is the employment rate that reflects human capital of city i in year t. All variables are expressed in their natural logarithms in our econometric analysis.

4. Results

As shown in Table 1, the Moran's I statistic for tourism revenue suggesting regional tourism development is significantly spatially correlated across the 11 cities under study. Therefore, it is important to incorporate spatial effects in assessing tourism development in the GBA.

Table 2 reports the estimation results from both the standard ordinary least squares (OLS) and spatial Durbin model (SDM) regression analyses. For each regression method, we consider the four cases of Model (1) to Model (4). In Model (1), we only use the sub-sample of nine mainland Chinese cities in regression. In Models (2) and (3), we add Hong Kong and Macao respectively to the sub-sample of mainland cities. Model (4) consider the full sample of 11 cities in the GBA. The significance of the LM tests and Robust LM tests under OLS for all the four models indicates that OLS that ignores spatial correlation among the cities under scrutiny would yield biased results. Therefore, our discussion that follows relies more heavily on the results from the SDM regressions which incorporate spatial effects across cities.

We find the coefficients of W*lnTR in the four SDM models are all negatively significant, which show negative tourism spillover effects in the GBA. Furthermore, the level of economic development, hotel infrastructure, transportation infrastructure, public health facilities, and human capital are shown to have significantly positive effects on tourism development in the GBA.

Table 1. Moran's I for 1996-2018

Years	Moran's I
Year 1996	-0.086**
Year 1997	-0.094**
Year 1998	-0.104**
Year 1999	-0.109**
Year 2000	-0.105**
Year 2001	-0.108**
Year 2002	-0.103*
Year 2003	-0.111*
Year 2004	-0.100*
Year 2005	-0.098*
Year 2006	-0.092*
Year 2007	-0.105*
Year 2008	-0.109**
Year 2009	-0.120**
Year 2010	-0.118**
Year 2011	-0.138**
Year 2012	-0.150**
Year 2013	-0.160**
Year 2014	-0.160**
Year 2015	-0.160**
Year 2016	-0.154**
Year 2017	-0.160**
Year 2018	-0.168**

*Note: *, **indicate the 10% and 5% significance level, respectively.*
Source: Guangdong Province Statistical Yearbooks, Hong Kong Statistical Yearbooks and Macao Statistical Yearbooks, 1996-2018.

5. Discussion and conclusion

Two important implications can be drawn from our findings. First, results confirm that there are negative spillover effects in regional tourism, which means the existence of regional tourism competition in the GBA. Actually, too much competition between nearby cities may stifle each other's growth, which is harmful for regional sustainable development. Therefore, cities should explore their unique characteristics and create their own tourism images to promote local tourism development, which is very vital to avoid homogeneous competition. Second, our findings suggest the significant role played by hotel infrastructure, transport infrastructure, public health infrastructure, as well as human capital in promoting tourism development in the region. Thus, more financial supports should be offered by governments to develop joint tourism infrastructure in the GBA. In addition, more comprehensive polices dealing with human resources should be established in the GBA to attract professional talents.

All in all, cities in the GBA should pool their efforts together to engage in regional tourism cooperation and to reduce regional inequalities by appropriately allocating regional resources and exploiting their comparative advantages.

Table 2. The spatial regression estimates, 1996-2008

	OLS (1)	OLS (2)	OLS (3)	OLS (4)	SDM (1)	SDM (2)	SDM (3)	SDM (4)
Year 1996 - 2018								
lngpc	0.598***	0.893***	1.114***	1.028***	1.122***	1.500***	1.234***	1.307***
lnhotel	0.763***	0.644***	0.564***	0.577***	0.287***	0.246**	0.170**	0.229***
lnroad	0.174**	0.262***	0.295***	0.246***	0.510***	0.499***	0.307***	0.344***
lnhosp	0.416***	0.395***	0.279**	0.276**	0.068	0.174	0.261**	0.216**
lnemp	0.058	0.180	0.294**	0.242*	0.434**	0.466**	0.283**	0.457***
W*lngpc					0.601	3.639***	1.635**	2.223***
W*lnhotel					-0.419	-1.396***	-2.876***	-2.882***
W*lnroad					1.827***	1.374***	1.234***	1.465***
W*lnhosp					-0.697	1.133*	0.159	0.335
W*lnemp					0.411	1.725	0.612	2.167**
W*dep					-1.589***	-1.448***	-0.827***	-0.873***
R^2	0.785	0.860	0.819	0.866	0.953	0.956	0.962	0.963
Rbar-squared	0.780	0.858	0.816	0.864	0.837	0.898	0.915	0.932
log likelihood	2.175	-111.191	-118.515	-125.531	-59.355	-51.523	-19.104	-24.806
LM test no spatial lag	38.571***	39.803***	57.746***	61.710***				
Robust LM test no spatial lag	13.010***	22.075***	46.183***	68.175***				
LM test no spatial error	26.246***	23.837***	21.013***	21.699***				
Robust LM test no spatial error	0.685	6.109***	9.450**	18.165***				
Observation	207	230	230	253	207	230	230	253

*Note: *, ** and *** indicate the 10%, 5% and 1% significance level, respectively.*

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Does organizational culture matter for firm performance? Evidence from the restaurant industry

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Abstract:

This study investigated the effect of organizational culture on firm performance in the restaurant industry. Despite the importance of organizational culture, empirical evidence for the organizational culture-performance relationship remains fragmented. This study proposed using text analysis to measure organizational culture and examined the organizational culture-restaurant performance relationship while also considering the moderating effect of service orientation. This study found that varied organizational cultures influence restaurant performance differently. Specifically, the results of this study revealed that clan culture immediately increases restaurant productivity, adhocracy culture decreases restaurant growth, and hierarchy culture immediately decreases restaurant productivity. In terms of the moderating role of service orientation, this study found that tangible service orientation positively moderates both the hierarchy culture-profitability and hierarchy culture-productivity relationships. This result implies that tangible service orientation works better in a hierarchy culture to improve restaurant performance than intangible service orientation. More detailed results, as well as related implications, are discussed in this paper.

Keywords: Organizational culture, Restaurants, Service orientation, Performance

1. Introduction

Organizational culture is commonly defined as a set of shared values held by an organization (Kotter & Heskett, 1992) that determines organizational norms and defines individual behaviors in an organization (Benabou & Tirole, 2002; Fiordelisi & Ricci, 2014). The organizational culture appeals to employees' sense of commitment and effort and, thereby, guide employee behavior (Pettigrew, 1979). It is also considered important in enhancing organizational effectiveness (Deal & Kennedy, 1982; Schein, 1992), especially for organizations with a number of diversified independent entities (Gajewski, 2013). In this respect, it is widely understood that organizational culture is important for improving organizational performance and productivity (Denison & Mishra, 1995; Sackmann, 2010).

Despite the importance of organizational culture for an organization's performance, empirical evidence for the organizational culture-performance relationship remains fragmented and inconclusive (Hartnell et al., 2011). Hartnell et al. (2011) noted that there is a lack of theoretical development to conclude the effectiveness of organizational culture (Ostroff et al., 2003; Wilderom, Glunk, & Maslowski, 2000). O'Reilly et al. (2014) argued that this inconsistency is due in part to variances across industries. In a similar vein, Gordon (1991) also noted that organizational culture is subject to industrial adjustments due to environmental conditions, thus the effect of organizational culture on performance may differ across industries.

Methodologically, O'Reilly et al. (2014) pointed out that the interview-dependent research in past studies limited data collection (Robson, 2002), thus a small sampling of literature may have also hampered a better understanding of the organizational culture-performance relationship.

To fill the voids in the literature, this study intended to examine the organizational culture-performance relationship within the restaurant industry. It is important to examine this relationship in the restaurant industry because restaurant offers a distinctive industry-specific context (Woods, 1989) that may substantially affect the organizational culture-performance relationship. First, restaurant operations have a unique service structure that offers both tangible and intangible services (Lee & Yoon 2006; Rust & Oliver, 1993; Yi & Lee, 2014). Considering that a firm's product market strategy is designed to utilize available resources to achieve organizational goals (Day & Wensley, 1988; Dess & Davis, 1984; Hughes & Morgan, 2007), a good fit between the product market strategy and organizational culture could maximize the effective implementation of product market strategies (Day 1999; Scholz 1987). In this regard, the service orientation of a restaurant firm plays a critical role in the organizational culture-performance relationship. Second, the organizational culture may have a more substantial impact on restaurant operations. The success of restaurant operations is largely dependent on employee behavior because restaurant offerings involve employees making direct contact with customers (Dawson, Abbott, & Shoemaker, 2011). Meanwhile, the low profile of restaurant professions, such as low job security (Bendick et al., 2010) and low pay (Curtis et al., 2009), limits the potential labor pool and significantly influences the high turnover rate (Dawson, Abbott, & Shoemaker, 2011).In this situation, organizational culture may contributes more to the functioning of organizations.

Given these considerations, this study intended to: 1) provide a theoretical foundation and empirically examine how organizational culture influences restaurant performance in terms of growth, profitability, and productivity; 2) examine the time-horizon of the effect of organizational cultural on restaurant performance; 3) examine the moderating effect of service orientation on the organizational culture-performance relationship; 4) use content analysis to measure organizational culture; and 5) provide longitudinal evidence that organizational culture significantly influences performance in the restaurant industry.

2. Literature Review

2.1. Competing values framework

To define organizational culture, this study adopted the competing values framework (CVF) (Cameron et al., 2006), which identified four types of organizational culture, clan, adhocracy, hierarchy, and market, as shown in Figure 1.

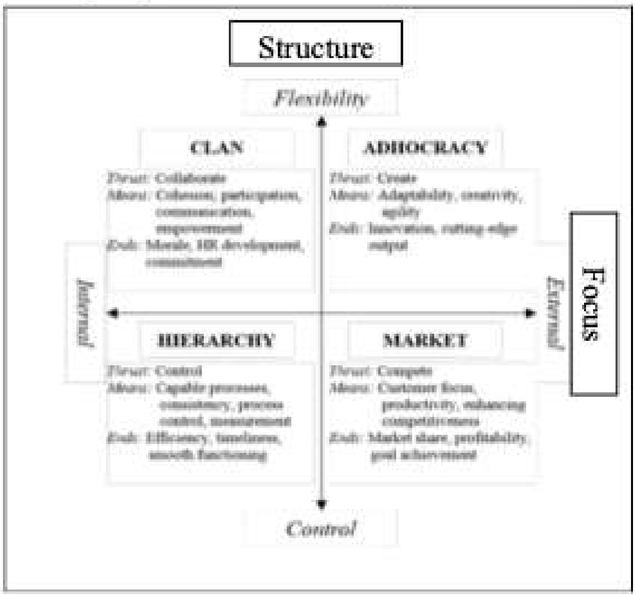
Clan culture: Clan culture is focused on internal maintenance and a flexible structure. Organizations with a clan culture are concerned with people, pursue cooperation among members (Chang & Lin, 2007; Hartnell et al., 2011), create a family-like workplace, and enhance effectiveness by developing and retaining employees (Cameron et al., 2014).

Adhocracy culture: Adhocracy culture is focused on an organization's external position and a flexible structure that enables a firm to adapt to changes, which, in turn, leads to greater innovation (Chang & Lin, 2007; Grant, 2014). Adhocracy culture emphasizes creativity (Cameron & Quinn, 2011), entrepreneurship, adaptability, and dynamism (Cameron & Quinn, 1999).

Hierarchy culture: Hierarchy culture is internally oriented and focused on process control mechanisms (Hartnell et al., 2011). Hierarchy culture emphasizes control; therefore, organizations with a hierarchy culture strictly adhere to rules to maintain stability, focus on stabilization, and strive to control employee roles through policies and procedures (Goodman, Zammuto, & Giiford, 2001).

Market culture: Market culture is externally oriented and focused on stability and control. Organizations with a market culture have transaction-based relationships with third parties such as customers, suppliers, contractors, and regulators (Kim, 2011) and are driven by clear goals to keep employees motivated (Hartnell et al., 2011). Individual behaviors tend to pursue aggressive growth strategies to outperform their competition (Cameron et al., 2014; Hartnell et al., 2011).

Figure 1. Competing Values Framework (Cameron et al., 2006, 2011)



2.2. CVF and restaurant performance

Based on the CVF, firms with a clan culture seek solutions to potential issues by focusing on internal capacities while allowing for flexibility within the organization. This subsequently leads to the development of human capital and human relations. Accordingly, clan culture was expected to negatively influence restaurant profitability. It emphasizes internal processes that foster shared understanding through greater human potential and member commitment (Denison & Spreitzer 1991). This means that firms must make a considerable investment to build systems that enable knowledge-sharing among members. Furthermore, because the restaurant industry has a high turnover rate (Dawson, Abbott, & Shoemaker, 2011), firms may need to offer competitive compensation or provide other fringe benefits to maintain high employee retention and increase long-term commitment and employee loyalty. This suggests that the positive impact of clan culture on restaurant profitability may not be actualized in the short-term due to the prolonged link from organizational culture to performance. Therefore, this study proposed the following hypothesis:

H1-1. Clan culture has a negative influence on restaurant profitability.

Meanwhile, this study expected that clan culture would positively influence productivity. Clan culture prioritizes long-term commitment and employee development through socialization processes and is driven by values of attachment, affiliation, trust, and support (Cameron et al., 2014). Therefore, clan culture guides members to share in teamwork, be involved with decision making, and engage in open communication. In return, these behaviors result in desirable employee attitudes stemming from a sense of ownership and responsibility (Denison & Mishra, 1995). In this respect, clan culture is highly related to positive employee attitudes (Hartnell et al., 2011). This means that members actively share information and collaborate in identifying, as well as overcoming, weaknesses within internal processes. Consequently, individual work productivity was expected to improve under clan culture. Therefore, this study proposed the following hypothesis:

H1-2. Clan culture has a positive influence on restaurant productivity.

Adhocracy culture focuses on an organization's external position and a flexible structure that enables a firm to adapt to changes, which in turn leads to innovation (Chang & Lin, 2007; Grant, 2014). A fundamental assumption of adhocracy culture is that change leads to creating and acquiring new resources (Hartnell et al., 2011). Therefore, adhocracy culture is characterized as promoting a dynamic, entrepreneurial, innovative, and creative workplace (Cameron et al., 2014). It emphasizes developing new products, adapting to changing environments, and experimenting with new ideas (Cameron et al., 2014). Accordingly, this study expected that adhocracy culture would positively influence restaurant growth. Because adhocracy culture focuses on the external environment and an organization's ability to develop new market needs, firms with an adhocracy culture have a greater potential to positively influence firm growth. In other words, members are able to identify new market segments and unfulfilled customer needs more readily through environmental scanning (Miller & Friesen, 1982). Therefore, this study proposed the following hypothesis:

H2-1. Adhocracy culture has a positive influence on restaurant growth.

In terms of profitability, adhocracy culture was expected to negatively influence restaurant profitability because of the inter-relationship between growth and profitability. The neoclassical perspective asserts that firms exploit the most profitable growth opportunities first and then consider less profitable options until the marginal profit becomes zero (Jang & Park, 2011). This implies that profitability decreases as a firm grows. Furthermore, restaurant firms pursue growth by selling existing products through geographical diversification or mergers and acquisitions (Dwyer et al, 2003). This suggests that innovation in the restaurant industry often requires costly investments (Greve, 2011), and the high costs are also related to unsuccessful efforts at innovation. Considering the potential risk of failure involved with innovation (Korableva, Gorelov, & Shulha, 2017), adhocracy culture was expected to aggravate the cost structure and have a negative impact on firm profitability. Therefore, this study proposed the following hypothesis:

H2-2. Adhocracy culture has a negative influence on restaurant profitability.

Hierarchy culture is internally oriented and driven by an organizational structure that pursues control mechanisms (Hartnell et al., 2011). The core assumption in a hierarchy culture is that control, stability, and predictability lead to improving efficiency. Employee roles are well specified, and employees are required to meet expectations as indicated by job descriptions and guidelines Cameron et al., 2014; Hartnell et al., 2011). In this regard, hierarchy culture was expected to positively influence restaurant profitability. Processes strictly adhere to regulations and employee behaviors conform to the rules and become predictable. As a result, firms with a hierarchy culture are able to obtain standardization, consistency, and efficiency (Denison & Spreitzer, 1991). The control nature of a hierarchy culture is even more critical and discernable in the restaurant industry because the reliability of services acquired by standardizing service design and delivery is the most critical factor influencing perceived service quality and satisfaction (Parasuraman et al., 1988). Therefore, this study proposed the following hypothesis:

H3-1. Hierarchy culture has a positive influence on restaurant profitability.

Similarly, a hierarchy culture was expected to enhance restaurant productivity. The theory of swift, even flow recognizes that productivity increases with the speed by which operations flow through a process and decreases when there is variability related to the flow (Schmenner & Swink, 1998; Schmenner, 2001). This understanding suggests that productivity is enhanced with smooth operations. As noted above, hierarchy culture emphasizes capable processes that enable consistent, smooth-running operations. Hierarchy culture effectively utilizes formalized control, processes and compliance to gain stability and efficiency. Since compliance to rules and processes provides efficient control of operations and enables consistent functioning, hierarchy culture was expected to have a positive impact on productivity. Therefore, this study proposed the following hypothesis:

H3-2. Hierarchy culture has a positive influence on restaurant productivity.

A market culture is externally oriented and reinforced by a control-focused structure. The fundamental belief of a market culture is that clear goal-setting and contingent rewards encourage employees to outperform the competition. Therefore, employees in market cultures are goal-oriented and emphasize planning, performance, and efficiency. In this regard, this study expected that a market culture would positively influence restaurant growth. Since market culture is focused on the external market, firms that embrace a market culture are competitive in gaining new customers and aggressively attack competitors' market shares (Cameron & Quinn, 1999; Deshpande & Farley, 2004) by offering quality products and services at a competitive price (Quinn & Kimberly, 1984). As a result, market culture was expected to increase firm growth by offering products and services that satisfy the market demands. Therefore, this study proposed the following hypothesis:

H4-1. Market culture has a positive influence on restaurant growth.

Meanwhile, this study further expected that a market culture would aggravate restaurant productivity. As noted above, firms with a market culture emphasize corporate activities that seek to understand and satisfy customer needs. Firms with a market culture use information gathered from market monitoring to offer desirable products and services (Pelham & Wilson, 1996; Verhees & Meulenberg, 2004). Although market culture has a formal governance structure that focuses on the external market (Hartnell et al., 2011), market effectiveness does not directly lead to efficient operations because it inherently places less emphasis on internal operational efficiency. Furthermore, because customer needs are unique and constantly evolving (Cameron et al., 2014) here is greater variability within the flow of operations in order to satisfy changing demands. As a result, overall efficiency decreases with market culture and individual productivity deteriorates. Therefore, this study proposed the following hypothesis:

H4-2. Market culture has a negative influence on restaurant productivity.

2.3. Moderating effect of service orientation

Tangible service orientation refers to a restaurant organization's commitment to achieving and providing high quality tangible services, which includes products as well as other tangible aspects of service, such as design, social interactions, and ambiance (Baker, 1987). Therefore, it is utilized as an internal control mechanism and marketing tool (Gregoire & Spears 2009). In contrast, intangible service is mainly related to the delivery of tangible services and facilitates the service delivery experience (Bowen & Ford, 2002). Unlike tangible service, intangible service only benefits consumers during a transaction (Parasuraman et al., 1985; Metters et al., 2006). It includes attributes related to service delivery such as friendliness, knowledge, employee capacity, and customer communication (Kim et al., 2006). Since intangible service is associated with the behavioral aspects of service, it is highly labor-intensive and subjectively assessed (Parasuraman et al., 1988; Stevens et al., 1995).

It is important to note that the focal element of tangible service is the product (Lee et al., 2016), which is considered critical for gaining customer loyalty (Clark & Wood, 1999). In this respect, tangible service-oriented restaurant firms may allocate more resources toward maintaining superior quality products because greater product quality yields higher market demand (Ramseook-Munhurrun, 2012). This notion further implies that tangible service-oriented firms focus on strictly following standard operating procedures to maintain consistent product quality. In this respect, tangible service-oriented restaurant firms tend to be highly hierarchical operations in order to maintain consistent product quality.

Furthermore, tangible service-oriented restaurant firms also tend to be highly market oriented. Since restaurants are product focused, they are obliged to offer products that meet market expectations and demands. This means that firms need to respond promptly to market demands through market intelligence. Given that consumer expectations and needs are continuously in flux, tangible service-oriented firms need to maintain structures that enable prompt product development. As such, tangible service-oriented restaurant firms are more market centric than intangible service-oriented firms.

Meanwhile, intangible service-oriented restaurant firms are highly process-centric. Since intangible service refers to the delivery mechanisms that facilitate a service experience (Bowen & Ford, 2002), intangible service-oriented firms prioritize smooth operating processes rather than the product. Considering that service delivery is a process that involves interactions between employees (i.e., cooks servers, and hosts), intangible service-oriented restaurant firms promote an organizational culture that enables open communication between employees and collaboration in delivering products. As such, an intangible service orientation focuses on the human factors of operations in order to execute high quality service delivery.

In addition, intangible service-oriented restaurant firms are also highly innovative. Restaurant operations are labor intensive. Intangible service-oriented firms are perhaps even more dependent on labor production because their core operational emphasis is heavily dependent on the performance of their employees. In this respect, intangible service-oriented restaurant firms tend to be more concerned with gaining greater productivity because greater productivity implies efficient processes. In other words, these firms incentivize their employees to engage in innovative activities that lead to greater efficiency in the delivery process. Based on the notion that tangible service orientation could maximize functioning in hierarchy and market cultures, this study proposed the following hypotheses:

H5-1. Tangible service orientation negatively moderates the effect of clan culture on restaurant performance.
H5-2. Tangible service orientation negatively moderates the effect of adhocracy culture on restaurant performance.
H5-3. Tangible service orientation positively moderates the effect of hierarchy culture on restaurant performance.
H5-4. Tangible service orientation positively moderates the effect of market culture on restaurant performance.

3. Methodology

This study used annual data from publicly traded restaurant firms in the United States listed under NAICS codes 722513 (limited-service restaurants) and 722511 (full-service restaurants) for the period from 2000 to 2018. This yielded a total of 112 companies and 784 observations. The data was collected from the Compustat Database for firm-level financial information, item 1 (Business), item 1A (Risk Factors) of Part 1, and item 7 (Managerial Discussion and Analysis) from firms' 10-Ks to extract organizational culture and service orientation information using text mining. Company financials were merged with the organizational culture and service orientation databases using company names and firm year. The variables used in this study are listed in Table 1.

3.1. Organizational culture variable

The major independent variable in this study was the organizational culture measurement. The basic notion behind using text analysis to measure organizational culture is that the words organizations use represent cultural values they have develop over time (Levinson, 2003), and firms reveal their distinctive cultures both intentionally and unintentionally through their public communications (Jiang et al., 2015). Indeed, the text analysis approach has recently been applied in various finance and management papers (Hoberg & Phillips, 2010; Loughran & McDonald, 2011; Tetlock, 2007) and was found to be reliable for identifying organizational culture (Jiang et al., 2015).

To estimate Cameron et al.'s (2006) culture dimensions, this study first followed Carretta et al. (2011) and set up a large set of synonyms for keywords that represent respective cultural values identified by Fiordelisi and Ricci (2014). Then, this study pre-processed the 10K documents for sample firms and excerpted the text data. Finally, organizational cultural values were estimated by counting word frequency for synonyms that represent each type of culture. Specifically, this study determined the number of times specific synonyms occurred in each annual report and used percentages to measure cultural emphasis. Table 2 displays the list of words used to identify organizational culture.

Table 1. Variable descriptions

Variable	Measurement
$GROWTH_{it}$	= ($Sales_{it}$ - $Sales_{it-1}$) / $Sales_{it-1}$
ROE_{it}	= *ln*(Net $Income_{it}$ / $Equity_{it-1}$)
$PRODUCT_{it}$	= *ln*($Sales_{it}$ / $Employee_{it}$)
$CLAN_{it}$	= Total *Clan*-culture $Words_{it}$ / Total Culture $Words_{it}$
$ADHOCRACY_{it}$	= Total *Adhocracy*-culture $Words_{it}$ / Total Culture $Words_{it}$
$HIERARCHY_{it}$	= Total *Hierarchy*-culture $Words_{it}$ / Total Culture $Words_{it}$
$MARKET_{it}$	= Total *Market*-culture $Words_{it}$ / Total Culture $Words_{it}$
$DUMMY\_TANGIBLE_{it}$	= 1 if the firm is tangible service-oriented, 0, otherwise.
$DUMMY\_FRANCHISE_{it}$	= 1 if the firm is franchised, 0, otherwise.
$RECESSION_{t}$	= 1 if the year is identified as recessionary periods, 0, otherwise
$DUMMY\_QSR_{it}$	= 1 if the firm is quick-service restaurant, 0, otherwise.
$TOBIN'S\ Q_{it-1}$	= *ln*{[(Closing stock $price_{it-1}$ × Common share $outstanding_{it-1}$) + Total $debt_{it-1}$ + Preferred $stock_{it-1}$] / Total $assets_{it-1}$}
$ADVERTISING_{it-1}$	= *ln*(Advertising $expense_{it-1}$ / Total $assets_{it-1}$)
$CASHFLOW_{it-1}$	= *ln*(Operating $cashflow_{it-1}$ / Total $assets_{it-1}$)
$CAPEX_{it-1}$	= *ln*(Capital $expenditure_{it-1}$ / Total $assets_{it-1}$)
$DEBT_{it-1}$	= *ln*(Total $debt_{it-1}$ / Total $assets_{it-1}$)
$ASSET_{it-1}$	= *ln*(Total $assets_{it-1}$)
$UNIT_{it-1}$	= *ln*(Total $units_{it-1}$)
$DUMMY\_YEAR_{t}$	= Year dummy variables

3.2. Estimation model

To examine the proposed relationships, this study employed the two-way random-effects estimation. The testing model for the culture-performance relationship was formulated as follows (H1-H4):

$$PERFORMANCE_{it} = \beta_1 CULTURE_{it} + \beta_2 CULTURE_{it-1} + \beta_3 CULTURE_{it-2} + X\beta$$

where, $PERFORMANCE_{it}$ indicates organizational performance in terms of sales growth, profitability, and productivity; $CULTURE_{it}$ is the organizational culture variable that is differentiated by the cultural values (i.e., $CLAN_{it,}$, $ADHOCRACY_{it,}$, $HIERARCHY_{it,}$, and $MARKET_{it,}$); $CULTURE_{it-1,}$, and $CULTURE_{it-2,}$ were used to examine the long-term effects of organizational culture; and X is a set of control variables.

Another objective of this study was to examine the moderating effect of service-orientation on the organizational culture-performance relationship. The testing model for the culture-performance relationship was formulated as follows (H5):

$$\begin{aligned} PERFORMANCE_{it} = {} & \beta_1 CULTURE_{it} + \beta_2 CULTURE_{it-1} + \beta_3 CULTURE_{it-2} + \beta_4 DUMMY\_TANGIBLE_{it} \\ & + \beta_5 DUMMY\_TANGIBLE_{it-1} + \beta_6 DUMMY\_TANGIBLE_{it-2} \\ & + \beta_7 (CULTURE_{it} \times DUMMY\_TANGIBLE_{it}) + \beta_8 (CULTURE_{it-1} \times DUMMY\_TANGIBLE_{it-1}) \\ & + \beta_9 (CULTURE_{it-2} \times DUMMY\_TANGIBLE_{it-2}) + X\beta \end{aligned}$$

where, $CULTURE_{it} \times DUMMY\_TANGIBLE_{it}$ is the interaction between the organizational culture and the service orientation of the firm's operation; $CULTURE_{it-1} \times DUMMY\_TANGIBLE_{it-1}$ and $CULTURE_{it-2} \times DUMMY\_TANGIBLE_{it-2}$ were used to estimate the long-term effect of the moderating role of the service-orientation.

Given the panel structure of the data, two-way panel regression was used as an estimation to mitigate potentially correlated errors within the panel (Kukalis, 2010). It should be noted that the study adopted the Hausman test (Hausman, 1978) to choose suitable estimation for each model. This study also employed both robust standard error and year dummies to obtain heteroskedasticity-robust estimators and to contain unobserved time-fixed effects, respectively.

Table 2. Bag of words for organizational culture

Value	Bag of words
Collaborate (Clan)	capab*, collectiv*, commit*, competenc*, conflict*, consens*, control*, coordin*, cultur*, decentr*, employ*, empower*, engag*, expectat*, facilitator*, hir*, interpers*, involv*, life*, loyal*, mentor*, monit*, mutual*, norm*, parent*, partic*, procedur*, productiv*, retain*, reten*, skill*, social*,tension*, value* capab*, collectiv*, commit*, competenc*, conflict*, consens*, control*, coordin*, cultur*, decentr*, employ*, empower*, engag*, expectat*, facilitator*, hir*, interpers*, involv*, life*, long-term*, loyal*, mentor*, monit*, mutual*, norm*, parent*, partic*, procedur*, productiv*, retain*, reten*, skill*, social*,tension*, value*
Create (Adhocracy)	adapt*, begin*, chang*, creat*, discontin*, dream*, elabor*, entrepre*, envis*, experim*, fantas*, freedom*, futur*, idea*, init*, innovat*, intellec*, learn*, new*, origin*, pioneer*, predict*, radic*, risk*, start*, thought*, trend*, unafra*, ventur*, vision*
Control (Hierarchy)	boss*, burocr*, cautio*, cohes*, certain*, chief*, collab*, conservat*, cooperat*, detail*, document*, efficien*, error*, fail*, help*, human*, inform*, logic*, method*, outcom*, partner*, people*, predictab*, relation*, qualit*, regular*, solv*, share*, standard*, team*, teamwork*, train*, uniform*, work group* Create
Compete (Market)	achiev*, acqui*, aggress*, agreem*, attack*, budget*, challeng*, charg*, client*, compet*, customer*, deliver*, direct*, driv*,excellen*, expand*, fast*, goal*, growth*, hard*, invest*, market*, mov*, outsourc*, performanc*, position*, pressur*, profit*,rapid*, reputation, result*, revenue*, satisf*, scan*, succes* signal*, speed*, strong, superior, target*, win*

4. Results

4.1. Empirical results of culture-performance relationship

The objective of this study was to examine the relationship between organizational culture and restaurant performance. Table 3 displays the empirical results of examining the effect of clan culture on restaurant profitability (Panel A) and productivity (B), respectively. Consistent with hypothesis (H1-1), the result showed that clan culture negatively influences restaurant profitability. Specifically, it had a year-lagged negative effect on restaurant profitability. This result implies that the additional costs incurred due to clan culture (i.e. development, training, fluent communication, etc.) are substantially high enough to exacerbate the cost structure of restaurant firms. Thus, it is costly to maintain incumbent retention in the restaurant industry.

In terms of its effect on restaurant productivity (Panel B), consistent with this study's hypothesis the result indicated that clan culture has a positive impact on restaurant productivity. Specifically, the result showed that a 1% increase in clan culture results in a 0.64% increase in restaurant productivity. This result suggests that the benefits of executing an individual development program, flexible communication, and collaboration could be realized immediately in the form of restaurant productivity. Meanwhile, it should be noted that the positive effect only appeared contemporaneously and disappeared after one year, which suggests that clan culture could be a short-term answer for productivity.

Table 3 also displays the empirical results of examining the effect of adhocracy culture on restaurant growth (Panel C). Contrary to hypothesis (H2-1), the results showed that adhocracy culture has an immediate, negative influence on restaurant firm growth (βit = - 0.357, p < 0.01). This study suspects that the negative significant effect may be attributed to the nature of restaurant operations. That is, restaurants should be operated conservatively to offer a consistent standard of product and service quality to ensure customer health and well-being. In this respect, the result implies that encouraging employees to take risks and be innovative damages the consistency of product and service quality and, thus, decreases firm growth.

Table 3. Effect of clan and adhocracy culture on restaurant performance

Dependent Variable	Panel A. *ROE$_{it}$*	Panel B. *PRODUCT$_{it}$*	Panel C. *GROWTH$_{it}$*	Panel D. *ROE$_{it}$*
CLAN$_{it}$	1.347	0.644***		
CLAN$_{it-1}$	- 2.245**	- 0.023		
CLAN$_{it-2}$	0.678	0.047		
ADHOCRACY$_{it}$			- 0.357**	0.101
ADHOCRACY$_{it-1}$			- 0.095	2.542
ADHOCRACY$_{it-2}$			0.152	- 0.518
N (GROUP)	558 (99)	784 (112)	682 (94)	558 (99)
R^2	0.190	0.260	0.312	0.189
HAUSMAN TEST (χ^2)	21.590	25.200	8.100	23.160

1) The result of year dummies is not present in the table
* p < 0.10, ** p < 0.05, *** p < 0.01, **** p < 0.001

In terms of the effect of adhocracy culture on profitability (Panel D), contrary to this study's expectations, the result indicated that increasing adhocracy culture positively influences restaurant profitability. This may be partly due to the high-cost nature of restaurant operations. Since restaurants are high-cost, low-profit operations (Mun & Jang, 2018), firms may focus on innovations that increase profits. However, it should be noted that the relationship was statistically insignificant, which suggests that the positive effect was not substantial enough to result in visible outcomes.

Table 4 displays the empirical results of examining the effects of hierarchy culture on restaurant profitability (Panel E) and productivity (Panel F), respectively. Consistent with hypothesis (H3-1), the results showed that hierarchy culture positively influences restaurant profitability. The result confirmed the notion that since a comprehensive understanding of internal processes and detailed operations is necessary to increase profitability (Tsai, 2001), focusing on internal processes and compliance with rules and regulations through hierarchy culture increases profitability. However, it should be noted that the result was statistically insignificant (βit = 0.101, p > 0.1). This could be partly explained by agency issues between firms and unit managers. Although hierarchy culture was highly encouraged at the firm level, it is possible that hierarchy culture may not be deeply rooted at the unit level. Meanwhile, Panel F displays the result of examining the effect of hierarchy culture on restaurant productivity. Contrary to this study's expectations (H3-2), the result showed that it had a negative significant effect on restaurant productivity (βit = - 0.653, p < 0.1). The negative result could be attributed to the nature of productivity. Although hierarchy culture could internally effectuate the process, productivity is still subject to output (such as revenue) and requires firms to focus externally on the market. This result suggests that encouraging hierarchy culture alone may not be enough to enhance profitability in the restaurant industry.

Table 4 also displays the empirical results of examining the effects of market culture on restaurant growth (Panel G) and productivity (Panel H), respectively. Consistent with hypothesis (H4-1), the results showed that market culture has a positive impact on restaurant growth for two consecutive years. This suggests that market culture could increase restaurant growth by selling and marketing products and services that meet market demands. However, the result was insignificant (βit = 0.205, p > 0.1), which failed to support the hypothesis.

Similarly, the effect of market culture on restaurant productivity also turned out to be insignificant (Panel H). Consistent with hypothesis (H4-2), the result indicated that market culture has a negative impact on restaurant productivity. However, the relationship was statistically insignificant, which failed to support the hypothesis.

Table 4. Effect of hierarchy and market culture on restaurant performance

Dependent Variable	Panel E. *ROE$_{it}$*	Panel F. *PRODUCT$_{it}$*	Panel G. *GROWTH$_{it}$*	Panel H. *PRODUCT$_{it}$*
HIERARCHY$_{it}$	0.101	- 0.653*		
HIERARCHY$_{it-1}$	2.542	0.043		
HIERARCHY$_{it-2}$	- 0.518	0.000		
MARKET$_{it}$			0.205	- 0.279
MARKET$_{it-1}$			0.534	0.177
MARKET$_{it-2}$			- 0.322	- 0.347
N (GROUP)	558 (99)	784 (112)	874 (119)	784 (112)
R^2	0.189	0.259	0.123	0.174
HAUSMAN TEST (χ^2)	23.160	28.350	60.360****	207.04****

1) The result of year dummies is not present in the table
* p < 0.10, ** p < 0.05, *** p < 0.01, **** p < 0.001

4.2. Results for the moderating effect of service-orientation

Another objective of this study was to examine the moderating role of tangible service orientation. Table 5 shows the result of tangible service orientation's moderating effect on the clan-profitability (Panel I) and -productivity (Panel J) relationships. Consistent with hypothesis (H5-1), the results revealed that tangible service orientation negatively moderates the clan-profitability relationship (βit-2 = - 2.749, p < 0.1). Furthermore, the moderating effect was two-year lagged, which confirmed this study's initial assumption that it has to process a serial link from culture to employee behavior, customer satisfaction, and ultimately performance. Meanwhile, the result in Panel J also revealed that tangible service orientation does not significantly moderate the clan culture-productivity relationship.

Table 5 also shows the result of tangible service orientation's moderating effect on the adhocracy-growth (Panel K) and -profitability (Panel L) relationships. The result revealed that consistent with hypothesis (H5-2), tangible service orientation negatively moderates the adhocracy-growth relationship (βit = - 0.557, p < 0.1). The result implies that there is a difference between adhocracy culture and tangible service orientation that causes a tangible service orientation to obstruct the effects of adhocracy culture on restaurant growth. However, it should be noted that the moderating role only had an immediate effect. Since adhocracy culture is externally focused and adaptable to change, it is able to have an immediate effect on growth and enables the tangible service orientation to have a much quicker impact on the adhocracy-growth relationship.

Table 5. Moderating effect of service orientation on the culture-performance relationship

Dependent Variable	Panel I. ROE_{it}	Panel J. $PRODUCT_{it}$	Panel K. $GROWTH_{it}$	Panel L. ROE_{it}
$CLAN_{it}$	2.040**	0.446		
$CLAN_{it-1}$	- 1.839	0.082		
$CLAN_{it-2}$	1.857	0.254		
$DUMMY\_TANGIBLE_{it}$	0.544	- 0.128		
$DUMMY\_TANGIBLE_{it-1}$	0.016	0.099		
$DUMMY\_TANGIBLE_{it-2}$	0.898	0.117		
$CLAN_{it} \times DUMMY\_TANGIBLE$	- 1.755	0.277		
$CLAN_{it-1} \times DUMMY\_TANGIBLE_{it-1}$	0.302	- 0.245		
$CLAN_{it-2} \times DUMMY\_TANGIBLE_{it-2}$	- 2.749*	- 0.333		
$ADHOCRACY_{it}$			0.004	- 4.947*
$ADHOCRACY_{it-1}$			0.061	- 0.393
$ADHOCRACY_{it-2}$			0.049	- 1.900
$DUMMY\_TANGIBLE_{it}$			0.102**	- 1.108**
$DUMMY\_TANGIBLE_{it-1}$			0.082	0.214
$DUMMY\_TANGIBLE_{it-2}$			0.007	- 0.809
$ADHOCRACY_{it} \times DUMMY\_TANGIBLE_{it}$			- 0.557*	5.164**
$ADHOCRACY_{it-1} \times DUMMY\_TANGIBLE_{it-1}$			- 0.243	- 0.544
$ADHOCRACY_{it-2} \times DUMMY\_TANGIBLE_{it-2}$			- 0.169	3.919
N (GROUP)	550 (99)	733 (111)	671 (94)	550 (99)
R^2	0.180	0.195	0.137	0.190
HAUSMAN TEST (χ^2)	17.800	105.43****	53.330**	19.670

1) The result of year dummies is not present in the table
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$, **** $p < 0.001$

Meanwhile, the result also revealed that, contrary to hypothesis (H5-2), tangible service orientation has an immediate positive moderating effect on the adhocracy-profitability relationship ($\beta it = -5.164$, $p < 0.05$). The positive moderating effect could be due to the hierarchical attributes of tangible service orientation. Although tangible service orientation has characteristics that conflict with adhocracy culture, its hierarchical nature may have a substantial influence on restaurant profitability. As a result, a tangible service orientation positively moderated the adhocracy-profitability relationship.

Table 6 shows the results of tangible service orientation's moderating effect on the hierarchy-profitability (Panel O) and -productivity (Panel P) relationships. The results revealed that consistent with hypothesis (H5-3), tangible service orientation positively moderates the hierarchy-profitability relationship ($\beta it\text{-}2 = 4.474$, $p < 0.1$). The result suggests that since tangible service orientation and hierarchy culture share commonalities, tangible service orientation could help hierarchy culture maximize its positive effect on restaurant profitability and result in higher ROE than intangible service-oriented firms. It should be noted that tangible service orientation had a two-year lagged effect.

Panel P of table 6 shows that, consistent with hypothesis (H5-3), tangible service orientation had an immediate positive moderating effect on the hierarchy-productivity relationship ($\beta it = 1.538$, $p < 0.1$). This positive moderating effect also suggests that since tangible service orientation and hierarchy culture share commonalities, tangible service orientation could maximize the effect of hierarchy culture on restaurant productivity and result in higher productivity than intangible service-oriented firms. As a result, tangible service orientation positively moderates the adhocracy-profitability relationship. The fact that tangible service orientation had an instant moderating effect (as opposed to a lagged effect) could be explained by the external elements of tangible service orientation.

Table 6. Moderating effect of service orientation on the culture-performance relationship (Continued)

Dependent Variable	Panel O. ROE_{it}	Panel P. $PRODUCT_{it}$	Panel Q. $GROWTH_{it}$	Panel R. $PRODUCT_{it}$
$HIERARCHY_{it}$	0.999	- 1.029		
$HIERARCHY_{it-1}$	3.731	0.454		
$HIERARCHY_{it-2}$	- 2.828	0.001		
$DUMMY\_TANGIBLE_{it}$	0.317	- 0.289*		
$DUMMY\_TANGIBLE_{it-1}$	0.480	0.057		
$DUMMY\_TANGIBLE_{it-2}$	- 0.692*	- 0.033		
$HIERARCHY_{it} \times DUMMY\_TANGIBLE_{it}$	- 1.962	1.538*		
$HIERARCHY_{it-1} \times DUMMY\_TANGIBLE_{it-1}$	- 2.470	- 0.161		
$HIERARCHY_{it-2} \times DUMMY\_TANGIBLE_{it-2}$	4.474*	0.284		
$MARKET_{it}$			0.097	0.569
$MARKET_{it-1}$			0.357	- 0.208
$MARKET_{it-2}$			0.001	- 0.346
$DUMMY\_TANGIBLE_{it}$			- 0.078	0.423
$DUMMY\_TANGIBLE_{it-1}$			- 0.111**	- 0.137**
$DUMMY\_TANGIBLE_{it-2}$			0.043	0.022
$MARKET_{it} \times DUMMY\_TANGIBLE_{it}$			0.259	- 1.494**
$MARKET_{it-1} \times DUMMY\_TANGIBLE_{it-1}$			0.356**	0.529
$MARKET_{it-2} \times DUMMY\_TANGIBLE_{it-2}$			- 0.210	- 0.029
N (GROUP)	550 (99)	773 (111)	857 (119)	773 (111)
R^2	0.197	0.174	0.137	0.165
HAUSMAN TEST (χ^2)	19.790	206.87****	196.31****	205.02****

1) The result of year dummies is not present in the table
* $p < 0.10$, ** $p < 0.05$, *** $p < 0.01$, **** $p < 0.001$

Table 7 also shows the results of tangible service orientation's moderating effect on the market-growth (Panel Q) and -productivity (Panel R) relationships. The result revealed that, consistent with hypothesis (H5-4), a tangible service orientation positively moderates the market-growth relationship (βit-1 = 0.356, $p < 0.05$). The result suggests that since tangible service orientation is similar to market culture in terms of developing products that match consumer expectations and demands, it could help market culture enhance restaurant growth by positively moderating the market culture-growth relationship.

Meanwhile, the moderating effect of tangible service orientation on the market-productivity relationship yielded different results. Panel P of Table 7 reveals that, contrary to hypothesis (H5-4), tangible service orientation negatively moderated the market-productivity relationship (βit-1 = - 1.494, $p < 0.1$). This may be partly explained by the initially negative relationship between market culture and restaurant productivity. That is, since market culture inherently decreases productivity, a similar tangible service orientation further maximizes the negative effect of market culture on restaurant productivity.

5. Discussion and Conclusion

5.1. Discussion and implications

Overall, this study found that varied organizational cultures influence restaurant performance differently. Specifically, the results of this study revealed that clan culture immediately increases restaurant productivity. As for adhocracy culture, this study found that adhocracy culture decreases restaurant growth, suggesting that an organizational culture that reinforces risk-taking and creativity in the operation is not suitable for firm growth. This study also revealed that hierarchy culture immediately decreases restaurant productivity. Furthermore, this study found that tangible service orientation negatively moderates the clan-profitability relationship, the adhocracy-growth relationship, and the market-productivity relationship but positively moderates the adhocracy-profitability relationship and the market-growth relationship.

5.2. Implications and contributions

This study provides important theoretical implications. First, this study extended the organizational culture literature by providing a logical discussion about how each organizational culture is related to specific firm performance indicators. Second, this study added to organizational culture studies in the field of hospitality and tourism management by providing a theoretical discussion of how organizational culture is related to performance and offering empirical evidence that reveals the performance implications of various organizational cultures. Third, this study contributed to the literature by using alternative organizational culture measurements based on text analysis of firms' 10K filings.

Furthermore, this study also offered insightful implications for industry professionals. First, this study found that it is difficult for a single organizational culture to enhance restaurant performance, which suggests that organizational cultures should be combined with other aspects of the operation to yield meaningful outcomes. Therefore, it is recommended that industry practitioners should consider combining their business contexts, strategies, or operation types with the organizational culture to yield greater performance. Second, this study also found that the effectiveness of reinforcing any organizational culture is only temporary. Therefore, if restaurant managers want to disseminate a new organizational culture to motivate employees, it is recommended that they continuously execute corporate-wide campaigns or training programs to continuously gain the benefits of the organizational culture. Furthermore, this study also found that it generally takes at least one year for a firm to gain tangible outcomes, which implies that moving from reinforcing a certain culture to gaining the benefits of that culture is a long process. Therefore, it is advised that restaurant managers should take a long-term perspective when considering changes to their organizational culture. Third, this study found that tangible service orientation positively moderates both the hierarchy-profitability and hierarchy-productivity relationships, while tangible service orientation negatively moderates the clan culture-profitability relationship. Therefore, it is advised that managers of restaurant firms that concentrate on tangible service should encourage certain levels of hierarchy culture to maximize the positive effect of tangible service orientation and strictly avoid promoting clan culture within the operation.

5.3. Limitations of this study and suggestions for future studies

This study is not free from limitations. First, this study did not consider the effect of having two or more cultures on restaurant performance. Although tangible service orientation covered this issue to a certain extent, it still remains unclear how different cultures are combined within a single organization and which combination of cultures creates the most optimal synergetic chemistry to improve organizational performance. In this respect, it would be more meaningful for future research to study the effect of combined cultures on performance and to offer insights into which combinations of cultures are optimal for improving specific performance indicators. Second, this study did not consider the effect of potential multicultural contexts among multi-brand and/or franchise restaurant firms. Therefore, future studies should explore the effect of organizational culture while considering multicultural contexts specific to the restaurant industry.

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Quest for tourist inspiration: An exploratory study

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Abstract:

Inspiration theory originates from the field of social psychology and conceptualizes inspiration as a state of specific intrinsic motivation. The concept of inspiration has been applied to many fields in recent years, and the tourist inspiration state is a common phenomenon in the tourism process, especially in transformative tourism, but has not been directly explored in previous studies. Therefore, this research explores the concept of tourists' inspiration state, performing qualitative and content analyses to derive two important dimensions and five types of tourists' inspiration. In addition to understanding tourist inspiration during the journey, it also provides strategic and responsive management implications for tourism-related industries.

Keywords: Tourist inspiration, Qualitative interview, Content analysis

1. Introduction

In recent years, the construct of inspiration has been applied in different fields. In the psychology, Hart (1998) states that inspiration is characterized by accidental, unintentional, sudden, or slow emergence. In the field of marketing, Böttger, Rudolph, Evanschitzky, and Pfrang (2017) applied inspiration to customers in a consumer environment and defined customer inspiration as a temporary state of motivation that can lead consumers to change from the idea of accepting marketing incentives to the intrinsic pursuit of consumption-related goals; and Khoi, Phong, and Le (2020) applied the concept of customer inspiration to consumers in a travel context, defining it as a moment of sudden insight, insight, recognition, or understanding that can lead consumers to move from the idea of receiving travel inducements to the pursuit of a goal.

As noted above, inspiration construct has been explored in different fields, and the construct of tourist inspiration is an emerging and worthy topic in the tourism literature. Therefore, this study investigates the tourist inspiration through qualitative research and classifies the inspiration states from the perspective of tourists' practice, which can help tourism-related industries to develop marketing strategies and respond to tourists' feelings, as well as provide reference for management implications to ensure that tourists can have a better travel experience.

2. Literature Review

2.1. Customer Inspiration

Inspiration is a specific intrinsic state of motivation as it is induced by external sources and is associated with the realization of new ideas (Thrash & Elliot, 2003). The concept of "customer inspiration" is based on the general concept of inspiration and suggests that customer inspiration is a temporary motivational state that can lead consumers to change from the idea of accepting marketing incentives to the intrinsic pursuit of consumption-related goals. At the same time, customer inspiration can be decomposed into an epistemic activation component and an intention component. Both components are essential in creating the "full process of inspiration," but each represents a different state of the process (Thrash & Elliot, 2004; Thrash, Moldovan, Oleynick, & Maruskin, 2014).

2.2. Tourist inspiration
Previous literature in the field of tourism suggests that experiences are central to tourism (Lin & Kuo, 2016). However, in contrast to the previous general tourism experience, inspiration is a more complex state of motivation involving transcendence of the ordinary, a motivated imagination, and the stimulation of creative ideas (Thrash & Elliot, 2004). Khoi et al. (2020) argue that tourist inspiration in tourism can be seen as a cognitive assessment of the object (e.g., tourist destination) as well as worthy of imitation (e.g., stimulating the imagination) or expansion (e.g., pursuing new ideas), rather than merely desirable and worthwhile acquisition or recreation (Thrash & Elliot, 2004).

Following the above, this research defines tourist inspiration as "*a state of intrinsic motivation in tourists that facilitates the transition from the receipt of external inducements to the intrinsic pursuit of a tourism-related goal*". Although previous research may help us to understand and develop an interest in the process of inspiration experiences in the tourism context, there is a lack of research that explicitly examines the states of inspiration experienced by individuals during the tourism process.

Therefore, in order to appeal to Thrash et al.'s (2014) view that "there is a need to better conceptualize inspiration in a specific domain," this research considers tourist inspiration states in tourism and aims to propose a construct of inspiration that encompasses the nature of tourist inspiration states and is consistent with previous literature on inspiration, in order to suggest and discuss a more comprehensive construct of tourist inspiration, extending the tourism and broaden the current understanding of the different aspects of inspiration.

3. Methodology

3.1. Data collection
Since this research is an exploratory inquiry into tourist initiation states, a qualitative approach was used to gain insight into the issues from the researcher's perspective (Hennink, Hutter, & Bailey, 2020). This research used semi-structured in-depth interviews for data collection, allowing interviewers and interviewees the freedom to follow up, clarify, and elaborate on ideas (DiCicco-Bloom & Crabtree, 2006).

As transformation experiences of transformed tourists are elicited by stimuli and make tourists respond to and interpret the stimuli (Pung, Gnoth, & Del Chiappa, 2020), which means that there is a similarity to the inspiration state in the process of transformation experiences. Therefore, this research interviewed tourists who had been engaged in transformative tourism and drew on Soulard, McGehee, and Knollenberg's (2020) definition of the transformative tourist as "*a tourist who are placed in new environments that force them to develop new resources and creatively respond to challenging situations, ultimately adapting their usual perspectives, behaviors, lifestyles, and relationships with the world*". All in-depth interviews will take place between August and October 2020. The sample size of the in-depth interviews was mainly determined by the data saturation (Patton, 2002). This research found that no new insights or information about the tourists' inspiration states could be obtained by the 18th-20th interviewees, indicating that the data had reached saturation, so the interviews were stopped after the 20th interviewee.

Interview procedures were developed based on previous research (Lin, Fan, Tsaur, & Tsai, 2021), and interview questions were adapted to the tourism context by referring to Böttger et al.'s (2017) questions on consumer inspiration in shopping context. Before the interview, interviewees were given a definition of tourist inspiration and examples of inspiration states (e.g., interested in something new, my interest in travel has increased, etc.). In the interviews, interviewees were asked *how they described inspiration and what words they thought could describe, express, or represent inspiration*. Next, they were asked to *describe their past transformative trips, how they felt inspired during or at the end of the trip, and to discuss their feelings and thoughts in the moment of inspiration and after the inspiration*.

In order to ensure the integrity of the tourists' inspiration journey, all interviews are conducted after the tourists have finished their tour. It took about three months to collect and organize the data (including word-for-word transcription and content analysis), and each interview lasted 30 minutes on average. All interviews were recorded and transcribed in Chinese.

3.2. Participant characteristics

The interviewees were 20 transformed tourists, including 10 males and 10 females, aged between 20 and 53, with an average age of 33, traveling in the form of independent travel, study abroad, backpacker tourism, spiritual tourism, wellness tourism, ecotourism, and working holiday. Details of interview respondents are presented in Table 1.

Table 1 *Profiles of Transformed tourists*

No.	Name	Sex	Age	Types of transformative tourism
T1	Tina	Female	24	Independent travel
T2	Jyun	Female	24	Study abroad
T3	Jiang	Male	40	Volunteer tourism
T4	Lee	Female	36	Independent travel
T5	Lu	Female	30	Backpacker tourism
T6	Red	Male	28	Independent travel
T7	Peng	Male	42	Backpacker tourism
T8	Angela	Female	24	Spiritual tourism
T9	Corrina	Female	53	Wellness tourism
T10	Mao	Male	30	Spiritual tourism
T11	Lin	Male	46	Backpacker tourism
T12	Yang	Female	36	Working Holiday
T13	Cheng	Male	44	Independent travel
T14	Zhou	Female	38	Spiritual tourism
T15	Tong	Female	33	Working Holiday
T16	Yue	Male	27	Independent travel
T17	Cing	Male	20	Independent travel
T18	Miffy	Female	28	Study abroad
T19	Sheng	Male	23	Ecotourism
T20	Zhang	Male	26	Working Holiday

3.3. Data analysis

To improve the reliability of the research, the interviewees were asked to check the transcript for any misunderstandings, doubts, or additions. Among them, 5 interviewees made wording changes and additions, the other 15 interviewees said the content was correct and consistent with the original meaning.

Content analysis is a method of subjective interpretation and analysis of the content of textual data through a systematic classification process of coding and identifying themes or patterns (Hsieh & Shannon, 2005), thus providing a brief but extensive description of the phenomenon. This research uses content analysis to analyze the data in three stages (Patton, 2002).

First, two re-named coders were invited to code the transcripts. Coder A was a professor familiar with content analysis and coder B was an experienced conversion traveler. Both coders independently conducted item screening to identify the basic units of analysis for tourists' inspiration states, based on the interviewees' perceived inspiration states. If the item did not belong to the inspiration state, it was excluded. After the screening, the items were discussed and a consensus of 100% was reached on the 256 items.

Next, an author categorizes all items into meaningful and interpretable categories. Items can only be related to one tourist inspiration category. The 256 items were grouped into 12 categories related to tourist inspiration states. Then, the 12 categories with similar characteristics and features were categorized into 5 higher-order categories. Another author and a professor who is familiar with content analysis have found the interrater reliability of 0.93 (238/256) and 0.92 (11/12) respectively, which is higher than the standard of 0.8 (Kassarjian, 1977), indicating that the reliability of the categorization results is good.

Finally, an inductive content analysis was conducted. The authors agreed that the types of tourists' inspiration states were similar in character or nature, and then the five categories were classified according to the types of inspiration states. After the above steps were completed, the categorization and naming of the categories were fully discussed between the two authors until the categories correctly reflected the tourists' state of inspiration. In case of differences in categorization, consensus was reached through the unit of analysis and the presentation of original data.

After these three stages were completed, triangulation (Mhyre, 2010) was further used to ensure the validity of the results. During data analysis, two authors reviewed the data together and conducted a triangulation process for each of the five categories and the two themes categorized separately to avoid potential bias caused by a single observer (Patton, 2002). After triangulation, five types of tourists' inspiration states were identified and appropriately incorporated into their respective themes. The study was originally written in Chinese and later translated into English by researchers and two English-speaking tourism professionals. Following the suggestion of Brislin (1976), a back translation was made to verify the accuracy of the translation.

4. Results

The research divides the tourist inspiration area into two dimensions: ideation inspiration and action inspiration, and a total of five types of tourist inspiration states. Table 2 shows the number of frequencies of the five types and 12 items in the two dimensions of tourist inspiration states in the process of content analysis.

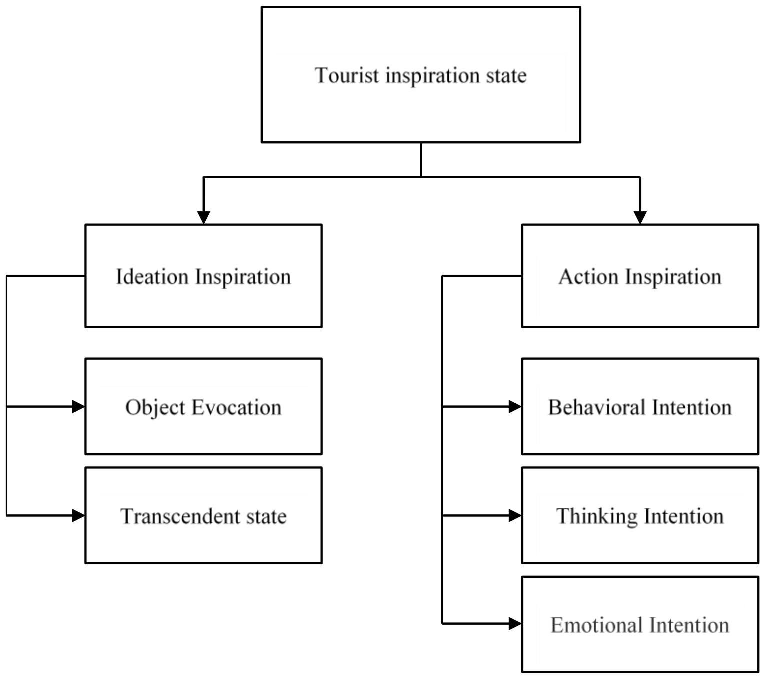

Figure 1. The dimensions and types of tourist inspiration in this study.

Table 2 *Categories, subcategories, and frequencies of transformed tourist inspiration state*

Dimensions, categories, and items	Frequencies
Ideation Inspiration	**135**
Object Evocation	88
Journey encouragement	31
Receive enlightenment	24
Evoke awareness	17
Stimulate imagination	16
Transcendent state	47
Expand perspective	27
Positive sensations	20
Action Inspiration	**121**
Behavioral Intention	63
To do something	28
Pursuing a certain goal	19
Experience more	16
Thinking Intention	43
Generate new ideas	24
Make me reflection	19
Emotional Intention	15
Cherish the moment	15

4.1.1. Object Evocation

Elliot and Thrash (2002) show that among the characteristics of inspiration, evoked meaning is evoked externally rather than willingly by the recipient. Therefore, tourists will be inspired by external sources in the process of travel. The items of Object Evocation are described as follows.

Journey encouragement.

Gilson (2015) found that people can be inspired by many sources, including other people, places, objects, and behaviors, and that this inspiration can come from within or without. Tourists on a journey often feel inspired or empowered by the things they see and feel or the views they experience.

> *While on an independent trip in Europe, I was inspired and enlightened by seeing landscapes I once thought I could only read about in textbooks come to life. (T1)*

> *When I am hiking, I am inspired by the beauty I see, and when I am inspired, I feel empowered and want to take my life one step further. (T7)*

Receive enlightenment.

Manasseh, Müller-Sarmiento, Reuter, von Faber-Castell, & Pallua (2012) argue that there is a great need for individuals to be inspired by experiences and to actively seek inspiration therein. This research argues that the tourists' experience of the performance or presentation of the object during the trip allows them to draw and gain enlightenment that is not available in daily life.

> *When you see the scenery, sometimes you may suddenly get some inspiration and have some insight into your life. (T14)*

> *Sometimes I get some inspirations on life or travel through the conversation between travelers and partners from all over the world, so that I can also feel the charm of their different lives. (T11)*

Evoke awareness.

Personal inspiration is evoked by the spontaneity of the object (Elliot & Thrash, 2002). Similar concepts were also mentioned by the interviewees, who said that they felt awareness during their travels due to some arousal of the local objects.

> *When I was on a working holiday, I would see unfamiliar or fascinating scenes that would give me a sense of enlightenment and awareness. (T15)*

> *When I travel, something suddenly opens up or guides me to something or an area that I have not yet encountered. (T8)*

Stimulate imagination.

Walter (2016) mentions that transformative tourism sees transformation as an imaginative experience and better understands the symbols and emotions in the traveler's narrative. Thus, tourists suddenly develop new ideas and stimulate their own curiosity and imagination about objects they have never touched before (e.g., national culture, local people, etc.) when traveling.

> *When I first arrived in Hong Kong, seeing the local culture inspired me to be curious and enlightened about cultural heritage, values and treasures. (T6)*

> *I studied in France and when I first met my classmates from different countries, it made me imagine about them and want to deal with them. (T18)*

4.1.2. Transcendent state

Transcendence describes a feeling of positivity, clarity, and self-improvement, as inspiration relates to the realization and appreciation of new ideas (Elliot & Thrash, 2002). Therefore, the tourist's state of inspiration during travel can be described as a positive and self-improving feeling, and such a transcendental state may include new ideas and new feelings about them. The items of the Transcendent State are described as follows.

Expand perspective.

Tourism services aims to provide tourists with quality experiences such as refreshing, show original ideas, and broaden their minds and horizons (Prayag, Hosany, & Odeh, 2013). Put differently, tourists open their eyes and horizons by moving their spirits to a new state when they receive a tourism service or experience.

> *When I'm on an independent trip, it's often because I meet people on the trip that make me discover new things because they think differently than I do, and it opens my eyes. (T17)*

> *I was caught off guard by some unexpected situations during the trip, but it also broadened my horizons and made me realize that there are many things in this world waiting to be explored. (T4)*

Positive sensations.

Elliot and Thrash (2002) suggest that inspiration involves the appreciation and realization of a new idea. So, tourists often have a positive feeling in the moment when they feel or appreciate a new idea during the trip.

> *I will be very happy when I am inspired, because this kind of inspiration let me experience something that I did not feel in the past. (T7)*

> *I may be enlightened at the moment of enlightenment and suddenly feel that traveling is a very beautiful thing. (T10)*

4.2. Action Inspiration

This dimension means the tourist's intentions to do something or show some state after being inspired by the external environment of the trip. There were 121 items of action inspiration, including behavioral, thinking, and emotional intention, with the frequencies of 63, 43, and 15.

4.2.1. Behavioral Intention

Liang, Chen, and Lei (2016) argue that customer inspiration can be stimulated through strong advertising, which in turn leads to customer behavior. Therefore, if tourists feel inspired during the travel experience, they will be induced to generate behavioral intention states. The items of Behavioral Intention are described as follows.

To do something.

Thrash et al. (2014) indicate that inspired intention state is inner pursuit of consumer goals, which is what makes consumers eager to make new ideas happen. Moreover, interviewees reported that when they were inspired during their travels, they had thoughts of making changes or wanting to do more.

> *When I first arrived in the United States, I realized that the culture here was very different from my own country and I started to want to change myself and adapt to this unfamiliar culture. (T2)*

> *Inspired by my travels, I would like to do more different things, participate in different volunteer activities, and even interact and get to know the local people. (T3)*

Pursuing a certain goal.
Latham, Narayan, and Gorichanaz (2019) mentioned that the desire to setting goals is included in the inspiration experience of museums. This research interviewees reported a similar concept that when tourists are inspired during the journey, they themselves develop some idea of a goal and begin to want to pursue it.

> *I have some imagination when I am inspired, and it makes me more purposeful and even start to pursue my life goals. (T6)*

> *After I was inspired by the guide, I made my own decision to work hard to accomplish my dream in the future, and I believe I will be moved when I return to this place on the day I finish. (T8)*

Experience more.
Khoi et al. (2020) mentioned that tourists who are open to experiences are curious about travel strategies that emphasize imagination or creativity and have a tendency to seek out and appreciate new experiences. And some interviewees mentioned similar feelings of wanting to experience more and even to try more after being inspired by the trip.

> *After this trip, I decided to enjoy the travel process from now on and to be more prepared so that I can experience more things that I have not tried on my next trip. (T5)*

> *Being inspired gives me the motivation to do certain things and be brave enough to try more things. (T12)*

4.2.2. Thinking Intention
Oleynick, Thrash, LeFew, Moldovan, and Kieffaber (2014) argue that the motivational state of inspiration compels individuals to bring their thoughts to fruition. The inspired individual generates the motivation to express, realize, materialize, or transmit ideas (Böttger et al., 2017). Thus, tourists are inspired to generate states related to ideas and want to express or realize these ideas. The items of Thinking Intention are broken down as follows.

Generate new ideas.
The special feature of transformative tourism is that it combines physical and psychological travel (Lean, 2012). Psychological travel is about the thoughts and ideas that emerge in the minds of tourists. Interviewees in this research report being inspired to generate new feelings and ideas that may be new and never thought of before.

> *When I see the lack of local materials in the process, it gives me a new feeling and generates a lot of ideas. (T3)*

> *After seeing the diverse ecological resources, I feel the need to protect the ecology because the ecology is really fragile and may be damaged by the convenience of tourists. (T19)*

Make me reflect.
Soulard et al. (2020) suggest that the transformational experience of the transformed tourists leads the tourists to reflect on themselves and gain a broader understanding of the world, their values and beliefs. This research proposes that tourists are inspired by the journey difficulties they encounter and become self-reflective as they realize that they need to make some changes.

> *When I encountered difficulties while on working holiday in Australia, I would first try to start thinking about what to do next on my own, and I would also seek help from friends from different countries. (T20)*

> *When I see the look of the local people when they are happy, it makes me reflect. (T9)*

4.2.3. Emotional Intentions
Figgins, Smith, Sellars, Greenlees, and Knight (2016) suggest that inspiration creates strong emotions and longings to drive the self. Hahm, Kang, and Matsuoka (2020) describe inspiration as someone or something being emotionally or mentally uplifted. Therefore, when tourists are inspired in tourism, they will create emotional or mental states, which in turn will lead to an emotional state of intention. The items of Emotional Intention are as follows.

Cherish the moment.
Inspiring feelings during a visit to a destination (Böttger et al., 2017; Thrash & Elliot, 2003) may lead to emotional outcomes (Lin & Kuo, 2016). This research's interviewees said that they often experience feelings of appreciation in the moment of travel and begin to enjoy or seize the moments of travel.

> *After seeing such a beautiful scenery, I just want to cherish and enjoy it at the moment, and remember this beautiful place with my eyes. (T1)*

> *When I am inspired, I change my hesitant mindset to one of certainty, and I cherish the opportunities I have to seize the moment. (T11)*

5. Discussion and Conclusion

5.1. Discussion and implications
The purpose of this research is to discuss the concept of tourist inspiration states. Two important dimensions and five types were identified. The results of the research indicate the different types of tourists' inspiration states and provide suggestions for responding to them.

First, this study identifies the tourists' ideation inspiration in tourism. Tourists may feel inspired by the charismatic nature of the tourist objects (scenery, architecture, landmarks), which is very similar to the findings of Latham et al. (2019), where the charismatic nature of the tourists' recovery experience is a very important part because the things encountered in the tour can generate a high level of interest in the tourists. Tourists are also inspired by the performance or presentation of the objects they encounter during the trip, which in turn stimulates their imagination and generates curiosity, and this is similar to the findings of Figgins et al. (2016), where tourists feel inspired during the trip to create awareness and interest in new opportunities.

Secondly, the findings show that tourists do develop Action Inspiration when they are inspired during the trip, with the most often reported feeling inspired to do something, which is consistent with van de Ven et al. (2019) that tourists develop motivated action intentions when they are inspired and can be triggered through emotion. In this state, Latham et al. (2019) mentioned that the object of travel shows many inspirational factors, including the desire to set goals. Thrash and Elliot (2004) also mentioned that inspired subjects would want to do something or be something, so the results of this study are consistent with previous research.

5.2. Conclusion

5.2.1. Theoretical implication

This research provides a closer understanding of inspiration states in the tourism domain and contributes to a new interpretation of tourist inspiration. The findings not only identify the similarity of inspiration states in the tourism domain with previous studies (Thrash & Elliot, 2003, 2004; van de Ven et al., 2019), but also confirm the types of inspiration states identified from the tourist perspective.

Although there are several overlaps between the tourist inspiration and customer inspiration, for example, customers' imagination is stimulated by the attraction of advertisements during spending, which in turn leads to purchase ideas (Böttger et al., 2017; Liang et al., 2016). But in the tourist inspiration state, the tourist engages into travel activities not only for the idea of purchase or experience, because the inspiration is deeper and more applicable to the state of travel (e.g., expand perspective) and leads to different inspirations for action (e.g., cherish the moment). Therefore, tourist inspiration has a different outcome than customer inspiration.

Finally, as the construct of inspiration has rarely been discussed in the tourism field, this research delves into the construct of tourist inspiration and identifies five categories of tourist inspiration states. From the perspective of inspiration theory, this research extends the range of inspiration in the literature and also extends the theory to the tourism-related literature gap.

5.2.2. Managerial implication

Tourist inspiration states will have a major impact on the tourism industry. The results of this research provide a reference for the travel industry to help them understand the types of tourist inspiration states during their trips, and to be able to plan marketing strategies to address these types and respond to the tourist inspiration states during their trips to improve the quality of their trips. The research makes the following recommendations for travel agents, destination operators and related industries.

Marketing strategies for tourist inspiration states, this research suggests that the travel industry can create tourist needs and opportunities to increase the inspiration experienced by tourists. Destination operators can create a specific climate for the destination and transform the destination's charms on a regular basis, like an art gallery, changing the climate every few weeks. This allows tourists to be exposed to new and surprising objects during their travels, thus providing a new perspective on marketing strategies.

In order to respond to tourists' state of inspiration, this research suggests that travel agencies can create highlights in the journey to promote tourists' inspiration. First of all, the travel objects (e.g., history, culture, scenery, etc.) of the destination can be packaged so that tourists can feel more easily inspired and generate new ideas and actions during the trip, thereby increasing their satisfaction and loyalty. Second, new or unexpected tourism activities can be combined with the trip to inspire tourists, such as adding DIY activities that show tourists' creativity or displaying more fun and lively tour signs to inspire tourists, and using tools such as virtual images or augmented reality when tourists are inspired to make them interested in it, which in turn makes them more satisfied with the tour itinerary and experience.

5.3. Limitations of this study and suggestions for future studies

Although this research has provided some insights into tourist inspiration, it is important to be aware of some limitations. In order to select a suitable sample, interviewees for this research were recruited through the personal contacts of the researchers and travel websites. Furthermore, the results of the research are limited to the specific transformative forms of tourism in this research sample, such as independent travel, study abroad, so there are many more tourist inspiration states in the tourism field that deserve further exploration. Moreover, the findings may be limited to the cultural context of the sample, e.g., Taiwan's tourism culture and travel habits. Therefore, extending this research method to other regions and cultural contexts may improve the consistency of the findings. Future studies could conduct large-scale cohort comparisons in order to explore in depth the inspiration states of converted tourists in other countries, thus making tourist inspiration states more general across all tourism domains.

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Images of traditional Filipino culture through the Borlas de Pastillas (milk candy wrappers) of San Miguel de Mayumo, Philippines

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Abstract:

This is a cultural study on the "dying" art of making wrappers or *pabalat* for the *pastillas de leche* in San Miguel Bulacan, Philippines. The designs of master artist Dolores Ramos-Libunao on the wrappers, reflect the Filipino food and culture. This study documented about 205 accounted designs of the artist and surfaced the meanings and symbols that they convey. Also, making this accessible to the younger generation hopes to catalyze efforts towards its preservation.

Keywords: *Pabalat*, pastillas de leche, cultural heritage, preservation, symbolism of designs.

1. Introduction

This study features the result of the last phase of a two-part cultural study that aimed to identify traditional Filipino culture as reflected by the various designs of the *borlas de pastillas*, also known as *pabalat* ng pastillas. *Borla*s is a Spanish term for trimmings while *pabalat* is a Filipino term for wrappers. The tails of the *pabalat* appear like dainty trimmings that are a result of cut-out designs using *papel de japon* (Japanese paper). These designs are so intricate that it takes great skill and care to navigate the small details of the images that depict the dailiness of the lives of the locals. The wrapper's tails range from 15-20 centimeters long and feature beautiful designs of flowers, leaves, birds and landscapes (Choudhury (1997). The *pabalat* is used to wrap pastillas de leche on special occasions. *Pastillas de leche*, is a soft candy made from carabao's milk (leche) and sugar, a delicacy in San Miguel de Mayumo in Bulacan town north of the Philippines.

Specifically, the study aimed to: 1) document the various designs of the only surviving master *pabalat* artist, Dolores Ramos-Libunao and her family; 2) classify the designs according to themes and meanings that were surfaced from these designs and c) compile these into a book that will serve as a repository of the memories of the local culture of San Miguel, Bulacan for use by its future generation. The study also hopes to create awareness and appreciation of the art as a mark of their identity as a people. Furthermore, it aims to catalyze the efforts of the local government of San Miguel, the Department of Tourism and the National Commission and the Arts toward a renewed campaign to preserve and revitalize the art. Finally, the designs can be used as learning materials for art, social science, food and culture subjects in all educational levels.

2. Literature Review

2.1. Cultural Heritage

Cultural Heritage "is an expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions and values "(ICOMOS, 2002). It consists of both intangible and tangible elements. Tangible cultural heritage includes "language, literature, music, dance, games, mythology, rituals, customs, handicrafts, architecture, traditional forms of communication and information." (UNESCO, 1998). Mc Kercher and du Cros articulate that these cultural assets are recognized for their aesthetic, architectural historical, social, spiritual, or educational values. The authors further classified these for their intrinsic values or provenance. Intangible elements consist of existing traditional and popular cultures, and folklores such as music, dance, language, religion, foodways, artistic tradition, and festivals" that were inherited from the past (Mc. Kercher and du Cross (2002); Timothy and Nyaupane, 2009). Mc. Kercher and du Cross (2002 explain that intangible culture is inherently tied up to place or context and is not a product of the complexity of technology. One requisite therefore is the presence of artisans or traditional bearers who create and re-create cultural assets with their manual skills. A fitting example is the art of making pabalat of pastillas de leche depe San Miguel de Mayumo.

2.2. Filipino Cultural Tradition

Filipino anthropologist Felipe Landa Jocano (2000), aptly defines culture as a set of commonly shared ways of thinking, believing, feeling and acting. He further describes it as a traditional way of life of a group of people, as a manifested and illustrated by the patterned ways by which people survive by sharing and going about their daily lives. These could be in terms of material culture such as arts, foodways through recipes, dishes; food patterns; cooking and dining implements; pictures, objects and other tangible objects. Other components of culture are customs and traditions, language, time and place, and values, norms and beliefs. With the changing demographics and modernization of society, some of these cultural practices are slowly vanishing. The low-paced, sustainable way of life has slowly been replaced by a fast-paced lifestyle that is governed by gadgets and technology. Also, the advent of the information superhighway has led to the infusion of foreign culture such that, the younger generation especially in urban areas, has no more idea or interaction with their cultural tradition. It is therefore important to preserve this culture by documenting artworks such as the pastillas *pabalat* designs San Miguel de Mayumo which showcase the memories of an artist on the fading scenes of traditional Filipino food and culture.

2.3. Theoretical Underpinning of the Study

This study was heavily inspired by Simon Turley's Heritage Cycle (2005) which is formed by four stages: Understanding, Valuing, Caring and Enjoying. For a group of people to embrace their heritage, they should first understand it. For example, do the stakeholders have good grasp or understanding of the meanings that are reflected or embedded in their cultural asset? These meanings can be surfaced by looking at need to look from various contexts or frames in studying a cultural artefact such as an art/photography/object, text, way of life/practice, among others (Grossberg 2010). One can also sift through "constructed meanings" (du Gay, et al.,1997) that could have evolved from the production of this cultural asset or product. Hall explains that their creations could imbue in them dominant meanings. It is when these people understand these meanings in their heritage asset that they learn how to value it. Jocano (2000; 1977) defines value as something that people hold on dearly such that it becomes an important part of their lives. It is only when this group of people recognize the value of the asset in their lives will they develop the sense of caring for it. Ultimately, this whole process of valuing these stakeholders will enjoy these cultural assets as monolithic, rigid and inanimate representation of their past.

3. Methodology

This study used the descriptive case study method and the qualitative approach of gathering data from the main participant through the key informant and observation methods to validate the author's emic gaze in examining the designs. This study was done in two phases, in 2015 in which several artists were initially interviewed including Dolores Ramos-Libunao. In 2019, the author was granted another funding to focus on the works of Dolores, being the only surviving master artist of the *pabalat* art. Face-to-face interview sessions and observations in situ were made to validate the etic gaze of the author in examining the embedded meanings in the designs. These interviews were conducted during the pre-pandemic period in San Miguel and Quezon City in Metro Manila. Documentation of Dolores' designs also started and culminated in 2019. The collection includes several of her selected designs which were documented during the first stage of the study. These designs were carefully sorted out in terms of their physical features and meanings that they reflect or represent. These meanings are narratives that Hall (1997) called representations. For example, to whom does the *pabalat* attribute its existence? This was achieved by historicizing the *pabalat* in San Miguel through the oral narratives of the participant on how her family got involved with the art. Sorting the designs was completed in March 2021 and at about the same time, the validation process was also done by Facebook messenger. Dolores was adept at using Facebook messenger but she needs the help of her daughter, Cecille to attach and or download attachments. Questions were aimed to extract narratives on the start and reason of the involvement of the Ramos-Libunao family with the art, how the art was handed down from generation-to-generation and the identification of the various themes of Filipino food and culture from various designs. The final output of the study is a book that will serve several purposes: it will serve as a repository of precious designs of the *pabalat* for use as a learning resource for social studies and art subjects of schools in all levels in San Miguel to perpetuate the art in the community and create awareness and appreciation of Filipino food and culture. The book can also find its significance among students of tourism and hospitality, fine arts and Philippine studies.

4. Discussion and Conclusion

4.1. Discussion

4.1.1. The pastillas and the pabalat art

Figure 1. The *pastillas de leche* without and with the *pabalat*

The pastillas is a soft, sweet candy made from water buffalo or carabao' s milk and sugar. Its production was believed to have preceded the creation of the *pabalat* art. Clarissa (personal interview, 2015), a respondent who traces her roots in San Miguel narrated that the pastillas is a product of the local folks' frugality, utilizing their excess daily collection of fresh carabao's milk. San Miguel de Mayumo is located at the border of Bulacan province north of Manila (www.bulacan.gov.ph/sanmiguel/history.php). San Miguel is the name of the town's patron saint while *mayumo* means sweet in the vocabulary of Pampanga, the neighboring province of San Miguel. San Miguel used to be an agricultural municipality, being part of the Rice Granary of the Philippines. Rice fields abound in the area and the carabao used to be the farmers' beast of burden. Aside from helping till the fields, the carabaos are sources of fresh milk by the local folks, oftentimes producing more than what the then small community can consume. They developed the pastillas by mixing sugar with the carabao's milk and patiently stirring the mixture for several hours until it forms into a soft, curdled mass. This delicacy served as additional food and source of income for the local folks during the war. These were initially wrapped in white, hard bond paper. For special occasions, the locals thought of making patterns on various colors of Japanese papers. Olympia Sevilla, a local entrepreneur, packaged and popularized it as a special wrapper and eventually, sold it in her food shop.

No direct account can point to the origin of this art of paper cutting in the Philippines. Philippine National Artist and Professor Emeritus of the University of the Philippines Virgilio Almario, a native of San Miguel, claimed that the art probably started before World War II (personal communication, February 10, 2016). Before her death in 2016, the other master artist Luz Ocampo narrated that she learned the art from her mother and dabbled on the art during respites from school requirements (Lopez, 2015). The wrappers became his source of income during the outbreak of World War II when she stopped going to high school. Dolores corroborated that the art possibly started before the 1940s based on the inscription of the date, 1947 on the corner edge of a *pabalat* pattern of Josefina David that is in her possession. Alejandro and Santos (2003, p.26) theorized that the art of paper cutting came to Philippine shores through the early Chinese traders. The surviving version was discovered in San Miguel de Mayumo. *Pabalat* designs are drawn on cardboard or hard paper. These are traced using Japanese paper and pencil. A thick-pointed needle mounted on a long stick to make an incision on any part of the design to allow the pair of cuticle scissors to cut through the rounds and bends of the designs. The resulting *pabalat* is wrapped around each *pastillas,* lending an elegant lace-like tails (The Junior Mayumo, 2006) as shown in the right picture in Figure 1.

4.1.2. The pabalat art in the lives of the Ramos-Libunao family

The Ramos-Libunao family started making *pabalat* before the war. Their matriarch, Priscilla, a dressmaker, made it as a source of livelihood to augment her family's income (Dolores, interview, 2015). With the tedious process involved in the art, the price of pastillas garbed with the *pabalat* is slightly higher, thus making it highly seasonal. Dolores first learned the art from her mother Priscilla (personal communication, December 28, 2015). However, her three older brothers produced *pabalat* for a living. With the demise of her brothers, Dolores decided to continue the tradition in response to the clamor of her brothers' customers. She used the heirloom designs from her mother and brothers and obtained additional inspiration from the *pabalat* patterns of Josephine "Fe" David. A relative of Josephine handed down some of the patterns to her about ten years ago (personal communication, March 22, 2017). Pastillas pieces garbed with the *pabalat,* fetch a little higher price as compared to the plain-wrapped pastillas. Before the pandemic, a box of 24 pieces of regular-sized *pastillas* ranges from Php 30.00 to 40.00 while the jumbo size from Php 100.00 to 110.00. Usually, the *pabalat* are ordered separately by the customers at Php350 per 100 pieces and do the task of wrapping the pastillas with the *pabalat.* Because of this added cost, the pastillas with the *pabalat* usually find its place on the banquet tables of the local rich families during special occasions. It is also patronized more by non-locals such as celebrities-actors/actresses and politicians. Former First Lady Imelda Marcos was a big fan of the *pabalat.* Former Senator Mar Roxas and his celebrity host wife, Korina ordered from the Ramos-Libunao family for their 2009 wedding where they served the pastillas as dessert.

Figure 2. Tracing the design pattern and cutting the design

Dolores is a cultural bearer whose contribution as a significant national custodian of a cultural heritage (Mc Kercher and du Cros, 2002) has remained unrecognized. She used the *pabalat* as her canvas in conveying her values and aspirations. She has stored the scenes of local life in San Miguel of her youth and adulthood in her consciousness which be gleaned or deduced from her designs. Her more than 200 designs are amazing. Despite her failing eyesight, she continues to illustrate her yearning for the rural scenes and traditional practices of her hometown through her *pabalat* designs. These designs are replete with oral history and narratives on how she and the locals enacted their daily lives in the past. Documentation of these *pabalat* designs aims to help preserve these scenes and cultural practices the sake of the next generation. Unfortunately, except for his nephew, Noel Ramos and his wife Teresa and mother Tessie, nobody from the younger generation from Dolores' family seems to be interested to seriously learn the craft for a living. However, while Noel also produced *pabalat* as additional source of income before the pandemic, his son is more interested in his Ipad than in learning the art (personal communication, December 23, 2015). As a result of the pandemic, orders stopped coming in. All of these reasons are manifestations of a seemingly "wounded tradition and a dying one" (Sherwin Mapanoo, n.d.; Santos, 2010) in San Miguel.

4.1.3. Themes from the pabalat

Fernando (1992, p. 60; 1976) described the pabalat as "exquisite tails" laden with designs such as "*anahaw* leaves, bahay kubo (native hut), harps, flowers and words of felicitation like "*Recuerdo*" (remembrance)." Alejandrino and Santos (2003, p.2) attribute their memories of Bulacan fiestas/festivals to the *pabalat*. The latter express the Filipinos' sentimental longings (Alejandrino and Santos, 2003, p.3). Indeed, Dolores' designs depict the rural scenes and images of her childhood days ranging from farm scenes, flowers, animals, fruits and traditions. Themes of love for family members, customs and traditions, love and respect for nature, Filipino hospitality, faith in God, marriage, surfaced from these designs.

Figure 1. Sample designs of the artist

The *pabalat* designs were discovered to be a repository of images of traditional Filipino food and culture. Figure 1 shows various designs illustrating the simplicity of rural life where almost every food staple can be obtained from the bounty of nature. Farmers need not go far from their abode to tend their fields or gardens. Everything was within reach. Rice was harvested from the fields and inter-cropped with sweet potatoes, peanuts, yams and other root crops. Several designs of Dolores show the father plowing the field with a carabao or fishing in the pond beside their *bahay kubo* (nipa hut), the Filipino traditional house. The *bahay kubo* was then made of light materials - thatched roof from woven coconut or nipa leaves, and walls, floors, posts and stairs from bamboo slats or coco lumber. The coco tree which accompany every design that features the *bahay kubo* provides not only the house materials but also refreshing coconut juice, meat and oil, and barks, branches and leaves as fuel for cooking thereby earning the monicker, the Tree of Life. Dolores' designs are also vignette of farmlands as a playground of the members of the family and a venue for simple family bonding. Life then was not grounded on luxurious things and the locals' source of joy emanated from their beautiful surroundings. Fortunately, these scenes can still be captured in the remotest areas of the country.

Other designs captured the locals' Catholic faith, a major influence of the Spaniards more than 300 years of colonization of the Philippines. This faith is embedded in their celebration of fiestas as exemplified by the May Flower festival. The fiestas serve as a venue for the Filipinos expression of their homage and thanksgiving to San Isidro de Labrador, patron saint of farmers (Guevarra, 2019). The festival features *sagala* or procession of women in traditional Filipina terno or gowns (shown in the second design from the left of Figure 1). Festivals even until now, still serve as occasions for locals to show their thanksgiving and petitions for more bountiful harvests (Guevarra, 2019, p. 193) and long life, aptly expressed as "Mabuhay." The latter evolved into the now famous Filipino greeting and is depicted in the design showing a maiden garbed in *sagala* attire with the inscription, "Mabuhay."

Figure 2. The Blessed Mary, Mother of Jesus

This piety is further conveyed in Figure 2 in which the artist rendition of the image of the Blessed Mary, Mother of Jesus. The design reflects her reverence to Mama Mary, the source of her strength, the artist being a devout Catholic who attended mass regularly all the days of her life except during the pandemic. Familial devotion is also a common theme of the artist's art works as shown in the trilogy of her designs in Figure 3. The design on the left shows bonding moments of the artist with Celso, her late husband, in the farm. The latter's name was inscribed together with her nickname, Lita. The middle and right designs show her granddaughter Charmaine and her mother, Cecille, respectively.

Figure 3. Devotion to family

The first design is commonly used for wrappers for pastillas that are served as desserts during weddings or wedding anniversaries. The celebrating couple's names replace the artist's name and her husband's. The middle design reflects the artist's love and fondness for her granddaughter, Charmaine. The design on the right featured her daughter Cecille and this is used for wrappers for pastillas served during parties for debutantes. The artist would replace the inscription, "Cecille" with the debutante's name.

Figure 4. Designs depicting the Filipinos' favorite fruits

Mango (*mangga*) and banana (*saging*) are favorite trees of the locals. Their fruit serve as refreshing snacks or cooking ingredients and their leaves provide natural covers or shades from the heat of the tropical sun. The fruit-bearing trees can still be seen in most rural areas. The designs are used on any occasion especially during fiestas or picnics where fresh fruits are also used to adorn banquet tables.

Figure 5. Sampaguita flower and the maya

Majority of the designs feature the Philippine national flower, sampaguita and maya bird which abound in the rice fields (Figure 5). Sampaguita abundantly grows in the front yard of the local's abode. Even until now. The sampaguita is the artist's favorite background for a majority of her designs as shown in Figures 1, 2 and 3. The maya bird is the second favorite background of the artists as shown in Figure 3. It is considered the farmer's friend and foe. It feeds on pests and worms that infest the rice plants. Later on, it feeds on the ripened rice grains. Unfortunately, with the rice fields being converted into residential areas, the maya bird is also vanishing from the rural scene.

Figure 6. Filipino Hospitality

Filipinos are well-known for their warm hospitality with the word, Welcome in Figure 6, Interchangeably expressed as “Mabuhay”, this word is also a favorite inscription on doormats to instantly accord their visitors this warm welcome. This type of design is used to wrap pastillas that are served as desserts during housewarming or fiestas. Fiestas in the Philippines are occasions when families open their homes to visitors and allow them to partake with the food on their banquet table.

These scenes are but a few of the many designs that showcase the simple yet sustainable lives of the community in the yesteryears - fruits, plants, vegetables, fish and domestic animals obtained from the family’s immediate environ. These are products of the local folk’s resilience and hard work. The serene farm life was punctuated by family and communal celebrations which around birthdays, anniversaries, religious-based food festivals, weddings. Common designs have inscriptions, “Best Wishes”, the names of the bride and the groom or images of doves, weddings bells, flowers or hearts. Other inscriptions are Happy Anniversary, Happy Valentine, Happy Birthday, *Maligayang Pasko* (Merry Christmas) and Happy New Year. Words of felicitations include “*recuerdo* or remembrance/souvenir” (Fernando,1992, p. 60), “love” and even theme songs of couples. Inscriptions, “Mabuhay and Welcome” reflect Filipino hospitality while “San Miguel de Mayumo” and “Philippines” reflect the artist’s valuing of her town and her country. More than the beauty of the designs however is the importance of their meanings. These designs serve as representations of time-honored Filipino food and culture. Unfortunately, the seasonal use of the *pabalat* resulted in the lack of awareness of its existence and or appreciation of its significance by the locals. For example, two local teenagers who were interviewed revealed their lack of knowledge on the *pabalat*, but they readily volunteered to show where to buy the best quality pastillas. Sadly, this and the seeming lack of interest among the children and or siblings of the *pabalat* artists in continuing the art is alarming. This is amplified by the dearth of written materials on the art in the municipal library and the lack of a definite program by the municipality of San Miguel for its preservation. Except for short demonstrations in class, the art is not taught in elementary and high schools in San Miguel based on the interview of the principal of a local public school and his two teachers. Thus, the notion that the art is a dying tradition is a strong possibility.

4.2 Concluding Reflection

The documentation of the *pabalat* designs of Dolores have resulted in 205 precious reflections of traditional Filipino customs and traditions. The artist’s lens and memories of the rural life in her young and adult life were intricately presented in her designs. Ultimately, the images defined the character and identity of the community during its heydays when everything in life was so uncomplicated. The local’s traditional practices are still deeply ingrained in the consciousness of cultural bearers like Dolores. Various themes and meanings that were surfaced from said designs were on local foodways, family life, religiosity, devotion to family members, value for marriage, Filipino hospitality, and how these are valued by to food traits to food culture. Aside from immortalizing these designs into a book, this study should serve as a stimulus for the local government of San Miguel to manage and preserve this cultural. The documentation of the various designs, and their classification according to themes and their conveyed meanings and symbolisms already touched two integral steps in heritage management. Making these accessible to the stakeholders by publishing it into a book also satisfies another step-in heritage management (Mc Kercher and du Cros, 2002).

More importantly, the book will serve as a legacy of the author, who deserves to be recognized as a National Artist. As a cultural bearer, the scenes and meanings that emanate from her lenses and her *pabalat* designs are expected to be forever etched in the consciousness of the succeeding generations of San Miguel. To sustain the interest in the art, the local government and other agencies such as the Department of Education, should make the resulting book part of the learning resources in all educational levels. More importantly, the local government of San Migued, the National Commission of the Culture and the Arts and the Department of Tourism should craft a much-needed cultural heritage plan that will ensure the preservation and promotion of the art not only among the locals of San Miguel but also among the town's and the Philippines' next generation of artists.

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Privilege of tasty alley in Cheonyeon and Chunghyeon-dong, the urban regeneration of Seoul

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Abstract:

It is advantageous having lots of attractive places to strengthen the economic power of the city. First of all, in advanced business district, there are the most floating population with easy traffic and transportation systems. Therefore, usually big famous franchises are located which have financial strength to afford expensive rent. On the other side, small scale of stores with little consumers are mostly occupied in alley business district where have relatively inconvenient traffic and small floating population (Yeom & Yang,2014). Recently, however, young consumers have started to seek for diverse peculiar places in alley district (Hoe,2015). In order to revitalize the declining area, the local self-governing system and local autonomous entities are now actively promoting the creation of specialized streets. The local residents who want more floating population and urban regeneration demands for number of measures to advertise the importance of creating specialized streets for activate local commercial area to be increased.

'Food tourism' is a word combination of the words, 'food' and 'tourism', and refers to visiting diverse diners and enjoying food without being distracted by the spending behavior. For typical examples, there are Gourmet Tourism, Cuisine Tourism, and Gastronomy Tourism. Gourmet Tourism refers to touring to gain knowledge of food with good and healthy ingredients and usually consumers are seeking for the deep information of each menu of the dining place. 'Regional Wine-ry Tour' is one of the Gourmet Tourism. Cuisine Tourism is a tourism to get experience of making the food and tasting it directly by visiting the places.

Gastronomy Tourism is a type of food trip to enjoy high-quality cuisine. (By the representative examples of food tourism above, research was conducted for urban regeneration and alley commercial districts.)

Method to selecting the place has been processed with students majoring in Department of Food and Cooking of Kyonggi University by conducting a survey on 'desiring subject' for 9 days. By the survey, among the 652 dining places in Seodaemun-gu, Seoul, 20 dining places in Cheonyeon-dong and Chunghyeon-dong, belonging to urban regeneration areas, have been selected. Lastly, 5 dining places are finally picked by few standards. They have to be hidden restaurants needing promotion, be managed by owner Chef, and have a clear intention of participation. A hand-made tofu restaurant, a hand drip café with directly roasted beans, a craft beer brewery, a fusion restaurant of European and Chinese style and Thai food restaurants are the selected places. The researched have been conducted during break time in studio of each restaurants.

The research has been conducted with 27 students of Kyonggi University by Cuisine Tourism method which is to take a cooking class and experiencing the food that are sold in the store by making it themselves. After taking the cooking class, interview has been taken with the students and the owner chef. There was an opinion that experiencing the food of the store by making it oneself and conveying the knowledge of the food to the students have contributed for saving alley district business and promoting the restaurants to local people.

Suggestions that are made by this research are to proceed the cooking classes for more diverse age group. Also, forming 'Food Tourism Study Group', a pilgrimage of gourmet, for non-majoring students among local residents and introducing one-day class system that they can take during spare time were also recommended after the research.

Keywords: Food Tourism, Extended area, cooking class

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Destination values: The influence of Chinese culture

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Abstract:

This study explored the effect of cultural norms on Chinese visitors' perception of a destination and its benefits to them. A total of 701 Chinese visitors in Macau were recruited using convenience sampling. The results revealed that a mix of traditional and contemporary Chinese values were positively associated with destination values. This study showed that the more visitors' attached to cultural values such as Protecting Your Face, Filial Piety and Equality, the more they perceived the emotional value of the destination. Symbolic value is driven by Protecting Your Face and other contemporary cultural values such as Excitement, Independence and Self-expression. Visitors who valued local attributes were found to be the visitors who attached more importance to Protecting Face and Respect for etiquette, age and hierarchy.

Keywords: Destination values, cultural values, Chinese visitors

1. Introduction

Customer value has been identified as one of the more important variables for gaining competitive edge and is found to be an important indicator of repurchase intentions in the field of marketing (Woodruff, 1997). Value scales could be viewed as a valuable instrument for segmenting tourists or positioning destinations, and broadening our understanding of tourism as a multifaceted consumption experience (Gallarza & Gil Saura, 2006).

Researchers have recognized the importance of customer value or benefit as an evaluation tool of tourist perception (Peña, Jamilena, & Molina, 2012; Wang, Zhang, Lu, Cai, & Yang, 2014). Although there is a growing body of literature studying customer value in the tourism field, it has received relatively less attention compared to the evaluations of travel motivation, service quality or satisfaction (Williams & Soutar, 2009). The majority of previous tourism studies have adopted a multidimensional customer value framework instead of a unidimensional one. However, due to the complexity of tourism experiences (Buhalis, 2000), a lack of agreement exists among researchers with respect to the measurement of customer value in tourism research.

It has been suggested that cultural values influence consumers' evaluation of product attributes that can satisfy their needs (Banerjee, 2008). Very few studies have examined the perceptual and behavioral influence of cultural value dimensions in tourism, despite it being believed that the value of a destination brand that offers unique meaning to tourists is itself deeply rooted in culture (Fu, Lehto, & Cai, 2012). Hence, the aim of this study is to explore the relationship between Chinese cultural values and destination values.

Macau is used as the context for this study. The city attracted 36 millions of visitors, with 73% of them come from mainland China (MGTO, 2019). It is a unique city famous for the juxtaposition of Eastern and Western culture, and for its casino development. The gaming industry accounted for 68% of the total GDP in Macau, generated in a gross revenue of USD37.8 billion (MGTO, 2019). The Macao Government Tourism Office (MGTO) has attempted to create a more diverse destination image by promoting its history, cuisine and events to avoid over-dependency on gaming. As a way to trigger the emotions of visitors, MGTO promotes the city in various media with a slogan: “experience Macao”.

2. Literature Review

2.1. The studies of cultural values in the tourism context

People tend to choose certain destinations that reflect their needs to fulfil motives and satisfy personal values. Tourists often match their needs with the destination attributes driven by the values they hold (Gnoth, 1999). Past studies showed that Hofstede’s cultural dimensions related to visitors’ choice and perceived destination attributes, and also significantly differ between Western and Asian visitors. (Kim & Lee, 2000; Reisinger, 2009).

Other studies applied Kahle (1983)’s List of Values (LOV) to test the effect of value in the tourism context. The nine items of LOV, namely security, sense of belongings, warm relationship with others, self-respect, being well respected by others, self-fulfillment, sense of accomplishment, fun and enjoyment were found to offer powerful explanations of visitor perception (Li, Lai, Chick, Zinn, & Graefe, 2007), motivation and behavior (Li & Guo, 2012).

Yet despite the importance of these values and their cultural context, studies that examine Chinese cultural or philosophical ideology in a tourism context remain limited in number (Fu et al., 2012; Hsu & Huang, 2016). Chinese traditionally adopt a more holistic intellectual process when compared with westerners (Faure, 2002), due to the differences in the characteristics of the Chinese language, history and past development of the country. Some researchers have come to the belief that adopting a Western framework for analysis seems to oversimplify the complex nature of Chinese culture, and therefore they have adopted an emic approach to study Chinese culture in tourism. For example, staying in a five-star international hotel, buying top brand goods, and visiting Disneyland can show one’s social status as well as enhancing “face” for Chinese visitors (Mok & Defranco, 2000). Similarly, a Chinese dining experience can be a way to give “face” to their guests and gain “face” once their guests show appreciation in order to achieve “guanxi” (Szeto, Wright, & Cheng, 2006).

Other traditional cultural values such as respect for authority helps to explain why tourists have excessive shopping behaviour. It is due to the perceived need to buy gifts for parents, elderly friends and relatives as a way to show respect to them (Mok & Defranco, 2000). In another study, members of a tour group would always follow the decisions made by those who hold a senior position (Kwek & Lee, 2010).

Research has shown a connection exists between consumer behaviour and Chinese people’s value for harmony. “Harmony” refers to a person’s inner balance, the balance between individuals and the natural and social surroundings (Hoare & Butcher, 2008). Tourists lived “harmony” both consciously and unconsciously during their trips (Kwek & Lee, 2010). As the result of a culture of maintaining harmony and guanxi with others, Chinese tourists, when compared with their American counterparts, often provide higher hotel ratings (Leung, Lee, & Law, 2011). They are also more reluctant to complain about unsatisfactory experiences (Lin & Mattila, 2006).

Chinese culture, like other Asian cultures, is believed to be more collectivistic than individualistic (Triandis, 2001). Traveling in groups was found to be one of the distinctive characteristics of Chinese visitors (Mok & Defranco, 2000). It was believed that such group traveling behaviour might be due to reasons such as language, economic benefits and family duty (Li et al., 2011). Their collectivism values also urge them to shop more on a trip in order to maintain their family and social relationship. However, more recently there have been growing reports of more independent travel by Chinese, especially younger, well-educated and urban affluent Chinese who are using their tourist trips to express their own individuality (Wu & Pearce, 2014; Xiang, 2013).

Despite the existing studies applying Confucian values to explain Chinese visitors' perception and behaviour (Chiang, Fan, Chiang, & Wang, 2011; Li et al., 2011), the current study argues that tourists can also be influenced by the economic and social change in today's Chinese society. Therefore, applying only traditional values may lack content validity required to understand the current value system in the Chinese society (Hsu & Huang, 2016) as traditional Chinese cultural values respond to China's cultural reform and dramatic economic development (Lin & Lu Wang, 2010). Instead, a hybridity of deep-rooted values and emerging beliefs coexist in contemporary Chinese society (Faure, 2002). Such co-existence of modern values and traditional Confucian values have challenged management practices (Thompson, 2011).

2.2. Destination values

Value perception is emphasized in a tourist perception model due to its comprehensive nature when compared to other ways of evaluating a destination (Williams & Soutar, 2009). According to Tapachai and Waryszak (2000), destination value is the destination image formed by assumed benefits or values of the destinations in the mind of tourists. It assesses how consumption helps achieve one' goals and purposes. Researchers emphasise the need to adopt a multi-dimensional paradigm and have proposed destination value dimensions which go beyond the evaluation of place attributes (Gallarza & Gil Saura, 2006). Measuring destination value perception includes functional as well as affective aspects such as emotional, experiential and social features (Jamal, Othman, & Nik Maheran Nik, 2011). Past studies showed that destination values significantly influenced on satisfaction and loyalty (Chen & Chen, 2010; Kim, Holland, & Han, 2013).

Perceived values of a destination were found to be influenced by values of different cultural background. For example, it was found that American tourists focused on pleasure obtained from "pure nature", but Chinese tourists appreciated "beautiful scenes" based on their historic background; equally American tourists emphasized the functional aspect of food, but Chinese focused more on the social function of food and dining (Fu et al., 2012). Kwek and Lee (2010) discovered that due to the Confucian values of "li" and "harmony", Chinese visitors see traveling as a way to develop social relationships as well as to maintain "face", thereby highlighting the social and symbolic values of tourism experience. These studies provide evidence that Chinese tourists' evaluation of a vacation experience should be analysed through a close examination of culture and history rather than simply destination attributes.

The aim of this study is to assess the role of traditional and contemporary values in modern Chinese visitors' evaluation of destination value. Based on this research objective and the literature review, figure one presents the proposed research model.

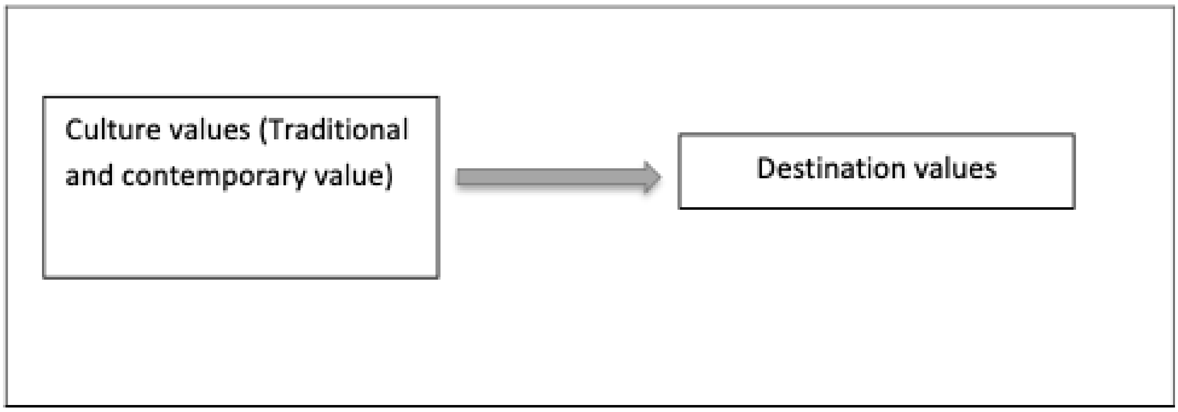

Figure 1. Research model

3. Methodology

This study involved a visitor survey conducted at the various tourist areas in Macau. Using a convenience sampling method, 701 mainland Chinese visitors were recruited. The questionnaire was first developed in English and translated into Chinese. 18 items comprising traditional and contemporary Chinese cultural values. The traditional value items were derived from the Chinese Value Survey (Chinese Culture Connection, 1987). These items have been used to measure Chinese tourists' motives and behaviour by other studies (Kwek & Lee, 2010; Mok & Defranco, 2000). The contemporary value items were adopted from the Rokeach Value Survey and List of Values (LOV) by Kahle and Kennedy (1989). They were tested by Li et al (2007), and Hsu and Huang (2016) in studies of Chinese outbound tourists. Two items such as "wealth and possession" and "self-expression" were included as some researchers have pointed to their important roles within the changing Chinese consumer environment (Faure, 2002; Matthews, 2000; Thompson, 2011). With regards to destination values, respondents were asked to rate on a seven-point scale (1=strongly disagree and 7=strong agree) for 30 destination value items adapted from Tapachai and Waryszak (2000), Sanchez et al. (2006) and destination image studies (Kim, Hallab, & Kim, 2012; Wong & Wan, 2013). Two items, "the hotels and casinos are worthwhile tourist attractions" and "the city has good level of economic development", are destination specific, and were added to the destination value dimension after considering the result of an initial qualitative study which is not recorded in this paper.

4. Results

Of the 701 respondents, 58% were female, 46% were between 20-30 years of age and 26% were between 31-40 years; 49% had a university qualification, and 61% self-reported as having average income levels and 29% above average income levels. Ten percent were visiting Macau for the first time, and 31% reported themselves as day-trippers.

The overall mean score and standard deviation for each cultural value and destination value items about Macau are shown in Tables 1 and 2 respectively.

Table 1: Descriptive Statistics of Destination Values

	Mean	Std. Deviation
Local citizens in Macau are friendly	6.11	0.944
Service employees are friendly and helpful	5.84	1.120
Unique local cuisine and restaurants	5.89	1.058
Good shopping experience	5.79	1.106
Good city infrastructure transport	5.72	1.147
Clean and hygienic	6.07	0.903
Attractive Portuguese ambience	5.81	0.994
Unique historical and cultural attractions	6.03	0.899
The hotels and casinos are worthwhile tourist attractions	5.98	1.106
Good level of economic development	5.90	0.966
Interesting entertainment and night life	6.01	0.970
Safe and secure	6.05	0.887
A trip which is value for money	5.73	1.065
It is trip which offers everything I need in one stop	5.56	1.075
Easily accessible from my country	5.84	1.215
Macau has a similar cultural background to my own (i.e. language)	5.50	1.362
Accessible to other neighboring cities at the same time	5.19	1.630
I enjoy exploring new experience in Macau	5.32	1.241
Macau allows me to increase my knowledge about unfamiliar places	5.62	1.139
Macau offers me an experience of a different culture	5.70	1.073
Macau is a place that I enjoy	5.70	1.071
I have fun in Macau	5.51	1.177
I feel relaxed in Macau	5.79	1.152
Coming to Macau makes me feel good	5.90	1.009
Visiting Macau can improve the way I am perceived	4.68	1.495
Visiting Macau fits the impression that I want to give to others)	4.59	1.534
Visiting Macau reflects my desire to become successful	4.45	1.576
My trip to Macau can improve my relationships with others	4.59	1.520
A trip to Macau allows me to spend time with my family	5.41	1.431

Table 2: Descriptive Statistics of Cultural Values

	Mean	Std. Deviation
Work hard	6.38	0.872
Harmony – with others	6.46	0.767
Honesty	6.42	0.852
Protecting your face	4.79	1.461
Respect for etiquette, age and hierarchy	6.36	0.827
Reciprocation of others	6.15	0.927
Thrift	5.77	1.169
Family and group orientation	6.31	0.880
Filial piety	6.51	0.722
Moral cultivation	6.45	0.814
Fun and enjoyment	6.18	0.971
Excitement	5.47	1.365
Independent	6.10	1.044
Self-fulfillment	6.07	0.949
Freedom	6.11	1.040
Wealth and possession	5.69	1.185
Equality	6.15	1.001
Self-expression	5.63	1.254

An exploratory factor analysis of the destination value items was performed using SPSS 24.0 in order to understand the underlying dimensions of the variables and to reduce the dataset to be more parsimonious (Hair, Black, Babin, & Anderson, 2010). The 30 items were factor analyzed using varimax rotation. The KMO value verified the sampling adequacy for the analysis (KMO=0.891). Bartlett's test of sphericity (5952.052, $p<0.001$) indicated that there were sufficient large correlations between items. Items with loadings below 0.45 were firstly removed, one by one starting from the lowest. As presented in Table 3, 18 items were retained under four factors explaining 62.4% of variance. Alpha coefficients met the accepted criterion of being above 0.7 except for the Resort Development factor which has a Cronbach's alpha of 0.669. However, for the purpose of the exploratory research this was retained in the subsequent analysis.

Factor one was labelled Emotional Experience. Factor two was labelled Symbolic Value. Factor three consists of destination local attributes such as the friendly local people, clean, good city infrastructure and the Portuguese ambience, hence, it was labelled Local Environment. The items loaded on factor four showed that hotels and casinos are worthwhile tourist attractions, economic development and the entertainment and night life. It was therefore labelled Resort Development.

Table 3: Factor analysis of destination values

Item	Factor	Eigen Value	% Variance	Alpha
Factor 1: Emotional experience		3.718	20.656	
I enjoy exploring new experience in Macau	.650			.857
Macau allows me to increase my knowledge about unfamiliar places	.756			
Macau offers me an experience of a different culture	.776			
Macau is a place that I enjoy	.769			
I have fun in Macau	.755			
Coming to Macau makes me feel good	.661			
Factor 2: Symbolic Value		3.222	17.900	.916
Visiting Macau can improve the way I am perceived	.841			
Visiting Macau fits the impression that I want to give to others	.888			
Visiting Macau reflects my desire to become successful	.847			
My trip to Macau can improve my relationships with others	.842			
Factor 3: Local environment		2.359	13.106	.716
Local citizens in Macau are friendly	.726			
Service employees are friendly and helpful	.678			
Good city infrastructure transport	.611			
Clean and hygienic	.694			
Attractive Portuguese ambience	.462			
Factor 4: Resort Development		1.933	10.737	.669
The hotels and casinos are worthwhile tourist attractions	.712			
Good level of economic development	.729			
Interesting entertainment and nightlife	.736			

The objective of this study is to determine whether traditional and contemporary values have any influence on perceived destination value. Four multiple regression analyses were conducted using cultural value items as the independent variables and destination value dimensions as dependent variables. Collinearity statistics were checked, all the tolerances were above the cut off value of 0.2 (from 0.3 onwards) and the VIF values were below 3.

As shown in Table 4, all four regression models were significant (the minimum $F(18,682)=4.504$, $p<0.01$). The model of Emotional Experience was significantly predicted by three cultural values, namely Equality ($\beta=0.131$, $t=2.477$), Filial Piety (Beta=0.115, $t=1.966$) and

Protecting Your Face (Beta=0.081, t=2.020). The model of Symbolic Value was significantly predicted by four cultural values and they are: Protecting Your Face (Beta=0.163, t=4.003), Self-Expression (β=0.156, t=3.354), Excitement (β=0.107, t=2.156) and Independent (β =0.104, t=2.070). The model of Local Environment was significantly predicted by Respect for etiquette, age and hierarchy (β=0.141, t=2.677) and Protecting your face (β=.0.093, t=2.270). The cultural value of Protecting Your Face significantly predicted the dimension of Resort Development, with standardized coefficients beta equalled 0.121 (t=2.909)

Table 4: Regression results of destination values based on cultural values

Dependent variable	Emotional experience		Symbolic value		Local environment		Resort development	
Multiple R	0.392		0.375		0.355		0.311	
F-value (df)	6.888** (18,682)		6.198** (18,682)		5.448** (18,682)		4.054** (18,682)	
Constant	14.359		4.483		18.073		11.128	
Beta, t-value								
Work hard	0.038	0.775	-0.009	-0.172	0.091	1.802	0.003	0.056
Harmony – with others	0.028	0.491	.051	0.885	0.021	0.372	-0.039	-0.658
Honesty	-0.025	-0.493	-0.007	-0.147	-0.018	-0.358	.059	1.134
Protecting your face	0.081	2.020**	0.163	4.003**	0.093	2.270**	0.121	2.909**
Respect for etiquette, age and hierarchy	0.094	1.816	0.029	0.560	0.141	2.677**	0.088	1.641
Reciprocation of others	-0.066	-1.355	0.013	0.271	-0.052	-1.063	-0.056	-1.125
Thrift	0.003	0.076	0.051	1.197	0.055	1.281	0.017	0.386
Family and group orientation	-0.005	-0.104	-0.024	-0.469	0.014	0.278	0.000	0.004
Filial piety	0.115	1.966**	0.098	1.661	0.051	0.858	0.114	1.884
Moral cultivation	0.007	0.111	-0.057	-0.952	0.025	0.418	.016	0.254
Fun and enjoyment	0.053	1.114	-0.090	-1.852	-0.019	-0.383	0.079	1.588
Excitement	-0.031	-0.634	0.107	2.156**	0.001	0.011	0.013	0.252
Independent	0.093	1.860	0.104	2.070**	0.069	1.368	0.082	1.595
Self-fulfillment	0.002	0.041	0.014	0.276	0.004	0.070	0.018	0.351
Freedom	0.007	0.131	-0.024	-0.476	0.039	0.762	-0.009	-0.162
Wealth and possession	-0.038	-0.863	-0.017	-0.396	-0.061	-1.363	0.082	1.803
Equality	0.131	2.477**	-0.027	-0.509	0.041	0.757	-0.098	-1.792
Self-expression	0.065	1.405	0.156	3.354**	-0.002	-0.052	-0.025	-.0517

Note: Significant at 0.05 level

5. Discussion and Conclusion

5.1. Discussion and implications

This aim of this study is to explore the effect of cultural values on perceived destination values. The result revealed that visitors' perceived dimensions of destination values are Emotional Experience, Symbolic Value, Local Environment and Resort Development, and they are positively related to a combination of traditional and contemporary Chinese cultural values. Despite previous studies identified the association between Chinese cultural values and tourists' experience (Fu, Cai, & Lehto, 2015; Leung et al., 2011), very few empirical research examined the effect of cultural values on destination value perception. Findings of this study showed that Protecting Your Face is an important cultural value that influenced each of the perceived destination value dimensions. This finding reinforced past studies that "face" is a salient cultural dimensions in Chinese culture (Gilbert & Tsao, 2000; Hoare, Butcher, & O'Brien, 2011). As the result, the need for tourist service providers to offer quality and extra service as a way to respect the "face" of Chinese visitors (Chiang et al., 2011). In order to satisfy this market segment, marketers should look beyond other tangible product attributes and offer face-enhancing service to them (Chiang et al., 2011).

Besides Protecting Your Face, visitors who valued Equality and Filial Piety were attached to the Emotional Experience in Macau. Interestingly, contemporary values of Fun and Enjoyment, and Excitement did not show significant influence on Emotional Experience. This finding implied that the visitors who are filial pious obtain a stronger the emotional value in their trip, implying possibly that they travel as a part of family or friends group. A possible alternative explanation is that since filial piety is deeply rooted in the value system of Chinese culture, the responsibility of filial piety may cause tension in their daily life (Thompson, 2011), therefore, they may find traveling as a channel for relaxation. Furthermore, the rapid growth of economy in China has led to larger disparity in income and life quality among residents of different social status (Feng, 2015). Finding of this study also demonstrated that visitors who were attracted by the symbolic value of the destination were more affected by their contemporary value of Self-expression, Excitement and Independence. In fact, this finding supported the contention made by past researchers that tourism trips were treated by the urban affluent Chinese to express their own individuality (Wu & Pearce, 2014; Xiang, 2013). The accumulation of traveling experience can express self-identity, reflect one's success and benefit one's social status. (Arlt, 2013; Jørgensen, Law, & King, 2016). Self-expression contributed to a symbolic value, which indicates a greater sensitivity to a sense of self representing, it is thought, a change in traditional Chinese thought. With regards to visitors' perception of the destination attributes, the result revealed the more visitors attached to the value of Protecting Your Face, the stronger they perceived the destination value provided by the local environment and the resorts. This finding helped to remind destination managers, resorts operators and retailers that "face" is an individualistic concern of caring for one's own image in the collectivistic Chinese culture (Hoare et al., 2011), therefore the need to avoid embarrassing Chinese visitors with regards to their manners and language ability. Especially, visitors who have more social experience and higher social economic status need be treated with more respect (Chiang et al., 2011).

5.2. Conclusions and Limitations

This study made important contributions to the literature of Chinese cultural values and destination value perception. Findings of the study proved that visitors' perceived destination values are influenced by cultural values. This study further confirmed the continuing importance of traditional values, but also a renewed emphasis on a sense of self has having a symbolic value for the sample. Self-expression along with a sense of excitement and independence are statistically significantly perceived as having symbolic value, and in contemporary Chinese culture this may represent a changing factor in Chinese society. Yet the study is only exploratory, and is possibly limited to solely those visiting Macau, and thus omits others residing in China, and therefore cannot be said to representative of China as a whole. On the other hand, tourism authorities are essentially interested in those who travel, and not necessarily a complete population. Moreover, the non-probability sampling approach for data collection may limit the generalizability of the findings. On the other hand, since the evaluation of destination values was limited only to the destination of Macau, future research can be carried out in other destinations to further assess the applicability and validity of the framework.

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Gastronomic tourism: Strategies for post COVID-19

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Abstract:

Gastronomic tourism had evolved as a profitable market segment and brought the tourism development opportunity, but the COVID-19 pandemic has severely challenged the gastronomic tourism industry. This perspective paper will provide the overview of the gastronomic tourism industry during and after the COVID-19 pandemic, identify the key drivers of the impact, and recommend strategies for a more sustainable future of the tourism industry. In addition, this paper will critically evaluate the role of DMOs on the global food tourism industry.

Keywords: Gastronomic Tourism, Food Tourism, Culinary Tourism, Covid-19 Tourism

1. Introduction

Recent Gastronomic tourism, like other sectors of the service industry will have to survive and revive with the COVID-19 pandemic and its restrictions. Tourism industry as a whole has experienced extraordinary circumstances in the last year, and the disruption due to the pandemic will run beyond the rollout of vaccines. While it is anticipated that the tourism industry will see a possible rise after the rollout of the vaccines and relaxing of the traveling restrictions, it is not clear how the industry will reflect to the demand of the tourists. UNWTO (2021) defines gastronomic tourism as, "gastronomy is about much more than food. It reflects the culture, heritage, traditions and sense of community of different peoples. It is a way of promoting understanding among different cultures, and of bringing people and traditions closer together. Gastronomic tourism is also emerging as an important protector of cultural heritage, and the sector helps create opportunities, including jobs, most notably in rural destinations."

2. Methodology

This perspective paper will review the available literature in the field and analyze the effects of the COVID-19 pandemic on the global food tourism industry. After analyzing and reporting the findings this paper will suggest strategies to bring gastronomy tourists back and sustainable practices for the future of the food tourism industry after the COVID-19 pandemic.

3. Overview of Gastronomy Tourism

Gastronomic tourism refers to "the pursuit of a unique experience of eating and drinking" (Pavlidis & Markantonatou, 2020, p.2). It includes any travel experience through which the traveler learns, appreciates and enjoys destination's gastronomy product even if it is not the primary purpose of the journey (Smith & Xiao, 2008). Different from culinary and food tourism, gastronomic tourism presents a more host-driven focus concerning the place of food in the culture and lifestyle of the society (Ellis et al., 2018), and accordingly it emphasizes more on the role of the host community in developing and managing tourism experience.

Previous research has found that gastronomic tourism has a positive impact on blending the social, cultural, and environmental heritage elements of a destination within a single experience (Agyeman et al., 2017; Spyridou, 2017). Further it plays an important role in destination branding (Lai et al, 2017; Horng et al., 2012; Kim & Eves, 2012) employing food as a significant pull factor while strengthening hedonic features of a destination experience (Nelson, 2016; Seo et al., 2013). In addition, gastronomy tourism contributes to creating local food consumption value including emotional value, epistemic value, health value, and taste/quality value which has positive influence on post-purchase intention (Choe & Kim, 2019).

Gastronomic tourism had evolved as a niche and special interest tourism which comprises both inbound and outbound tourists in a variety of food-related activities and brings local tourism development opportunity. The COVID-19 pandemic has challenged the gastronomy tourism industry as an external shock affecting every relevant business including but not limited to food-producers, restaurants, food-trails, food tours, and festivals. As the gastronomic tourism plays a significant role in creating economic benefits, appreciation of social and cultural values, as well as developing destination branding, needless to say, the local government and destination marketing organizations need to develop effective strategies in promoting gastronomy tourism (Horng & Tsai, 2010). Given the expected post pandemic travel boom (Clark et al., 2020), understanding the new tourism environment and develop effective strategies to attract gastronomic tourists post the pandemic are critical. Thus, the following section will identify the key drivers of gastronomic tourism and provide discussion and outlooks of the gastronomic tourism post COVID-19.

3.1. Key Drivers of Gastronomic Tourism

Economic Drivers: Economic drivers are directly linked with the factors of value creation and co-creation which could be measured by the financial gains of the destination. The major aspect of the economic drivers is globalization. The interconnectedness of globalization is reflected by the flow of information, tangible products, and services with ease (Dwyer, Edwards, Mistilis, Roman, & Scott, 2009). Hence it can be synthesized that the value created due to flow of information in globalization creates economic gains for the tourist destination and hence serves as economic driver of gastronomic tourism.

Geographic Drivers- A destination's core available resources like natural, cultural, or created act as the foundation of the geographic value drivers in the tourism industry (Crouch, & Ritchie, 1999). Each destination's ability to compete and provide a wide variety of activities that could be linked to its performance to satisfy the tourist needs (Dwyer, Cvelbar, Edwards, & Mihalic, 2012).

Cultural Drivers- Food tourism that is based on the cultural values of a place and the traditions associated with it.

3.2. Strategies for Sustainable Future of Gastronomic Tourism

a. Value creation through technology
b. Market diversification through profiling & (targeting) positioning
c. Embracing the local
d. Creating transformative experience:
e. Destination Marketing Organization (DMO) acts as anchor

4. Results

The unique findings of the study suggests that gastronomic tourism not only helps in generating financial gains but also help in creating the sense of belonging in the community after the impact of the COVID-19 pandemic and the quarantining measures on the mental health of the people across the globe.

5. Discussion and Conclusion

Considering that gastronomic tourism is an activity that not only brings people together, but it also reflects the cultures, heritage, and sense of belonging to the community. This could be the best medium to bring the people back together after the devastating impact of the COVID-19 pandemic on the people. DMOs should play a role of anchor in encouraging travel and develop trust in the health and hygiene precautions taken by the food service organizations. And social media could influence people in exploring new places and food which will help in reviving the economy back to pre-COVID-19 levels and create a sustainable model for the future.

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Davao backpacker: A profile and motivational-based segmentation

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Abstract:

The aim of the study was to conduct a motivational-based segmentation analysis of a specific tourist community in Davao City, dubbed "backpackers." A purposive sampling approach was used to survey one hundred backpackers visiting Davao City for this research. Due to a lack of understanding and awareness of this market in Davao City, Philippines, specifically their needs, wants, and motivations, this research was undertaken. The motivation of backpackers was determined using exploratory factor analysis. The study found that six primary factors motivate Davao backpackers: novelty and experience, social/self-development, relaxation-relationship, altruistic networking, and attendance. Two motivation clusters can be identified based on the original six factors: social seekers and destination seekers.

Keywords: Davao Backpackers, motivational-based segmentation, backpacking, outdoor tourism, backpacking tourism

1. Introduction

The aim of this paper is to examine the backpacking motives of visitors to Davao City, Philippines. Despite the fact that backpacking has been studied since 1990 (Pearce, Murphy, & Brymer, 2009), there is still a scarcity of research on backpacking and backpacking motives, particularly in the Philippines. Western backpackers who often visit other Southeast Asian backpacking tourism sites are the focus of most backpacking studies.

The Philippines is one of the best budget travel destinations in the world. Situated on the southern Philippine island in Mindanao, Davao City is home to diverse tourist attractions from nature, adventure, events, to wellness, historical and cultural sites. Nonetheless, Davao City is not widely known as a backpacking tourism site, nor one of the topmost tourist attractions in the Philippines. But with its vast tourism resources, it has the potential to be at par or compete with famous international backpacking sites. Backpacking tourism can be developed and promoted as one of the prospective tourism niches in the destination. Continuous evaluation and improvement are necessary to be able to come up with effective marketing initiatives for this growing subsector of tourism. The findings of this study will provide implications for tourism planners and operators on how to develop and promote backpacking tourism. The results of the study will also attempt to fill the research gap on backpacking tourism in the Philippines.

This study's results would have consequences for tourism planners and operators in terms of how to grow and encourage backpacking tourism. The study's findings would also attempt to fill a research void in the Philippines' backpacking tourism.

2. Literature Review

2.1. Backpacking Tourism

As the tourism industry expands, more opportunities for better exploration and travel to far-flung corners of the globe become available. Backpacker tourism is a trend that has received a lot of attention from today's younger demographics. Backpacker tourism can be seen as a viable alternative to traditional forms of tourism among today's general public (Simmons, 2012). Backpacker tourism, according to Hampton (2013), is a significant and locally beneficial type of improvement, but it should be carefully monitored through national tourism planning and local deliberation.

2.2. Characteristics of a Backpacker

A backpacker is someone who travels to new places, meets new people, and forms bonds with the people they meet. As a result, backpackers' desire to explore, learn, and experience new things makes a difference. Great backpackers have a few distinguishing characteristics that set them apart from the rest of the crowd. Hussain (2015) described the following characteristics as attributes that characterize a true backpacker: To begin with, backpackers consider the entire planet to be their home. Second, backpackers depend on the ABC of networking to survive. They don't have to like or change any status to build their own grid; all they have to do is share their experience and feelings. Their ability to devise strategies is the third factor. Backpackers' ability to strategize stuff allows them to fly without trouble and achieve goals quicker and easier than other types of travelers. Fourth, they have a firm grasp on the principles of economics. The knowledge and experience they gain on their backpacking trips serve as lasting memories, as well as lessons on how to invest and earn money while on the road.

2.3. Backpacking Motivations

Backpackers' main motivators, according to Paris and Teye (2010), are cultural awareness and relaxation. Backpackers to Australia were found to be driven by a desire for excitement and adventure, as well as the desire to meet locals (Locker-Murphy, 2010). Furthermore, the results of cluster analysis showed that not all backpackers shared the same motivations. Escapers/Relaxers, Social/Excitement Seekers, Self-Developers, and Achievers were the four types of backpackers identified. Nationality, spending habits, accommodation, and activity structure preferences, as well as the destinations visited, all revealed differences in the backpackers' motive-profile. Social interaction, self-actualization, destination experience, and escape and relaxation were found to be the driving forces behind Chinese backpacking (Chen, Bao & Huang, 2014). Zhang, Morrison, Tucker, and Wu (2017) recently established three main motivations for Chinese backpackers: leisure, external-oriented discovery, and self-achievement. Chinese backpackers were found to be more inspired by their willingness to travel to new places and search out risky but authentic experiences. Another study found that the backpacker market in Hong Kong was pushed by their urge to try new things and pulled by the city's unusual traditional food scene (Nok, Suntikul, Agyeiwaah & Tolkach, 2017).

3. Methodology

A total of 100 respondents were surveyed at the Davao City airport for the report. Purposive sampling was used to determine study participants. Data was only collected from backpacker passengers who were present at the time of the survey. The researchers distributed validated questionnaires to the respondents to collect data. The motives of Davao backpackers were discovered using exploratory factor analysis. To assess variations in their motives, they used a test of differences. Finally, backpacker segments were determined using cluster analysis.

4. Results

4.1. Demographic Characteristics of the Respondents

Majority of the backpacker respondents were around the age of 18 to 27 years old (44%) and only minimal number of respondents were below 18 (4%). Most of the backpackers were female (57%), single (61%) and employed (46%); travelled alone (51%) with the purpose of sport and recreation (30%) and travels once in a year (30%).

Table 1: Demographic Characteristics of the Respondents

Characteristics		*Frequency*	*Percentage*
Age	Below 18	4	4%
	18-27	44	44%
	28-37	27	27%
	38-47	7	7%
	48-57	9	9%
	Above 57	9	9%
Sex	Male	43	43%
	Female	57	57%
Civil Status	Single	61	61%
	Married	33	33%
	Divorced	3	3%
	Widowed	3	3%
Social Status	Student	20	20%
	Employed	46	46%
	Self-employed	17	17%
	Unemployed	10	10%
	Retired	7	7%
Type of traveler	Alone	51	51%
	With a companion	37	37%
	With a group	12	12%
Purpose of Travel	Incentive	13	13%
	Health or medical	19	19%
	Education	9	9%
	Adventure	10	10%
	Religion	2	2%
	Sport and recreation	30	30%
	Eco-tourism	10	10%
	Leisure	3	3%
	Others	4	4%
Frequency of travel	Once	30	30%
	Twice	29	29%
	Thrice	16	16%
	Four	4	4%
	Five or more	21	21%

4.2. Motive-Profile of Davao Backpackers

Backpackers to Davao City were primarily motivated by the need for *Novelty and Experience*. Another motivating factor for backpackers was the opportunity for self-development through social interaction. Notably, tourists go for backpacking because they wanted to relax in a calm environment while at the same time, associate with other backpackers. Backpacking was also sought as an avenue for network building and altruistic endeavor. More so, backpackers' motivation is also evident in being able to escape from the daily routine at either school or work. Finally, findings from the study also revealed that there were backpackers who only travel to attend special events.

Table 2: Motive-Profile of Davao Backpackers

Factors	**Novelty/ Experience**	**Social Self-development**	**Relaxation/ Relation**	**Altruistic Networking**	**Escape**	**Attendance to Event**
Experience once in a lifetime activity	0.77					
Experience excitement	0.74					
Be free and independent	0.73					
Gain experiences to share with friends and family	0.73					
Experience the local practices	0.7					
Increase my knowledge	0.66					
Explore other cultures	0.65					
Use my physical abilities/skills		0.77				
Use my imagination		0.76				
Organize one's own journey		0.71				
Interact with local people		0.65				
Relax physically			0.7			
Be in a calm atmosphere			0.69			
Associate with other travelers			0.63			
Develop close friendships				0.78		
Contribute something to the places I visit				0.73		
Escape from the daily routine in school/work					0.78	
Attend special events						0.79

4.3. Differences on Backpackers' Motivation

Novelty and Experience as a motivation factor for backpackers in Davao City was significantly different based on age. This study also noted significant differences in the backpackers' motivation in terms of their purpose for travel. Motivation in terms of novelty and experience was heterogeneous among backpackers of different travel profile. Backpackers' motivations did not vary in terms of sex, civil status, social status, and type of traveler did not. Finally, backpackers' motivations to travel were equal among respondents of varying travel times.

4.4. Clustering of Backpackers based on Motivation

Cluster analysis was utilized to determine segmentation of backpackers. The six motivation factors identified above were used as composite variables in the identification of the clusters based on their similar motives for backpacking tourism. To determine the number of segments, the hierarchical cluster analysis Ward method was conducted. The results of the procedure indicated a two-cluster solution supported by the criterion of agglomeration coefficient. The results of the ANOVA tests also revealed that, based on the six factors, two motivation clusters can be distinguished ($p < 0.01$): *social seekers* and *destination seekers*.

Table 11: Backpackers' Motivation Factors among the Clusters

Factor	Social Seekers	Destination Experiencers	Total Mean	f value
Novelty/ Experience	4.45	3.57	4.29	20.41
Social Self-Developer	4.22	3.17	4.03	26.75
Relaxation/ Relation	4.26	3.50	4.12	13.92
Altruistic Networking	4.21	3.67	4.11	7.09
Escape	4.38	1.83	3.92	122.75
Attend Event	4.02	3.50	3.93	4.08

5. Discussion and Conclusion

5.1. Discussion and Conclusion

This study aimed to characterize the Davao backpackers based on their demographic profiles as well as their motive-profile. Results revealed that Davao City backpackers are dominated by millennial female single travelers who are mostly employed, travel alone once in a year for sports and recreational activities. These backpackers are primarily motivated by their need for novelty and experience, social/self-development, relaxation-relation, altruistic networking, and attendance to event. More so, Davao City backpackers can be categorized into two clusters: *Social Seekers* and *Destination Experiencers*.

The study's findings have implications for tourism developers, operators, and marketers in general. The study's findings have important implications for tourism planners, especially in terms of paying more attention to the potential value of budget-style tourism, such as backpacking. The results of the study also add to the paucity of literature on backpacking tourism in Davao City and the Philippines as a whole.

5.2. Limitations of this study and suggestions for future studies

While this study results to consistent findings with previous research, several limitations of the study are also found. One, the scope of the study is only delimited to respondents who were identified as "backpackers" by the virtue of identifying themselves as "backpackers" and who were surveyed only at the Davao International Airport. In addition, the number of respondents surveyed is also limited and may or may not be a good representation of the Davao backpackers. The study also did not explore on other segmentation variables. Further study may be conducted in Davao City or Region XI focusing on backpackers who are staying at usual backpacking accommodations such as hostels, bread and breakfast inns or even those who really go camping at tourist sites. In addition, it is also imperative to determine others constructs of backpackers' behaviour such as perception, preferences, satisfaction or return intention. On the supply side, it can be suggested to conduct study on the challenges, opportunities and trends of backpacking tourism in Davao City.

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Tracking visitors with person re-identification: A new way to look into tourist behaviours

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Abstract:

This paper discusses the feasibilities of utilising Person Re-Identification (PRID) as a new tourist tracking technique. First, a literature review is conducted to categorise the exisiting methods of visitor tracking, including the discussion of pros and cons of each method. Then the second part introduces PRID thoroughly, which covers its basic usages and the corresponding tasks. Accordingly, the advantages of PRID comparing to other tracking techniques are advised. Afterwards, the feasibility of PRID applying in tourist attractions for visitor tracking is analysed. In this part, practical suggestions are given for further in-field research, and potential limitations and constraints are discussed as well. Since no academic articles or researches have ever examined the implementation of PRID on tourism research, this paper will inspire researchers to apply this technique as an advanced research method for visitor tracking.

Keywords: Tourist Tracking Technique; Person Re-Identification; Tourist Behaviour

1. Introduction

Visitor tracking has been playing a significant role in research of tourist behaviour in scenic sites (Fennell, 1996). In order to track tourists, various techniques are used. Generally, if monitoring a certain tourist or a certain group, their movement pattern, consuming behaviour and the activities they participated in the tourist attraction can be trailed by a range of techniques (Shoval & Isaacson, 2007), and different techniques gather different data (Lau, Koo, & Dwyer, 2017). For example, traditional ways that are commonly used to identify tourist behaviours are surveys, observations, travel diaries (Shoval & Isaacson, 2007), etc., while modern methods relying more on information technology, such as GPS (Padrón-vila & Hernández-Martín, 2020), bluetooth, smartphone Apps (Toha & Ismail, 2015), surveillance cameras (Izquierdo Valverde, Prado Mascuñano, & Velasco Gimeno, 2016) and drones (Donaire, Galí, & Gulisova, 2020). However, those techniques present several issues, such as huge manpower needed, high research cost and time wasting (Toha & Ismail, 2015). To avoid those disadvantages, a new technique is advised, which is called Person Re-Identification (PRID). It is an algorithm that enables computer to identify a particular person or a group of people automatically, not only in just one camera but in multiple cameras from different locations (Gong, Cristani, Yan, & Loy, 2014; Su et al., 2017). This paper illustrates how PRID could benefit the research on tourist tracking and its advantages comparing to other techniques. Also, the feasibilities of utilising this technology in tourist sites is conducted afterwards. Finally, the limitations of using PRID as a tourism research tool are raised as well.

2. Literature Review

2.1. Methods of Visitor Tracking

Visitor tracking techniques can be divided into traditional and modern ways. Each technique indicates different types of tracking data (Padrón-vila & Hernández-Martín, 2020). A well-known traditional method is survey, which is still widely used in recent researches and excellent in finding out tourists' motivations, expectations and satisfactions (East, Osborne, Kemp, & Woodfine, 2017). However, if a research just wish to find out which places the tourists have visited and what activities they carried out in that site, arranging survey will face a lot of shortages. For instance, it costs time and manpower on designing the questionnaires, distributing to a reasonable number of subjects, collecting samples and analysing the huge data, while sometimes the answers might not be reliable (Padrón-vila & Hernández-Martín, 2020; Thimm & Seepold, 2016; Toha & Ismail, 2015).

Apart from the traditional ones, with the rapid development of information technology, a number of modern tracking techniques are emerging and become popular among researchers. For geological tracking, GPS (Global Positioning System) is used to footprint the movement pattern of tourists. Shoval, McKercher, Ng and Birenboim (2011) conducted a research about how tourists' visiting decision would be affected by the location of hotel they stayed in, by distributing a GPS logger to each participant. However, this requires every participant to carry this little device with them all the time, and return it to the researcher in the end, which might challenge difficulties, i.e., people lost it or feel burdensome carrying a thing while travelling. The same issue occurs with the technique using bluetooth tracking devices (Padrón-vila & Hernández-Martín, 2020). Accordingly, some researchers encouraged other movement tracking technique such as passive mobile data (Reif & Schmücker, 2020) or GPS apps (Mckercher & Lau, 2009), which only needs participants to download a specific app and allow it to access the location data while travelling, then those data will be sent to the remote server for analysing. Still, obstacles are found within the researches: many participants were not willing to download app due to little memory left on their phone (Hardy et al., 2017) or felt too invasive to their privacy (Mckercher & Lau, 2009). Thus, Hardy and his team (2017) advised an interesting method to solve the issue above, that is asking tourists to carry another phone with them while travelling. These smartphones are installed with the GPS app, and they are available for participants to access free internet data, as an incentive. However, they confronted new challenges, that the smartphones need to be charged every night whereas participants often forgot, and some of them did not return the phone at the end (185 of 240 were received back) (Hardy et al., 2017). Besides, the elder group who is not familiar with smartphones cannot be reached (Thimm & Seepold, 2016). In addition, though GPS technology is highly developed, the accuracy of locating tourists in sites that possess dense spots is still low. For example, if a research wishes to draw a pattern that when tourists visited shops, amusement facilities, view-points and so on, when these spots are located very closed, it is difficult to reach the goal by using GPS. In this case, Rusdi et al. (2019) designed a research model (see Figure 1) to track tourists with drones. Similar to Hardy's strategy of encouraging participants, they also provided free Wi-Fi access when connecting to the drones above them using their own mobile-phone. Likewise, Donaire and his team (2020) found drones can also present zenith image of an open-air tourist attraction, which is meaningful for destinations to manage overcrowding. Also because the data was collected in image type, it is possible to recognise specific small spot people have visited. The application of drones can be seen ground-breaking as the data collected expresses not only tourists' movement pattern but also a collective behaviour of a group. Yet there are also limits within this method, that drones consumes huge energy so they could not last long when investigating (Donaire et al., 2020; Rusdi et al., 2019), and they are only available in the open-air area where no restrictions of using drones applied (Rusdi et al., 2019).

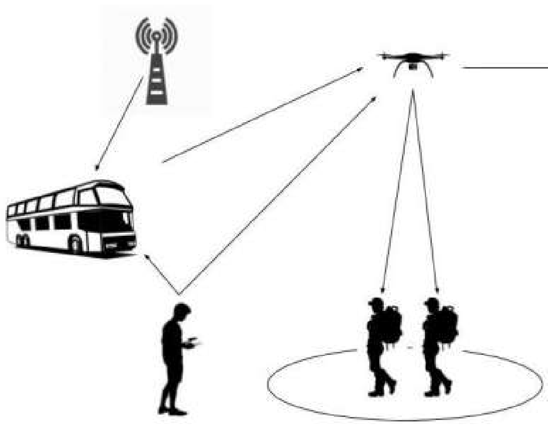

Figure 1. Modelling of Drone Tracking and Mobile Access Point (Rusdi et al., 2019)

Another aspect of tracking tourist other than location is to monitor the activities travellers carry out in the tourism destinations. The drone technique mentioned above can already indicate some of the activities consumption, but most of them are collective behaviour except individual one. To monitor individual traveller behaviour, social media like Flickr.com can be an effective approach to explore tourist activities by filtering the geo-tagged photos people posted (Kádár, 2014; Zhu & Tao, 2016). Thus researchers can track not only geographical information from those photos, but specific spot they have visited and activities they did in that destination. Travel fora like TripAdvisor is also a social media that allows visitors to post their travel experiences and comments to a destination. Statistics as top favoured activities, special things to do can be obtained by analysing number of comments related to a place (Padrón-vila & Hernández-Martín, 2020). Nonetheless, the content posted on social media by visitors are often unreliable, as people may have miss-tagged sites, lost accurate memory and misinterpreted their experiences (Zheng, Du, Ma, & Fan, 2018). To achieve more objective and accurate data, traffic/surveillance cameras are used by Izquierdo et al. (2016) to examine the visitor behaviour in certain places. They point out these image/video based data can highlight not just accurate location but also time length visitors have stayed in each spot, or exact activities carried out and interactions with other people. This solved most problems the paper mentioned above as there is no need to trouble any of the tourist (to carry devices or download apps), or be worried about not flying-drones restrictions. Researchers just need to sit down in the control room and observe, and the data could be collected (Dionisio, Marques, Silva, Rodrigues, & Neto, 2016). Yet at the data analysing phase, it requires a huge labor, to firstly recognise each visitor, and then extract their location and behaviours from videos out of each camera. This will face a huge manpower cost and time wasting. Therefore, a new method that can solve these problems is needed.

2.2. Person Re-Identification (PRID)

Different from manual identification, PRID is an algorithm that refers to an automatic recognition of a person/group of people under multiple cameras at different locations while this person/group was previously captured elsewhere (Gong et al., 2014). The operating principle of PRID is firstly letting the computer to learn various features of human, such as height, shape (Vezzani, Baltieri, & Cucchiara, 2013), age, gender, the length of hair and clothes (Lin, Zheng, Zheng, Wu, & Yang, 2017), etc., it will then become a trained model which is able to recognise those attributes from a certain person/group. Installed with the trained model, the PCs can distinguish the attributes mentioned above and identify the same person in different images or videos, or search for a given person where he/she has been to and then draw a mobility pattern of them using the image/video data that the person appeared in (see Figure 2 & 3). This technique is already applied widely for security use, to act as an innovative technology of building smart cities (Behera, Sa, & Bakshi, 2020). For example, from a range of surveillance videos, PRID are able to figure out where a suspect has visited and what he/she has done. In this way, large amount of time can be saved for the manpower used to manual search in each video.

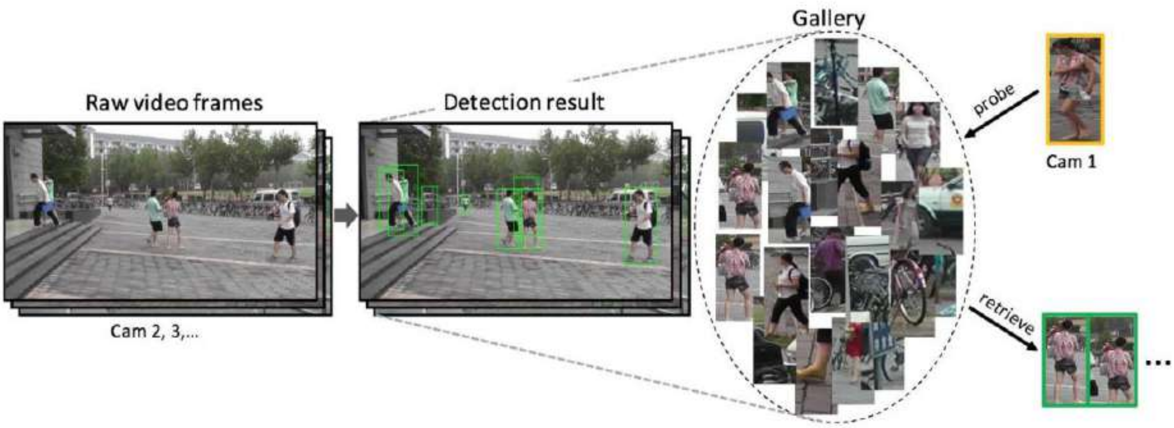

Figure 2. Procedure of PRID recognition: Extracting from row video frames, PRID will firstly detect all pedestrians from them and then exports a gallery.Given a probe (target), PRID is able to find the same person in the gallery under different cameras.(Ker, 2019)

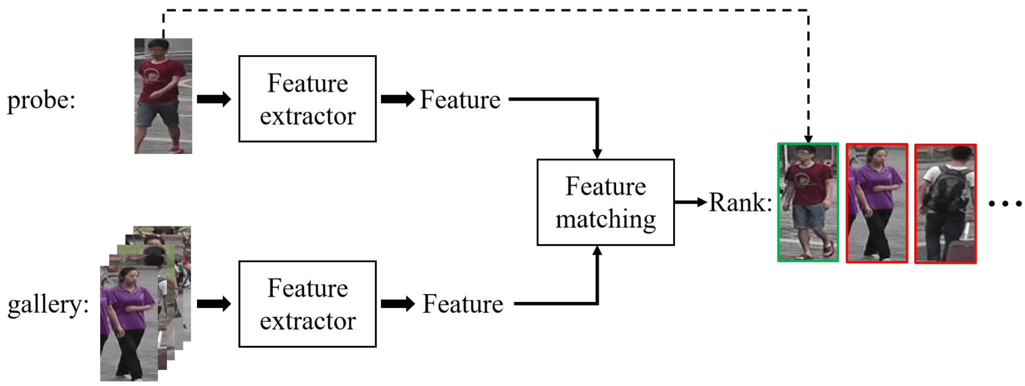

Figure 3. Analysing procedure: Given a probe, PRID analyses a range of pictures and rank them in the rate of similarity.

Currently, there are three main approaches of person re-identification, which are colour, texture and local features (L. Zhang, Li, Qi, & Wang, 2020). Identifying colour feature is seen as stable and having high robustness (Kviatkovsky, Adam, & Rivlin, 2013), while there are some restrictions with just colour based recognition. In the real world surveillance environment, the colour of an captured image can vary from many aspects, such as different photo shooting angles, illumination change and low image resolution (Farenzena, Bazzani, Perina, Murino, & Cristani, 2010). Therefore, Bedagkar-Gala and Shah (2012) and Kviatkovsky et al. (2013) proposed a partial recognition method to reach a higher accuracy of recognition, that is dividing the probe into several distinct parts (Figure 4). By analysing part by part, the features extracted are not only colour but also textures. Together with the colour feature, texture empowers the identification to be more precise (Figure 5). Fan, Hong and Lin (2013) introduces a PRID solution with dividing probes into head part, body part and bottom part, and then analyses the texture such as roughness, smoothness, and regularity to reduce disturbance from the background. However, most of the surveillance videos export low-resolution image, which is difficult to capture textures in detail. To reach more accurate feature, local feature extraction is rather popular among range of literatures in pattern recognition field. It aims to detect special details from small part extracted (Figure 6). By analysing each particular features, certain item could be detected, such as bags, hair, arms, sleeves, etc (L. Zhang et al., 2020). Also, local feature detection can solve a big challenge of person identification that is the videos taken at night. Usually the night surveillance videos are taken by infrared cameras which means when tracking visitor activities at night, the infrared data will be extracted. Infrared data causes higher technological difficulties to the former solutions as the detection work is equal to recognise pedestrians with similar clothes (Kai & Arens, 2010). Therefore, Kai and Arens (2010) introduced a model using local feature recognition approach that is able to collect and analyse people's features under an infrared camera. This can be seen as remarkable in person recognition field, but comparing to the former researches using daytime data, the rate of accuracy is lower (Kai & Arens, 2010; L. Zhang et al., 2020).

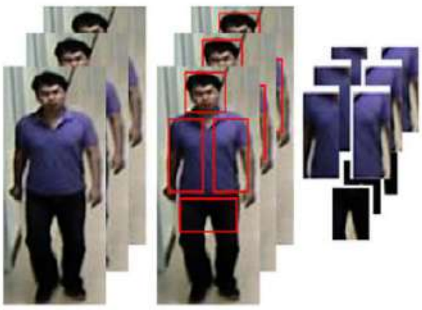

Figure 4. Dividing probe into parts to improve recognition accuracy (Bedagkar-Gala & Shah, 2012)

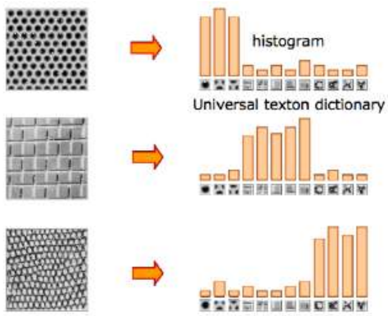

Figure 5. Texture based recognition procedure (Madcola, 2017)

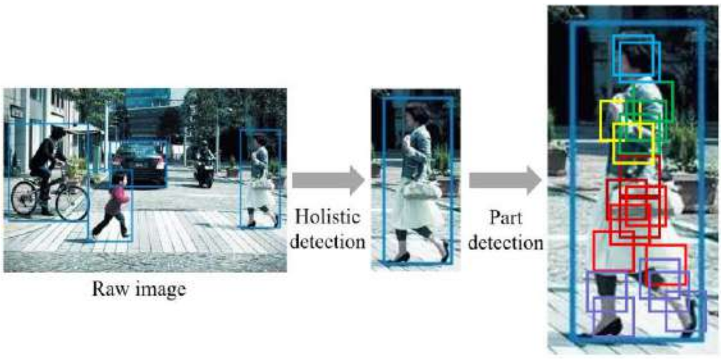

Figure 6. Local feature recognition method of PRID.

3. Feasibility Analysis: Implementation of PRID

3.1. Technological Infrastructure Requirements

With PRID tracking technique, there is no need of additional devices or appliances. The only infrastructure requirement is sufficient surveillance cameras in the tracking area. Therefore, if tracking with PRID, places such as theme parks, museums, scenic areas with closed environment and covered with surveillance/control system will be ideal target research sites. The next step is to obtain a trained PRID model, which could be found on many websites for free (open sources website like Github.com), or can be purchased if higher quality needed (such as higher matching speed, smaller size and etc.). The usage of this technique is also friendly for researchers who have no experience with artificial intelligence or none related knowledge. The steps are rather simple: first, researchers need to install the corresponding frameworks (for putting in trained models) to the computer; then the image of the target person needs to be fed to the trained model; leave the computer processing recognition works of other images extracted from surveillance videos; results will be conveyed ultimately. In this way, manual searching is no longer needed which could be a revolution for video based tracking research.

3.2. Research Fields of Application

PRID tracking technique could provide information as such: the length of stay of a certain visitor; movement pattern including time staying at each location; activities a person or a target group have carried out; interactions with service providers; preferences or decisions of scenic spot chosen; time spending in each facilities; etc. Also, some other tourist behaviour related topics can be discussed, such as environmental behaviour, consuming behaviour, and special actions from different market segmentation. The results provided by PRID is no doubt meaningful for not only researchers but also DMOs, as they could understand customers from diverse perspectives and provide better services accordingly.

3.3. Ethical/Legal Concern

As the characteristics stated in the session of article review, generally the PRID technology does not require face appearance information from visitors (only attributes of colours, clothes and body shapes are needed). Because the face data from a surveillance video is usually unclear that the detection accuracy might be effected (Li, Liu, Wang, Liu, & Yan, 2015). Still, it is an obligation for researchers to be always careful about the security of collected data and store them in a safe place to avoid violating privacy. With written privacy guarantee and the fact of not using face data, the obstacles from getting permission from participants are reduced. Moreover, to be more concerned, before the phase of analysing images/videos, the human face information can be protected with mosaics, which can be done by the computer automatically. There are many existing facial recognition application able to achieve that. A suitable way of obtaining permission from participants is to let them know the truth of how the research is processed and some affordable rewards could be offered to them.

4. Limitations

As a technique based on person feature, of which clothing feature is the major data required, PRID might suffer with detecting the tourists who changed clothes during the time of visiting. In that case, the face information is demanded while participants might not be willing to agree. Moreover, if one needs to track a particular person in a group who dressed in same clothes like uniforms, the recognition rate is not high enough to reach an accurate result. Still, the ability of tracking the whole group remains excellent.

After all, the feasibility analysis is just a theoretical discussion, the images or videos used for PRID are majorly from experimental datasets or general surveillance videos whereas not the real tourists. Furthermore, even though the accuracy of automatic recognition with PRID is fairly high but none of an existing experiment result can reach 100% correction. Thus practical application of this new technique for tourism research remains to be taken into action, and more convincing data are required in the future research.

5. Conclusion

With the assistance of information technology, number of tourism research methods grows dramatically. They offered us not only diversity of research topics but a lot of convenience (Shoval & Isaacson, 2007). In the field of visitor tracking, various techniques are used nowadays. However, the existing methods are more or less facing several challenges like low data accuracy, huge manpower consuming, privacy concern, etc. Therefore, this paper suggested a new approach as Person Re-identification technique, aiming to solve the problems above. PRID is an algorithm that extracts features from human and then recognises them in overlapping cameras. It has already been widely used in security system and is possibly to be used in other field of study, which is tourism research of visitor tracking. Hence a feasibility analysis was conducted, as in the following aspects: Technological infrastructure of application; Field of application; Ethical/Legal concern and Limitations. Though the conclusion of the feasibility analysis is positive, the actual experiments in tourist attractions are remained to be conducted. Finally, the application of this technique can have a positive impact on research-simplifying and the diversity of research data, in the area of tourist behaviour or other related researches.

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Tourism research in the eyes of tourism practitioners

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Abstract:

This study aims to enrich the theoretical knowledge about *"how tourism practitioners perceive tourism research"* and *"how research-practice gap in the tourism discipline can be potentially redressed"*. The qualitative approach and specifically in-depth interviews were conducted with 26 industry practitioners and government representatives who are working in the Hong Kong tourism industry. The expected findings of this work are valuable because they can identify feasible solution/s for optimizing the readership and applicability and utilization of tourism research by tourism practitioners.

Keywords: Academia-industry divide; knowledge transfer; research-practice gap; tourism research.

1. Research Rationale

To support the sustainable growth and development of economy, the government of most economies have been allocating a substantial amount of budget on research & development (R&D) in general and academic research in particular (Merigó, Cancino, Coronado, & Urbano, 2016). For instance, the British government increased its spending on research and innovation from GBP866 million in 2017 to GBP962 million in 2018 (Office for National Statistics, 2020). The amount of money the Chinese government spent on R&D has increased from RMB 1.42 trillion in 2015 to RMB 2.44 trillion in 2020, as CNBC (2021) reports. The Hong Kong Special Administrative Region government also spent over HKD 13 billion and HKD 16 billion in higher education and academic research in year 2019, respectively (Census and Statistics Department, 2021).

In line with the increase in research funding, the volume of publications increases drastically over the past few decades (Pohl, 2021). As an important contributor to the global economy, an exponential growth of tourism studies has been published in journals, books, conference proceedings and other forms in recent years (Kirilenko & Stepchenkova, 2018). McKercher (2020) describes that more than 400 tourism journals can be identified as of early 2020 and over thousands of tourism articles are published annually. Since tourism is still developing rapidly, he envisions that more tourism research will emerge in the coming years.

Singleton (1994) underscores that one ultimate goal of conducting academic research is to provide industry practitioners with accumulated knowledge and thereby improving the quality of their practice. Besides Singleton (1994), many academic scholars (e.g., Van Scotter & Culligan, 2003) also advocate that academic research are produced with an aim of guiding practitioners' decisions via offering theoretical principles and scientific evidences. Although this assertion is widely acknowledged in the academic community, many studies find and report that insights disseminated in tourism research have not always resulted in progress in practice (e.g., Cohen, Higham, Gössling, Peeters, & Eijgelaar, 2016; Melissen & Koens, 2016).

Hawkins' (200) seminal paper states that knowledge from tourism research was underutilized by practitioners because tourism academics' ivory tower approach rarely results in actionable strategies at the practical realities. Vong's (2017) study notes that the underutilization of tourism research in practice is partially attributed to the difference in foci between practitioners and academics. In short, practitioners are interested in actionable results and "how to" knowledge, whereas academics are eager to pursue theory development and "why" knowledge.

Rynes, Colbert and Brown (2002) note that the examination of how practitioners perceive academic research is an initial but vital step to redress the "research-practice gap" problem. Another editorial by Rynes (2007) reiterates and stresses that enriching the understanding about practitioners' needs and interests is the most efficacious approach to increase value and usefulness of academic research for practitioners. Indeed, in order to create a positive research culture (i.e., a phenomenon where research is perceived as useful and widely applied by practitioners in the field), it is of necessity to identify the answers to the questions of:

- *How do tourism practitioners perceive tourism research?*
- *Whether and how practitioners are involved in the compilation of tourism research?*
- *Whether and how practitioners base their practice on tourism research?*
- *How industry practitioners perceive the presence of "research-practice gap"?*
- *How can researchers and practitioners mitigate "research-practice gap"?*

While the topic of "research-practice gap" has been a matter of prime interest in other disciplines such as psychology (e.g., Kazdin, 2016) and information science (e.g., Pilerot, 2016), to the best of our understanding, it has been neglected in the tourism field. Even though several researchers discussed the presence of "research-practice gap" or "academia-industry divide", existing studies are mostly anecdotes or commentaries (e.g., Melissen & Koens, 2016; Xiao & Smith, 2007).

Noticing this research void, a qualitative study has been conducted with industry practitioners in the tourism field in order to enrich the theoretical knowledge about *"how tourism practitioners perceive tourism research"* and *"how research-practice gap in the tourism discipline can be potentially redressed"*.

2. Research Methodology

The current study adopts the qualitative approach and specifically in-depth interviews to understand tourism practitioners' perceptions towards tourism research and other issues pertinent to "research-practice gap" in the tourism field. The target respondents are tourism practitioners who are working or previously worked in any tourism sector (e.g., airline, attraction, travel agency etc.) regardless of the hierarchical levels in their corresponding companies. A mixture of purposive and snowball sampling was employed with an aim of recruiting more qualified respondents.

In January 2021, the lead author sent emails to all tourism professional bodies in Hong Kong (e.g., Hong Kong Hotels Association, Tourism Commissions) and invited their representatives to join the in-depth interview. The lead author also invited other industry practitioners who attended past events organized by his affiliations to join the in-depth interviews. After completing the twenty sixth interview, data collection was completed as data saturation was reached. Both industry practitioners (at different hierarchical levels) and representatives from government authorities were invited and participated. The detailed profile of the interviewees will be disclosed in the full paper.

The interviews were conducted using interviewees' preferred online conferencing tools (e.g., Zoom, Skype, GoToMeeting). The semi-structured interview mode was employed, and the interviews were guided by questions pertinent to: (1) respondents' perceptions towards tourism research; (2) factors affecting respondents' decision to read / not to read tourism research; (3) factors affecting respondents' decision to base / not to base their practice on tourism research; (4) respondents' agreeableness on the presence of "research-practice gap" in the tourism discipline; and (5) potential solutions to resolve "research-practice gap". Each interview lasted for 65 minutes, and the longest one lasted for 105 minutes. The dialogue was transcribed verbatim after completing each interview. The transcripts were reviewed by the corresponding interviewees to avoid any loss of data and inaccurate interpretation.

The conventional content analysis was adopted to analyze the qualitative data. Following the three-step approach (i.e., open coding, axial coding, and selective coding), the authors first reviewed the transcripts several times to make sense of the data. Then, the transcripts were re-read to identify, categorize and summarize manifest content. At the moment of this writing, the authors did not complete the analysis of all collected data yet. Still, the abovementioned process will be administered multiples times to assure the reliability of research findings.

3. Significance of Expected Findings

Although the data analysis was not completed and the findings were not presented in this submission, the expected findings of this work are considered to be valuable and insightful because they can identify feasible solution/s for optimizing the readership, applicability and utilization of tourism research by tourism practitioners. On the other hand, the current research findings are expected to help identify potential solution/s for mitigating the "research-practice gap". Ideally, a new system for conducting "industry-friendly" tourism research can be derived from the findings of this work. Ultimately, more practical studies can be produced in the future in order to support the sustainable growth of tourism industry.

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Sustainability courses in hospitality and tourism higher education: Perspectives from industry practitioners and intern students

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Abstract:

Sustainability issues in the hospitality and tourism (H&T) industry have become challenging and critical. This study investigates the importance and performance perceptions of sustainable issues among industry practitioners and students to identify gaps in perceptions and priorities for improvement. A self-administered questionnaire and 270 surveys are completed for data analysis. Results indicate that industry practitioners and students generally agree on economic and social issues. Gaps are found in the importance and performance perceptions of environmental issues between practitioners and students. Managerial implications are discussed for the development of sustainability courses in H&T higher education.

Keywords: Sustainability courses, Hospitality and tourism (H&T), Higher education, Industry practitioner, Student

1. Introduction

In the recent years, many business sectors have discussed about the issue of sustainability. Sustainability is defined as "the long-term and comprehensive view of a business enterprise's awareness of and actions toward its financial, social, and environmental impacts (Millar & Park, 2013: p. 81)." By this definition, it is very critical to meet the business goals with the optimization of these three key aspects because it can impact various stakeholders from different positive and negative perspectives. In other words, stakeholders hold different priorities of studying and implementing sustainability strategies (Barber et al., 2011). Finding the best fit of sustainability ideas for the stakeholders' harmony is crucial.

The hospitality and tourism (H&T) industry largely relies on environmental resources. H&T industry needs a large number of tourists visiting the destinations in order to maximize profitability of industry enterprises and stakeholders. The influx of tourists led to uneven tourists' consumption and production, environmental damages, and conflicts between tourists and local people (UNWTO, 2018). On the contrary, sustainability means conservatively managing the environmental resources, avoiding damages, and promoting ethics and values in businesses. However, sustainability should not be considered as contradictory with the present goals of H&T businesses, but as an integral element (Boley, 2011). In current society, more corporate responsibility of sustainability is required by the community (Boley, 2011). Compared with other industries, achieving sustainability in H&T industry is more challenging because of the rapid changes in the society and business environment. In educational field, the integration of suitability concept of sustainability in H&T higher education is recommended because it can offer future managers with the knowledge and skills to promote sustainable H&T business activities (Paris, 2016).

An effort of introducing the sustainability concept into the program curriculum has been found by many disciplines such as engineering, architecture, and business. However, the research gap still exists in the area of hospitality and tourism education. First, little exposure of embedded sustainability exists in the hospitality and tourism curriculum (Millar & Park, 2013). Dale et al. (2009) pointed out that sustainability aspect has not been fully integrated in hospitality and tourism education. In the past, the lack of stakeholder involvement in developing H&T curricula was common (Shakeela et al., 2012).The notion of sustainability in education can impact on institutions' operations, teachers' teaching, and learners' learning to create long-standing sustainability for the country's local people, environment, and economy (Brookfield & Holst 2010). Well-designed education on H&T sustainability could be a solution to close the gap between sustainability issues and H&T operations. Therefore, an educational strategy that integrates staff and curriculum visioning and strategic planning is necessary (Wilson & von der Heidt, 2013). Second, according to Barber et al. (2011), the educators, students, and industry people must work together in developing the curriculum of H&T education. However, the major challenge is the approach of integrating sustainability concept and the H&T sector (Kreisel, 2012). This study attempts to tackle the common understanding about the sustainability concept and its implementation from different stakeholders' point of view. Whether or not the industry practitioners and students have the same or discrete understanding of sustainability. Lastly, under the new normal of business recovery, the sustainability concept can play an important role for business's and education's survival and sustainability. This study will apply the triple bottom line concept to assess any new insights from these groups of investigation. It is suggested that the triple bottom line concept should be included in H&T curricula (Parker, 2011). Stoddard, Pollard, and Evans (2012) argued that further investigation of the triple bottom line measurement is recommended for a specific business sector, especially in the sustainable tourism development.

Therefore, the objectives of this study are to: 1) investigate the different importance and perceptions of sustainable issues by different stakeholders (industry practitioners and students), and 2) identify the gaps on the importance and perception of sustainability issues between students and industry practitioners. This study contributes to the literature by showing how industry practitioners and students in the H&T industry perceive sustainable issues in the workplace. The findings of this study could provide empirical evidence of critical sustainable issues that should be included in H&T sustainability education to prepare students facing the issues in their future career. For managers in the H&T industry, this study reveals which sustainable issues are commonly ignored or misunderstood and which must be changed to ensure a sustainable management.

2. Literature Review

2.1. The Triple Bottom Line (TBL): Sustainability and H&T business

The TBL is a philosophical orientation whereby organizations develop and implement an economic, environmental, and social sustainable strategies (Elkington, 1999; Stoddard et al., 2012). Under the concept of TBL, the hospitality and tourism organizations can gain a competitive advantage. For instance, the green practice at the restaurant and hotel can enhance the profitability and business growth (Parker, 2011).

As the H&T industry is one of the significant economic pillars in the world, the ongoing pressures for more environmentally-friendly and socially-accountable practices have risen to the forefront of the global context. Various scholar materials outlined that the sustainable development (SD) has been incorporated as part of corporate social responsibility (CSR) and business ethics, emphasising "the long-term development to meet the needs of the present without compromising the well-being of future" (Dryzek, 2005; UNDESD, 2011). While the notion is supported by Dhiman's (2008) proposition regarding SD also stresses on stakeholders' equity grounded with the "triple-bottom lines" where environmental conservation, social justice, and economic growth should be equally balanced. Nevertheless, the management of sustainability in the H&T industry is subjected to the friction of its complementarity nature of H&T activities that is causing the excessive consumption of natural resources, the rapidly changing tourists' behavioral traits and demands, the competitive and demanding business environment, as well as the heterogeneous goals of stakeholders (Boley, 2011; Pigram & Wahab, 2005).

Resultantly, the growth of the H&T industry runs the opposite direction of sustainability since the industry development induces the inequities between local communities and tourists. Currently, global society demands sustainability not only in environmental preservation but also in the community as a whole to uphold the quality of life in the long-term. This phenomenon results in the rising expectation of consumers towards hospitality and tourism vendors to be mindful of the impacts that arose from business decisions. Subsequently, the emergence of social development concept is considered as "*the integration of societal improvements and economic values creation itself*", meaning the coexistence of stakeholders' equities and business development is possible under the incorporation of corporate engagements and sustainable principles (Du, Bhattacharya, & Sen, 2010; Frynas, 2009). Porter et al. (2012) highlighted that sustainable strategic planning enables enterprises to optimise competitiveness and advance the socio-economic development of all aspects simultaneously. The instance of Accor, InterContinental, and Marriott International have related their strategic intent to sustainability for driving the organisation to preserve the positive interaction with concerned stakeholders while maximising the business outcomes, such as diversity management, green technologies, and fair trade practices to enhance the corporate image, optimise customer's satisfaction, and minimise overheads arose from energy consumption. Thereby, the implication of Porter's assumption delineated the role of strategic planning plays a vital role in the sustainability implementation, especially the performance management based on the perception of key stakeholders toward the commitment implied by the strategic intent (Bhagwat, 2011).

2.2. Sustainability in H&T higher education

The emerging notion of sustainable concept has come into being in response to people's increasing attention to the influence of human society on the natural habitat. With the expanding importance and value of sustainable development to the H&T industry, green practices are being more and more crucial to the success of the related firms in the recent market environment with the changing awareness of responsibilities amongst managers in the H&T industry (Deale et al, 2009; Deale & Barber, 2012). Simultaneously, it has triggered more and more educational discussions on how to integrate sustainable development into higher education (Boley, 2011). Unlike profit-making related subjects, sustainability in higher education does not emphasise personal interests and values but the intergenerational equity of various stakeholders and the society as a whole. In the H&T context, the interaction between industry practitioners, educators, and students is vital to cultivate the atmosphere of learning sustainability in a practical manner (Busby, 2003). Barber et al. (2011) stated that students as the prospective leader should possess conceptual knowledge and innovative thinking to tackle the existing negative impacts while preserving the equities of all parties. Eventually, the collaboration of educators and industry practitioners becomes critical to ensure the recency of the sustainable topics as well as the practicability of teaching instruments.

Still, sustainability in H&T has been recognised as a "*complex, dynamic, and highly controversial phenomena*" where the conflict between stakeholders in the "triple-bottom lines" arise from the nature of hospitality and tourism is inevitable (Posch & Steiner, 2006). Given the "water-rapid" in the industry environment with no absolute solutions for sustainability issues, learning sustainability trends in higher education are often taking inclusive aspect to identify the critical interests of concerned parties, which consists of the paradigm of maximising positive impacts brought from tourism activities while minimising adverse effects to alleviate the dilemmas (Shakeela el al. 2010; Dwyer, 2005). Parker (2011) suggested that the hospitality management programme should incorporate the TBL into its curriculum.

Therefore, it is suggested that the focus of sustainability higher education should take the holistic approach concerning the comprehensiveness of the related topics, such as the frame of ethical references for sustainability dilemma, real-life examples from the industry, practical experiences, and ultimately, the multilateral interactions between the students and key stakeholders of all aspects through the pedagogical innovations to facilitate the collaboration of tertiary institutions and industry professionals (Schweinsberg et al. 2013). Subsequently, the teaching model of sustainability is not limited by its form when considering the effectiveness of the students' perceptions toward the significance of optimising the wellbeing of society, meaning the learning process is far more diverse than the traditional model. In that case, the combination of on-the-job training, lecture, site visit, competition, and so on is highly recommended based on the practicability required to resolve hospitality-specific issues with multi-interactions from stakeholders from all aspects (Christou & Sigala, 2003; Jurowski, 2001).

2.3. The development of sustainability courses in H&T higher education

One of the major purposes for popularising sustainability in higher education, as constantly emphasised, is to cultivate future talents to resolve the injustices with recent, innovative, and effective business solutions while sustaining stakeholders' harmony. This proposition reveals that the necessity for tertiary institutions to update the teaching syllabus based on the latest trends and issues is critical to enhancing the teaching quality assurance (Barber et al. 2014). Hence, the learning objective setting should be able to project the philosophies and sustainability objectives set by UNWTO, whereby enhancing students' understandings of the industry expectations in the global level.

Needless to say, the sustainability topics commonly involved in the education are grounded by the "triple bottom lines" where the environmental conservation perceived the most attention due to the significant impacts from environmental issues in recent years (e.g. excessive GHG admission, sea-level rise, extinction of endangered species, etc.) under the spital characteristics of tourism that is formulated by natural and cultural resources (Chen & Jeong, 2009). Further to the viewpoints of various research, the roles and priorities in the "triple-bottom lines" among the critical stakeholders unveil the issues to be addressed in sustainability education (Deale & Barber, 2010; Muller-Christ et al. 2014; Millar & Park, 2013; MacVaugh & Norton, 2012).

The sustainable issues in H&T cannot be measured in a single perspective, but the holistic approach to exploring the underlying possibilities of such phenomena from occurring. Thereby, the spectrum of sustainability in the H&T-related course allows educators to incorporate the related topics in various courses with flexibility, such as food ethics and natural products in wine, culinary, and catering courses; tourism value chain in tourism policy and destination planning; sustainable entrepreneurship in strategic management, and so on (Daniel et al. 2017; Lans, 2014).

2.4. Importance and perceptions of sustainability issues by different stakeholders

Many studies have examined the stakeholders' perception of sustainability in the H&T industry (Millar & Park, 2018; Zizka, 2017). For the industry practitioners, Millar and Park (2018) argued the differences of actual practices of sustainability in the Meetings, Incentives, Conferences, and Events/Exhibitions (MICE) industry. The event industry involves many partners such as the venue appliers, the meeting professional, local infrastructure, and clients. Thus, the sustainability programmes depend on their demand and relationship among these groups of partners. This study further recommends the MICE educators to equip students with the knowledge for future employment in this industry.

From the students' perception, Zizka (2017) stated the need of subjects taught in the areas of ethics, corporate social responsibility, and sustainability in hospitality management education. The school is the greatest influence on students' knowledge learning of sustainability concept. These revised curricula can prepare students for future career planning. The study of Camargo and Gretzel (2017) explained the students' familiarity with sustainability and sustainable tourism concepts. The most familiar sustainable concepts include climate change, cultural diversity, poverty reduction, codes of ethics and behavior. On the other hand, the least familiar sustainable concepts were fair trade, stakeholder participation, carbon footprint, and intra- and intergenerational equity. Benckendorff, Moscardo, and Murphy (2012) addressed the needs to understand the environmental attitudes and values of generation Y students before developing the sustainability education in business and tourism. Tourism students like to participate in activities and discussion about the environmental dimension of sustainability.

Therefore, the hypotheses 1 to 4 and the conceptual framework (Figure 1) are proposed:

H1: There are mean differences on the importance of sustainability issues by different stakeholders (industry practitioners and students).

H2: There are mean differences on the perceptions of sustainability implementation by different stakeholders (industry practitioners and students).

H3: There are the important and perception differences on sustainability issues of industry practitioners.

H4: There are the important and perception differences on sustainability issues of students.

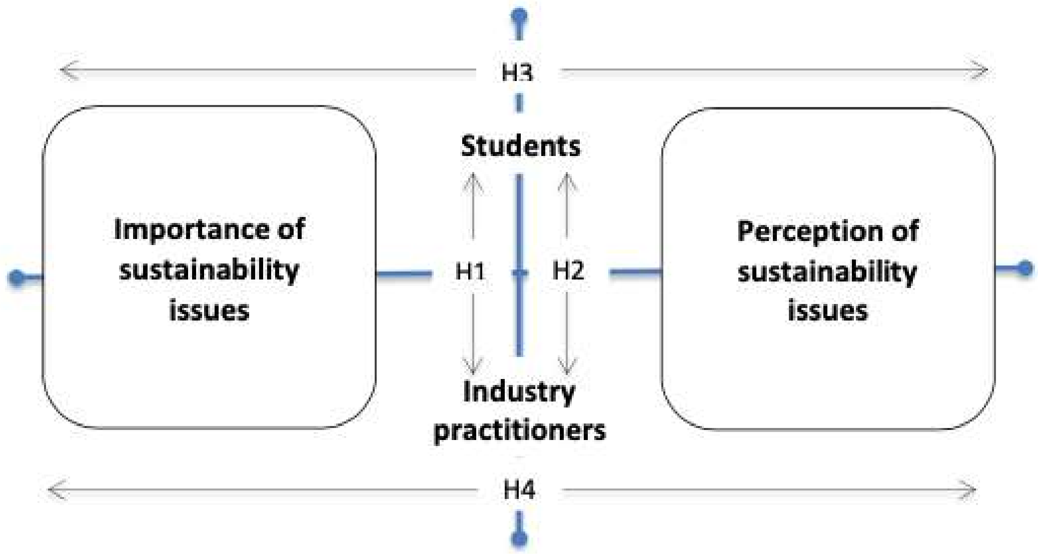

Figure 1: The proposed conceptual framework

3. Methodology

3.1. Research design and sampling approach

An exploratory study was applied to this research project, employing quantitative approach. The target populations of this study are H&T management students and industrial professionals in Hong Kong. Convenience sampling approach was used for respondent recruitment. Industry practitioners were employees who are currently worked in the fields of H&T sectors such as hotel, restaurant, airline, travel agency, etc. Students were in the undergraduate programme in H&T major at the junior and senior years and had experience working in the H&T sector as part-time staff and/or intern.

3.2. Survey instrument development

The survey instrument was created on the basis of the summarized literature review (Barber *et al*., 2011; Deale *et al*., 2009; Wade, 1999). Two versions of survey instrument were created – student and industry practitioner versions. Each version included three sections. Section I asked twenty-two items on the importance of sustainability issues (8 items of economic, 7 items of social, and 7 items of environmental sustainability issues). 5-point Likert-type scale from 1 very unimportant to 5 very important was applied to measure the items in Section I. The actual sustainable implementation with twenty-two items was in Section II. The items on Section II were measured by using 5-point Likert-type scale from 1 strongly disagree to 5 strongly agree. Section III was to ask the demographic profiles of respondents, with close-ended questions such as age, gender, and years of working experience. Some explanatory topics of sustainability in H&T curriculum are provided in Figure 1. Prior to the questionnaire distribution, a pilot test was conducted with 30 samples of industry practitioners. Minor revision was made to refine the wording of the survey. The reliability values were acceptable. Bilingual versions (English and Chinese) of the survey were created and uploaded to the online platform.

3.3. Data collection procedure and data analysis

The data collection was conducted by online survey with Google Forms. For the industry practitioner group, the online survey has been shared via various social media (such as Linkedin, Facebook, and the intranets of the hospitality entities), the Hong Kong Hotel Employees Union, and the personal networks. Respondents were asked to forward the electronic survey to their affiliates to enhance the response rate and representativeness of the subject. As a result, a total of 130 valid responses were received from the industry practitioners. For the student group, the invitation letter to the survey participation was sent out via individual email. Out of 370 students, a total of 140 students returned completed questionnaires, indicating 37.8% response rate.

After the completion of data collection procedure, data screening was performed to test the normality and multicollinearity concerns. In addition, several data analysis techniques were applied to meet the research objectives. First, descriptive statistics was to explore the demographic characteristics of respondents. T-test analysis was used to test the mean differences of sustainable importance and perception between students and industry practitioners and compare the different importance and perceptions from students and industry practitioners.

4. Results

4.1. Profile of the respondents

Table 1 presents the demographic profiles of industry practitioners and students. For industry practitioner group, 52.63% of respondents were male (n = 70) and 47.37% were female (n = 63). Almost 70% (n = 93) of respondents were the age of 20-29 years old and 16.54% (n = 22) of them were age of 30-39 years old. The majority of industry practitioners were in the hotel and lodging (53.39%, n = 71), travel and tourism (24.06%, n = 32), and food services (5.26%, n = 7). In terms of years of working experience, 38.35% of industry practitioners had less than 2 years of working experience (n = 51), 33.08% were between 3-5 years (n = 44), and 11.28% were more than 10 years (n = 15). More than 51.88% (n = 69) of industry practitioners obtained bachelor degree and 31.58% (n = 42) were vocational, higher diploma, and/or associate degree holders. On the other hand, for student group, 81.43% (n =114) of respondents were female and 18.57% (n = 26) were male. The majority of students were between 20-29 years old (95.72%, n = 134). Most students worked in hotel and lodging (60.43%, n = 84), travel and tourism (26.62%, n = 37), and food service (8.63%, n = 12) sectors. Forty students had working experiences about 3-6 months (28.57%) and 36 students had 0-3 months of working experience (25.71%). About 32% (n = 45) of students had more than 1 year of working experience. The majority of students were in the senior (57.86%, n = 81) and junior (25%, n = 35) year of study.

Table 1: Demographic characteristics of respondent

Item	Industry practitioner		Item	Student	
	n	%		n	%
Gender			Gender		
Male	70	52.63	Male	26	18.57
Female	63	47.37	Female	114	81.43
Age			Age		
Below 20	4	3.01	Below 20	3	2.14
20-29	93	69.93	20-29	134	95.72
30-39	22	16.54	30-39	3	2.14
40-49	12	9.02	40-49	0	
50-59	1	0.75	50-59	0	
Above 60	1	0.75	Above 60	0	
Working experience			Current position		
Hotel/Lodging	71	53.39	Hotel/Lodging	84	60.43
Travel and tourism	32	24.06	Travel and tourism	37	26.62
Clubs and resorts	6	4.51	Clubs and resorts	2	1.44
Attractions	6	4.51	Attractions	0	0
Food services	7	5.26	Food services	12	8.63
Government agency	2	1.50	Others	4	2.88
Non-government organization	9	6.77			
Years of working experience			Duration of working experience		
Below 2 years	51	38.35	0-3 months	36	25.71
2-5 years	44	33.08	3-6 months	40	28.57
6-7 years	17	12.78	6-12 months	19	13.57
8-9 years	6	4.51	1-2 years	27	19.29
> 10 years	15	11.28	> 2 years	18	12.86
Education			Current year of study		
High school & below	14	10.52	Freshmen	17	12.14
Vocational/AD/HD	42	31.58	Sophomore	4	2.86
Bachelor degree	69	51.88	Junior	35	25.00
Master degree & above	8	6.02	Senior	81	57.86
			Graduate	3	2.14

4.2. Mean differences of sustainability importance between stakeholders

Table 2 presents the mean differences of sustainability importance by different stakeholders (industry practitioners and students). From twenty-two items of sustainability importance, thirteen items were statistically significant. These items included five items of economic issues, one item of social issue, and all seven items of environmental issues. All of these items, industry practitioners perceived more important of these items compared to students. For instance, on economic issues, industry practitioners perceived more positive on food ethic ($Mean_{Industry\ practitioner}$ = 4.47, $Mean_{Student}$ = 4.16, t-value = 3.24, $p < 0.01$), pricing policy ($Mean_{Industry\ practitioner}$ = 4.26, $Mean_{Student}$ = 3.98, t-value = 2.72, $p < 0.01$), corporate culture issues ($Mean_{Industry\ practitioner}$ = 4.46, $Mean_{Student}$ = 4.24, t-value = 2.55, $p < 0.05$), organic product ($Mean_{Industry\ practitioner}$ = 4.08, $Mean_{Student}$ = 3.83, t-value = 2.49, $p < 0.05$), and purchasing principles ($Mean_{Industry\ practitioner}$ = 4.26, $Mean_{Student}$ = 4.02, t-value = 2.32, $p < 0.05$) than students. On social issue, industry practitioners perceived more positive than students on technology issue ($Mean_{Industry\ practitioner}$ = 4.50, $Mean_{Student}$ = 4.09, t-value = 4.65, $p < 0.01$). On environmental issues, industry practitioners perceived more positive than students on the issues of environmental auditing, environmental principles, waste management, energy conservation, water conservation, sustainable building, and environmental policy development. For example, industry practitioners perceived more positive of environmental auditing ($Mean_{Industry\ practitioner}$ = 4.38, $Mean_{Student}$ = 4.03, t-value = 3.74, $p < 0.01$), environmental principles ($Mean_{Industry\ practitioner}$ = 4.32, $Mean_{Student}$ = 3.94, t-value = 3.71, $p < 0.01$), and waste management ($Mean_{Industry\ practitioner}$ = 4.40, $Mean_{Student}$ = 4.06, t-value = 3.50, $p < 0.01$) compared to students. Thus, the hypothesis 1 was partially supported.

Table 2: Comparison of means for sustainability importance by stakeholders

Important item	Industry practitioner (IP) (n = 133)		Student (S) (n = 140)		t-value	p	Comparison
	Mean	SD	Mean	SD			
Economic issues							
1. Corporate culture issues	4.46	0.81	4.24	0.60	2.55	0.01*	IP > S
2. Sustainable development concepts	4.41	0.87	4.34	0.69	0.81	0.41	
3. Creating sustainable business models	4.39	0.86	4.21	0.82	1.73	0.08	
4. Purchasing principles	4.26	0.85	4.02	0.80	2.32	0.02*	IP > S
5. Pricing policy	4.26	0.85	3.98	0.77	2.72	0.00**	IP > S
6. Food ethics	4.47	0.77	4.16	0.83	3.24	0.00**	IP > S
7. Organic product	4.08	0.82	3.83	0.81	2.49	0.01*	IP > S
8. Training and education	4.66	0.62	4.57	0.53	1.27	0.20	
Social issues							
1. Understanding consumer demand	4.47	0.68	4.52	0.58	-0.72	0.47	
2. Consumer behaviors and attitudes	4.39	0.82	4.41	0.64	-0.25	0.79	
3. Personal ethics and values	4.43	0.73	4.29	0.67	1.59	0.11	
4. Legislation and laws	4.29	0.93	4.13	0.67	1.58	0.11	
5. Communication systems and consumer privacy	4.31	0.88	4.46	0.67	-1.63	0.10	
6. Technology	4.50	0.71	4.09	0.71	4.65	0.00**	IP > S
7. Cultural preservation	4.35	0.84	4.29	0.83	0.63	0.52	
Environmental issues							
1. Environmental policy development	4.29	0.83	4.09	0.73	2.17	0.03*	IP > S
2. Environmental principles	4.32	0.90	3.94	0.78	3.71	0.00**	IP > S
3. Waste management	4.40	0.79	4.06	0.77	3.50	0.00**	IP > S
4. Energy conservation	4.36	0.83	4.05	0.79	3.13	0.00**	IP > S
5. Water conservation	4.26	0.92	3.96	0.74	3.00	0.00**	IP > S
6. Sustainable building	4.24	0.88	3.97	0.79	2.64	0.00**	IP > S
7. Environmental auditing	4.38	0.83	4.03	0.72	3.74	0.00**	IP > S

*$p < 0.05$, **$p < 0.01$

4.3. Mean differences of sustainability implementation between stakeholders

Table 3 explains the different perceptions of sustainability implementation by different stakeholders (industry practitioners and students). From twenty-two items of sustainability implementation, twelve items were statistically significant. These items included three items of economic issues, two items of social issues, and seven items of environmental issues. Industry practitioners perceived more positive on sustainability execution than students. The examples are on economic issues – creating sustainable business models ($Mean_{Industry\ practitioner} = 3.87$, $Mean_{Student} = 3.42$, t-value = 3.90, $p < 0.01$), organic product ($Mean_{Industry\ practitioner} = 3.38$, $Mean_{Student} = 3.09$, t-value = 2.20, $p < 0.05$), and corporate culture issues ($Mean_{Industry\ practitioner} = 3.95$, $Mean_{Student} = 3.73$, t-value = 2.13, $p < 0.05$). On social issues, the items related to technology ($Mean_{Industry\ practitioner} = 3.68$, $Mean_{Student} = 3.39$, t-value = 2.41, $p < 0.05$) and legislation and laws ($Mean_{Industry\ practitioner} = 3.93$, $Mean_{Student} = 3.66$, t-value = 2.39, $p < 0.05$). Lastly, the examples of environmental issues were environmental principles ($Mean_{Industry\ practitioner} = 3.\ 74$, $Mean_{Student} = 3.24$, t-value = 4.12, $p < 0.01$), energy conservation ($Mean_{Industry\ practitioner} = 3.92$, $Mean_{Student} = 3.47$, t-value = 3.65, $p < 0.01$), and environmental policy development ($Mean_{Industry\ practitioner} = 3.74$, $Mean_{Student} = 3.36$, t-value = 3.37, $p < 0.01$). Thus, the hypothesis 2 was partially supported.

Table 3: Comparison of means for sustainability perceptions by stakeholders

Perception item	Industry practitioner (IP) (n = 133)		Student (S) (n = 140)		t-value	p	Comparison
	Mean	SD	Mean	SD			
Economic issues							
1. Corporate culture issues	3.95	0.92	3.73	0.83	2.13	0.03*	IP > S
2. Sustainable development concepts	3.67	0.88	3.65	0.86	0.18	0.85	
3. Creating sustainable business models	3.87	0.93	3.42	0.94	3.90	0.00**	IP > S
4. Purchasing principles	3.50	1.01	3.44	0.95	0.57	0.56	
5. Pricing policy	3.50	1.04	3.43	0.92	0.56	0.57	
6. Food ethics	3.50	0.97	3.64	0.93	-1.14	0.25	
7. Organic product	3.38	1.11	3.09	0.99	2.20	0.02*	IP > S
8. Training and education	3.84	0.97	3.86	0.90	-0.13	0.78	
Social issues							
1. Understanding consumer demand	3.96	0.88	3.81	0.81	1.44	0.15	
2. Consumer behaviors and attitudes	3.95	0.95	3.80	0.81	1.37	0.17	
3. Personal ethics and values	3.92	0.86	3.75	0.93	1.59	0.11	
4. Legislation and laws	3.93	1.03	3.66	0.78	2.39	0.01*	IP > S
5. Communication systems and consumer privacy	4.00	0.92	3.96	0.86	0.39	0.69	
6. Technology	3.68	0.98	3.39	1.01	2.41	0.01*	IP > S
7. Cultural preservation	3.70	0.99	3.58	0.93	1.03	0.30	
Environmental issues							
1. Environmental policy development	3.74	0.92	3.36	0.93	3.37	0.00**	IP > S
2. Environmental principles	3.74	1.05	3.24	0.97	4.12	0.00**	IP > S
3. Waste management	3.81	1.03	3.49	0.97	2.62	0.00**	IP > S
4. Energy conservation	3.92	1.00	3.47	1.00	3.65	0.00**	IP > S
5. Water conservation	3.74	1.05	3.35	1.00	3.11	0.00**	IP > S
6. Sustainable building	3.55	1.09	3.22	1.01	2.56	0.01*	IP > S
7. Environmental auditing	3.62	0.96	3.36	0.93	2.26	0.02*	IP > S

*$p < 0.05$, **$p < 0.01$

4.4. Importance and perception differences of sustainability issues by industry practitioners

Table 4 presents the difference between importance and perceptions of sustainability issues by industry practitioners. All twenty-two items are significantly different ($p < 0.01$). The industry practitioners addressed the importance of these items; however, the perception of sustainable execution was lower than the importance. The most significant items were food ethics ($Mean_{Importance} = 4.47$, $Mean_{Perception} = 3.50$, t-value = 9.47, $p < 0.01$), technology ($Mean_{Importance} = 4.50$, $Mean_{Perception} = 3.68$, t-value = 8.89, $p < 0.01$), training and education ($Mean_{Importance} = 4.66$, $Mean_{Perception} = 3.84$, t-value = 8.43, $p < 0.01$), and environmental auditing ($Mean_{Importance} = 4.38$, $Mean_{Perception} = 3.62$, t-value = 7.33, $p < 0.01$). Whereas the least significant differences were legislation and laws ($Mean_{Importance} = 4.29$, $Mean_{Perception} = 3.93$, t-value = 3.25, $p < 0.01$), communication systems and consumer privacy ($Mean_{Importance} = 4.31$, $Mean_{Perception} = 4.00$, t-value = 3.33, $p < 0.01$), and consumer behaviors and attitudes ($Mean_{Importance} = 4.39$, $Mean_{Perception} = 3.95$, t-value = 4.47, $p < 0.01$). As a result, the hypothesis 3 was fully supported.

Table 4: Industry practitioners' means for sustainability importance and perception

Sustainability item	Importance		Perception		t-value	p	Comparison
	Mean	SD	Mean	SD			
Economic issues							
1. Corporate culture issues	4.46	0.81	3.95	0.92	5.32	0.00**	I > P
2. Sustainable development concepts	4.41	0.87	3.67	0.88	7.58	0.00**	I > P
3. Creating sustainable business models	4.39	0.86	3.87	0.93	5.16	0.00**	I > P
4. Purchasing principles	4.26	0.85	3.50	1.01	7.49	0.00**	I > P
5. Pricing policy	4.26	0.85	3.50	1.04	7.21	0.00**	I > P
6. Food ethics	4.47	0.77	3.50	0.97	9.47	0.00**	I > P
7. Organic product	4.08	0.82	3.38	1.11	6.65	0.00**	I > P
8. Training and education	4.66	0.62	3.84	0.97	8.43	0.00**	I > P
Social issues							
1. Understanding consumer demand	4.47	0.68	3.96	0.88	5.82	0.00**	I > P
2. Consumer behaviors and attitudes	4.39	0.82	3.95	0.95	4.47	0.00**	I > P
3. Personal ethics and values	4.43	0.73	3.92	0.86	5.28	0.00**	I > P
4. Legislation and laws	4.29	0.93	3.93	1.03	3.25	0.00**	I > P
5. Communication systems and consumer privacy	4.31	0.88	4.00	0.92	3.33	0.00**	I > P
6. Technology	4.50	0.71	3.68	0.98	8.89	0.00**	I > P
7. Cultural preservation	4.35	0.84	3.70	0.99	6.11	0.00**	I > P
Environmental issues							
1. Environmental policy development	4.29	0.83	3.74	0.92	5.48	0.00**	I > P
2. Environmental principles	4.32	0.90	3.74	1.05	5.16	0.00**	I > P
3. Waste management	4.40	0.79	3.81	1.03	5.72	0.00**	I > P
4. Energy conservation	4.36	0.83	3.92	1.00	4.72	0.00**	I > P
5. Water conservation	4.26	0.92	3.74	1.05	5.30	0.00**	I > P
6. Sustainable building	4.24	0.88	3.55	1.09	6.23	0.00**	I > P
7. Environmental auditing	4.38	0.83	3.62	0.96	7.33	0.00**	I > P

$^{**}p < 0.01$

4.5. Importance and perception differences of sustainability issues by students

Table 5 describes the difference between importance and perceptions of sustainability issues by students. All twenty-two items are significantly different ($p < 0.01$). Students stated the importance of these items higher than the perception of sustainable execution at their internship workplace. The most significant items were understanding consumer demand ($\text{Mean}_{\text{Importance}} = 4.52$, $\text{Mean}_{\text{Perception}} = 3.81$, t-value = 9.12, $p < 0.01$), environmental policy and development ($\text{Mean}_{\text{Importance}} = 4.09$, $\text{Mean}_{\text{Perception}} = 3.36$, t-value = 8.79, $p < 0.01$), sustainable development concepts ($\text{Mean}_{\text{Importance}} = 4.34$, $\text{Mean}_{\text{Perception}} = 3.65$, t-value = 8.58, $p < 0.01$), and creating sustainable business models ($\text{Mean}_{\text{Importance}} = 4.21$, $\text{Mean}_{\text{Perception}} = 3.42$, t-value = 8.50, $p < 0.01$). While the least significant differences were legislation and laws ($\text{Mean}_{\text{Importance}} = 4.13$, $\text{Mean}_{\text{Perception}} = 3.66$, t-value = 5.75, $p < 0.01$), waste management ($\text{Mean}_{\text{Importance}} = 4.06$, $\text{Mean}_{\text{Perception}} = 3.49$, t-value = 5.80, $p < 0.01$), and food ethics ($\text{Mean}_{\text{Importance}} = 4.16$, $\text{Mean}_{\text{Perception}} = 3.64$, t-value = 5.96, $p < 0.01$). Therefore, the hypothesis 4 was fully supported.

Table 5: Students' means for sustainability importance and perception

Sustainability item	Importance (I)		Perception (P)		t-value	p	Comparison
	Mean	SD	Mean	SD			
Economic issues							
1. Corporate culture issues	4.24	0.60	3.73	0.83	6.32	0.00**	I > P
2. Sustainable development concepts	4.34	0.69	3.65	0.86	8.58	0.00**	I > P
3. Creating sustainable business models	4.21	0.82	3.42	0.97	8.50	0.00**	I > P
4. Purchasing principles	4.02	0.80	3.44	0.95	6.58	0.00**	I > P
5. Pricing policy	3.98	0.82	3.43	0.92	6.46	0.00**	I > P
6. Food ethics	4.16	0.83	3.64	0.93	5.96	0.00**	I > P
7. Organic product	3.83	0.91	3.09	0.99	7.93	0.00**	I > P
8. Training and education	4.57	0.53	3.86	0.90	8.46	0.00**	I > P
Social issues							
1. Understanding consumer demand	4.52	0.58	3.81	0.81	9.12	0.00**	I > P
2. Consumer behaviors and attitudes	4.41	0.64	3.80	0.81	7.65	0.00**	I > P
3. Personal ethics and values	4.29	0.67	3.75	0.93	6.01	0.00**	I > P
4. Legislation and laws	4.13	0.67	3.66	0.78	5.75	0.00**	I > P
5. Communication systems and consumer privacy	4.46	0.67	3.96	0.86	6.13	0.00**	I > P
6. Technology	4.09	0.71	3.39	1.01	7.45	0.00**	I > P
7. Cultural preservation	4.29	0.70	3.58	0.93	7.29	0.00**	I > P
Environmental issues							
1. Environmental policy development	4.09	0.73	3.36	0.93	8.79	0.00**	I > P
2. Environmental principles	3.94	0.78	3.24	0.97	7.29	0.00**	I > P
3. Waste management	4.06	0.77	3.49	0.97	5.80	0.00**	I > P
4. Energy conservation	4.05	0.79	3.47	1.00	6.04	0.00**	I > P
5. Water conservation	3.96	0.74	3.35	1.00	6.26	0.00**	I > P
6. Sustainable building	3.97	0.79	3.22	1.01	8.42	0.00**	I > P
7. Environmental auditing	4.03	0.72	3.36	0.93	7.57	0.00**	I > P

**$p < 0.01$

5. Discussion and Conclusion

5.1. Discussion and implications

This study aims to investigate the different importance and perceptions of sustainable issues by industry practitioners and students and identify the gaps on the importance and perception of sustainability issues between these two stakeholders.

On the first objective, the industry practitioners and students perceived the importance and perceptions of sustainable issues differently. Two groups differently acknowledge the importance and actual implementation of sustainability issues of environmental and economic issues. Particularly, the items on environmental issues (e.g., environmental auditing, environmental principles, waste management, energy conservation and water conservation) echo the importance from the industry practitioners rather than students. These findings reflect similar concerns of environmental impacts rather than social and economic impacts (Millar & Park, 2018). The environment issues are critical in Hong Kong society. Hong Kong people have concerns about environment and many campaigns have been applied in many H&T organizations for environmental practices such as recycling, reused, and green building. Exercising green practices can be used as a publicity and promotion tool of the H&T businesses. Therefore, many H&T enterprises attempt to promote and exercise the environmental practices.

Similar importance was applied with economic issues in terms of food ethics, pricing policy, corporate culture issues, organic product, and purchasing principles. The industry practitioners involve with the development of H&T products' development and setting pricing. It could be argued that the industry practitioners would state the importance of these issues rather than students who have limited involvement of economic issues. However, both industry practitioner and student groups did not have any significant differences on social issues, except two items of actual implementation of social issues (technology and legislation and laws). This can reflect that both groups rated social issues as the least importance compared to environmental and economic issues.

On the second objective, the comparison between importance and perception of industry practitioners and students showed that the gaps between the importance and perceptions of these sustainability implementations exist in both groups. They acknowledge the importance; however, the H&T organizations cannot effectively implement all aspects of economic, social, and environmental sustainable practices. Millar and Park (2018) argued that the MICE industry professionals are reluctant to the follow the sustainable practices because of the client requests. Therefore, the sustainable practices cannot be implemented although the H&T organizations may have this plan.

Some managerial implications are as follows. First, to grooming the students as the future talent in the H&T industry, engagement by all stakeholders is necessary (Zizka, 2017). The H&T organizations should develop and execute the sustainable planning in order to maintain the corporate social responsibility to the industry and community. In the meantime, it is recommended to the educators to teach sustainability as a triply bottom-line concept of all economic, social, and environmental issues (Millar & Park, 2018).

Second, H&T education can prepare the future professionals to tackle opportunities, challenges, as well as ethical issues in H&T field, and supply sound judgements and management for H&T sustainability (Shakeela *et al*., 2012). Preparing students with sense of competence of theoretical and practical sustainability knowledge is recommended (Camargo & Gretzel, 2017).

5.2. Conclusion

The concept of sustainability and its execution is crucial and requires the involvement of related H&T stakeholders. This study applies the triple bottom line concept to compare the sustainable issues – economic, social, and environmental – from the perspectives of key stakeholders – students and industry practitioners. This study aims to compare the importance and perception of sustainability issues by stakeholders. The findings show that industry practitioners perceived more positive on the importance and perception of sustainability issues than the students do. In the meantime, there are mean differences between the importance and perception of sustainability issues on both industry practitioners and students. The implications to fulfill the gaps of different importance and perceptions of both stakeholders are suggested.

5.3. Limitations of this study and suggestions for future studies

Several limitations have been found in this study. First, convenience sampling approach was applied to recruit the undergraduate students in H&T programme and industry practitioners. The generalization would be applied only in the related H&T programmes with similar business structures as in Hong Kong. Only two major stakeholders (students and industry practitioners) participated in this study. Future research can include the educators for investigation on sustainability issues and H&T curricula design and structure. Data collection procedure was conducted during the COVID-19 outbreak. Perceptions of industry practitioners and students may be different from the normal business operations and management. The longitudinal study can be considered to compare any differences of sustainability issues and executions.

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Analyzing the slogans' branding of the top 88 European cities and countries

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Abstract:

The research purpose is to examine the characteristics of the top 88 WTO (World Travel Organization) ranked destinations in Europe on three geographical levels: countries, cities, and some hotels. There is a gap in the reasons and the direct impact of a slogan attracting visitors in different parts of Europe with content analysis. The method used eight different types of semantic analysis. The findings revealed that the most effective slogans are short and specific to the location. The marketers can track potential customer browsing behavior using analytics tools and retarget them by matching them with the slogans and the keywords and converting them into visitors.

Keywords: Content analysis, Slogan, Branding, Tourism, Image, Intention

1. Introduction

Europe has many attractive places and cities famous worldwide, such as Paris, Rome, and London. The number one country is France, with 90 million visitors in 2018. These destinations were important places throughout history and are still until now. Moreover, some brands emphasized that and on these cities' architectures to attract more customers. The goal is to understand why customers are attracted to these destinations and find ways to make the slogans more practical for better visitor acquisition and fidelity. When people think about a country, they have their first idea, but the goal is to ensure that the slogan can become their first impression about the destination. The visitors can be more willing to visit a destination more frequently. That's why the tourism industry should focus on their slogan, and there it comes to the hotels' brands to differentiate themselves from their competitors. Hotel managers' main idea is to implement methods to improve the brand reputation (brand equity) internationally. Also, the globalized economy makes the hotel's destinations competing for one and other. That's why the hotel managers focus on the hotel, the city, or the country images to attract customers.

2. Literature Review

2.1. Social network

A brand is a name, term, sign, symbol or design, or a combination of these to differentiate a product from its competitors (Aaker, 1996; Keller, 2003; Munar, 2009). A brand makes it easier to identify and distinguish a product from the others (Rooney, 1995; Balakrishnan, 2009; Gartner, 2009) to have an advantage when selling it. The gab can be fulfilled by considering the destinations and countries as brands. That's why the visitors have an idea about the countries from what they think they know about them. So the destinations with accurate and attractive slogans can attract more visitors by giving them an image about what they can expect in a future trip. (Blain, Levy, & Ritchie, 2005; Cai, Gartner, &Munar, 2009). The literature about slogans in tourism highlighted a series of characteristics that a successful slogan should have to attract tourists worldwide. The majority of these studies make a difference between some characteristics: media exposure and the effect advertising campaigns have on brand recall and brand recognition (Kohli, Thomas, & Suri, 2013).

The literature related to the slogans has defined several features that an excellent slogan should have to be effective and successful: it should be short, appealing to the curiosity, credible, durable, unique, direct, and welcoming. Moreover, they must be original to the location and easy to remember. That's why they often use rhymes, alliteration, analogies, syllogisms, and so on.

Most of the slogans should be short and straightforward to memorize for tourists. Moreover, they should be welcoming and affect the emotional pleasure of the tourists.

2.2. Conceptualization

Previous Researchers have based their analysis on specific terms and elements, such as the positiveness or the negativity of the message from the adverting but rarely mention how slogan's appealing to potential tourists' decisions. This study can fulfill this gap because having a positive slogan might be more appealing for the visitors to travel to the destinations. The negative slogans should be avoided to keep the image and the reputation of a destination. In this study, we identified seven characteristics of slogans: message clarity, the appeal of potential benefits, creativity, the brand image, rhymes, the grammar used, and the length. All of these characteristics are beneficial for the marketing and the persuasion in the process of a visitor acquisition.

For the marketers, the slogans are perceived as a persuasion tactic. The customers can also react in the endeavor to slogan if they think the slogan is nonconformist. These articles highlight a new line of work that evaluates the validity of slogans regarding how they affect their audience. This knowledge guides decision-making concerning brands and determines which factors influence the creation of a good slogan. Social media and the platforms on the internet are places where the marketers can reach more potential tourists in their homes related to the topic of the videos and word requests from the browser and video platform analytics.
Moreover, the retargeting methods depending on the words researched on the platforms can be made. For example, marketers advertise a specific destination according to customers typing the name of the destination on the internet.

However, there is still a considerable lack of literature on brand behavior within the framework of tourism. This paper aims to bridge this gap with the systematic analysis of slogans from the leading national, regional and local tourist destinations (Table 1)

3. Methodology

3.1. Measurement

The data are retrieved from the World Travel Organisation (UNWTO) that annually classifies the 50 top tourism destinations worldwide according to the number of arrivals of tourists: the results from the ranking are known to be dependable and well counted. The nations and destinations and their corresponding slogans were selected from the list compiled for the World Tourism Barometer, 2018 (UNWTO,2018) and analyzing the countries from Europe and their top 3 destinations. The process to analyze the data was taken from the country's regions and top 3 cities.

Firstly, the destinations were chosen according to the number of tourist arrivals for each country included in the UNWTO ranking. Secondly, the leading tourism region for each country was selected according to the number of tourist arrival. In that study, there is a complete analysis of the top European cities ranked at the UNWTO. 2018 and their top 3 cities most appreciated by tourists from all around the world.

The information used as data came from their official websites. If this information was not on the website, then the tourism destination boards were contacted. Nevertheless, the top 50 destinations included in the sample, one country and 22 cities, had no slogan. And from these Top 50, 23 European countries are ranked in. So all of them are included in that study. These destinations were therefore excluded, leaving a total of 88 destinations in the survey. The table 1 shows the tourism destinations included in the sample and the analyzed slogans of each country.

The method application was a content analysis based on the slogans. The content analysis is an observational research method used to systematically evaluate the actual and symbolic content of all forms of recorded communication (Kolbe, and Burnett, 1991, p. 243).

A total of eight different variables were selected for the slogans' characteristics based on prior studies in the field (Donaire & Galí, 2012, Garrido & Ramos, 2006; Klenosky & Gitelson, 1997; Kohli et al., 2007; Lee et al., 2006; Obiol, 2002; Ortega et al., 2006; Pike & Ryan, 2004).

The eight variables selected for evaluation were classified into two categories (Table 2):

(1) The structure: that part is all about the number of words. And the place of the words if it's a sentence.
(2) The Meaning: the semantic and evocation through the words or what is it appealing to, such as emotion or rationality.

The two criteria for each slogan, according to the pre-established rules (eight previous variables, based on published studies before), then the results from that will be analyzed and explained to get a better understanding of the pattern.

On the one hand, comparisons are diverging, but it will get some explanations. On the other hand, this procedure ensures validity through the content analysis. Descriptive and bi-variate analyses were conducted by using the SPSS. The bivariate analysis was based on Pearson correlations. (Table 2, 3 & 4)

4. Results

4.1. Profile of the respondents
The results revealed that 21% of the top 50 European countries and their three top cities do not have any slogan for their marketing strategy. Four percent (4%) of the countries do not have any slogan. The average number of words for slogans is three, which means that a slogan with three or four words is used more frequently. Also, 63 percent of the slogans have more than 3 or 4 words. Most of these slogans are meaningful.

4.2. Structure of the slogan
The results of this study were analyzed in the first part by the numbers and secondly by the semantics. The average number of words of these slogans is approximately 3.8, with a

minimum of two words and a maximum of eleven words (Table 1). Therefore, it is worth noting that most destinations tend to minimize the number of words in their slogans to increase their effectiveness (Pike, 2004).

Table 6 shows that 26% of the destinations slogans included the brand name (City or country name) while 74% is absent. This result is consistent with the national and local slogans.

Positioning of the slogan

Several variables determine the positioning of a slogan. These variables allow the marketer to decide and target the right potential customers by commercials or advertising. There will be two specific elements that may be detailed. The first one will be about the content of the message and the supply and demand from the marker.

Each destination and country has its history and can capitalize on it for the tourism industry. The word used in the slogan refers to a significant event in the past and the natural environment. For instance, "Greece, all-time classic" and "Green Mediterranean' in the case of Istria "referring to their strong civilization in the past. Or there is another country famous for romance, such as France, "Rendez vous en France" appealing to the emotion and couples from all around the world wants to see the Eiffel Tower…etc

Table 7 shows a tendency towards messages aiming at the supply (67%). Although the number of slogans formulated by the supply has stood out in other studies (Donaire & Galí, 2012; Garrido & Ramos), the difference is similar to this study, where messages aiming the demand for an amount of 33% in total. As a conventional formula (12%), a current trend using'Visit' and the name of the destination is shown on the slogans aiming at attracting tourists. Twelve percent of the countries' slogans are using the generic word "Visit." We can understand the polish Slogan "Move your imagination" by a dynamic idea through it. Compared to others, it seems to be an authentic and cultural identity from the Poles to their national slogan.

International companies tend to use more on the margin and capitalization point of view. They usually focus on creating commercialized experiences (and so are shown from the demand perspective).

In Prague with the slogan "In the heart of Europe." Specifying the precise geographical context is an effort to geographically locate the estimation brand, using one of the hierarchically superior brands, possibly better positioned in the minds of tourists (Caldwell & Freire, 2004). By this idea, we can even understand luxury brands or cosmetics. In somehow, they are pretty related to be upper in the mind of a tourist. In opposition with the slogan from Holland about "Discover Flanders." The slogan is associated with the region, not about a specific identity or location (table 8 & 9).

There are appeals to the more tangible characteristics of the product and refer to issues related to the cognitive component (20%). Secondly, the results also show that in the slogans analyzed, action by the visitor is petitioned reoccurring through the rational context (15%). The most significant part of the destinations' message appeals to the feelings and emotions for 37%. They are related to the affective component. Hence, it can be concluded that through their slogans, destinations try to reinforce their attributes and encourage visitor action.

The marketers are focused on persuading visitors to travel to the destination. They try to influence the tourist's decision-making process. It should be noted that the results do not confirm a statistical relationship between these three categories by geographical scope (Table 10)

5. Discussion and Conclusion

5.1. Discussion and implications

This paper fulfilled the gap by understanding the slogans of the top 88 European destinations. These are the most visited locations around the world. According to the findings, their slogans are short and welcoming toward the tourists. Some previous studies were just mentioning that the short slogans are more attractive psychologically.

The slogans are essential for tourists to understand an idea or an atmosphere of the location. On the one hand, using a slogan dynamic can attract adventurers. On the other hand, using a romantic one will attract more couples. This part can be researched more in detail to know what could be adapted for each destination with an extensive data analysis.

The tourism industry can improve their slogans and approach their market to understand better tourists' mindset (Balakrishnan, M. S., 2009 and Aaker, D. A., 1996). Therefore most of the tourists coming to Europe come for cultural, leisure and discovery purposes but some countries attract more for these purposes. And the slogans tend to be specialized for each destination.

5.2. Conclusion

The slogans tend to have three to four meaningful words, simple to remember for tourists and appealing to their emotions or experience to be more adapted for each destination.

The globalized economy and technologies connecting people worldwide give another dimension to the tourism industry. And the competition is becoming more prominent by that. The marketers need to focus on short slogans, making a specific one and appealing a different sense.

5.3. Limitations of this study and suggestions for future studies

The limitations can be related to the locations of the destinations, and creativity is not the only limit for an effective slogan. The slogan is always associated with an environment and can not be too different from it. Findings revealed that slogans tend to be very easy to remember and to appeal to the customer's emotions. Each site needs to use its particularities to attract their specific type of tourists and maximize the customers' fidelity, making them come over and over again.

The general economy is moving fast, and the paradigm too. In the globalized era, the tourism industry needs to integrate Artificial Intelligence (AI) to get more efficient automatically.

For the marketers, the retargeting in the browser system can be studied using the slogans typed in the researches by keywords. The possibility of an AI changing the slogans of the destinations according to the research could be researched.

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Table 1 *Sample of analyzed slogans*

WTO Ranking	Country	Slogan of the country	Region	City	Slogan of the city
1	France	Rendez-vous en France	Ile de France	Paris	We Love You Paris, Paris for You
1	France	Rendez-vous en France	Yveline	Versaille	The great century
1	France	Rendez-vous en France	La Côte d'Azur	Nice	A dynamic city
3	Spain	Spain is what you want, Spain is what you need	Catalonia	Catalunya	Experience Barcelona Barcelona inspires
3	Spain	Spain is what you want, Spain is what you need	Madrid	Madrid	No slogan
3	Spain	Spain is what you want, Spain is what you need		Sevilla	The legend of Nodo
5	Italy	Go From Earth to Sky	Lazia	Roma	Rome & You
5	Italy	Go From Earth to Sky	Venetian Veneto	Venice	Welcome to another day in paradice
5	Italy	Go From Earth to Sky	Tuscany	Florence	Fall in love with Florence
7	Germany	Germany the travel destination	Berlin	Berlin	Be Berlin
7	Germany	Germany the travel destination	Bayern	Munich	Munich loves you
7	Germany	Germany the travel destination	Wiesbaden	Heidelberg	Place to live and study
8	United Kingdom	Britain is Great	Britain	London	London Brought to you
8	United Kingdom	Britain is Great	Scotland	Edinburgh	See red-inburg
8	United Kingdom	Britain is Great	Britain	Manchester	No slogan
9	Russia	Visit Russia	Central Russia	Moscow	Wow! , it's Moscow
9	Russia	Visit Russia	North-West	St Petersburg	Visit petersburg
9	Russia	Visit Russia	Pskov region	Pskov & Pechory	No slogan
13	Austria	Austria arrive and revive	Tirol	Vienna	The Heart of Alps Vienna Now or Never
13	Austria	Austria arrive and revive	Saltzburg region	Saltzburg	Stage of the world
13	Austria	Austria arrive and revive	Saltzburg region	Salzkammergut	Today longing, tomorrow holiday's joy
14	Ukraine	Glory to Ukraine	Kiev Oblast	Kiev	Everything starts in Kiev
14	Ukraine	Glory to Ukraine	Oblast	Odessa	The black sea germ
14	Ukraine	Glory to Ukraine	Oblast	Kamianets, Podilskyi	more than just a grand castle
16	Greece	Greece, all time classic	Attica	Athens	Athens live! Athens This is Athens

16	Greece	Greece, all time classic	Central macedonia	Thessaloniki	No slogan
16	Greece	Greece, all time classic	Island of corfu	Corfu	No slogan
18	Poland	Move your imagination	Pomerania West	Krakow	Sea of Adventure Craiova Magical Krakow
18	Poland	Move your imagination	Warsaw capital city	Warsaw	Enjoy Warsaw
18	Poland	Move your imagination	Breslau	Wroclaw	Visit Wroclaw
21	Netherlands	Be Right Back? Always Limburg	Limburg	Amsterdam	I am Amsterdam
21	Netherlands	Be Right Back? Always Limburg	Limburg	Haarlem	The perfect day trip
21	Netherlands	Be Right Back? Always Limburg	South Holland	Rotterdam	Manhattan at the Maas
24	Croatia	The Mediterranean as it once was I stria Green	Mediterranean Zagreb	Zagreb	The city with a million hearts
24	Croatia	The Mediterranean as it once was I stria Green	South Croatia	Split	Visit Split
24	Croatia	The Mediterranean as it once was I stria Green	South Croatia	Vis	Visit Vis
25	Sweden	Visit sweden Västsverige	West Sweden	Stockholm	The capital of Scandinavia
25	Sweden	Visit sweden Västsverige	Mountain	ICEHOTEL	Be Nordic
25	Sweden	Visit sweden Västsverige	Stockholm	Gothenburg	Visit Gothenburg
26	Hungry	Think Hungry more than expected	Balaton	Budapest	Where the Most Beautiful Sunset Budapest
26	Hungry	Think Hungry more than expected	North Hungry	Vac Vac	No slogan
26	Hungry	Think Hungry more than expected	North Hungry	Heviz	No Slogan
32	Czech Republic	Land of stories	Moldavia - Silesia	Prague	In the heart of EuropeRemark able Experiences
32	Czech Republic	Land of stories	South Moravia	Brno	No slogan
32	Czech Republic	Land of stories	Central Czech	Kartlovy Vary	No slogan
33	Switzerland	Get natural Graubünden's No 1 holiday destination		Zürich	World Class. Swiss Made
33	Switzerland	Get natural Graubünden’s No 1 holiday destination	Lugano Region	Lugano	Luganize it
33	Switzerland	Get natural Graubünden's No 1 holiday destination	Bern region	Bern	Feel the Bern
34	Denmark	Visit Denmark	Hovedstaden	Copenhagen	Wonderful Copenhagen
34	Denmark	Visit Denmark	North Denmark	Elsinore	No slogan
34	Denmark	Visit Denmark	Cental Denmark	Aalborg	No slogan

36	Portugal	Visit Portugal	Algarve	Lisbon	Europe's most famous secret Lisbon
36	Portugal	Visit Portugal	Lisbon region	Sintra	Visit Sintra
36	Portugal	Visit Portugal	North region	Porto	Visit Porto
37	Belgium	A food lover's dream. A beer lover's heaven	Flanders	Brussels	State of The Art Brussels Sized for tourism& meetings
37	Belgium	A food lover's dream. A beer lover's heaven	Wallony	Bruges	Where Time Has Stood Still
37	Belgium	A food lover's dream. A beer lover's heaven	Flanders	Ghent	A Picture-Perfect Medieval Town
38	Ireland	Live it Ireland	Capital city	Dublin	Ancient East Wander Through Time Dublin A breath of fresh air
38	Ireland	Live it Ireland	County Galway	Galway	Where to stay
38	Ireland	Live it Ireland	Aran Island	Aran Island	Fair ways and fun days
41	Bulgaria	No slogan	Yugoiztochen	Sofia	No slogan
41	Bulgaria	No slogan	South region	Varna	No slogan
41	Bulgaria	No slogan	Central Region	Veliko Tarnovo	No slogan
48	Norway	Powered by nature Fjord Norway You have to be here to believe it		Bergen	World Heritage City
48	Norway	Powered by nature Fjord Norway You have to be here to believe it	Vesterålen archipelago	Andøya	Bring your Payload
48	Norway	Powered by nature Fjord Norway You have to be here to believe it	North region	Stavanger	I support street art

Source: Compiled by the authors.

Table 2 *Studied Items*

Analysed items.	Variable Description	Authors
Number of empty words and words with meaning	Count the number of empty words (pronouns, prepositions, conjunctions, etc) and words with meaning (nouns, verbs or adjectives)	Garrido and Ramos (2006)
Geographical context 1. None 2. Specific Region 3. Undefined	Detect references to destination's geographical location, considering various levels	Garrido & Ramos (2006) ,Obiol (2002) ,Donaire and Galí (2012)
1. Cognitive 2. Affective 3. Conative	Determine the meaning of the slogan considering cognitive appeals, affective appeals or connotative appeals.	Gartner (1994) ,Pike et al. (2004) ,Donaire and Galí (2012). N. Galí et al. / Journal of Destination Marketing & Management 6 (2017)

Number of words	Count the number of words included in the slogan	Garrido and Ramos (2006), Ortega et al. (2006), Pike (2004), Donaire and Galí (2012)
1. Supply oriented 2. Demand oriented	Determine whether the slogan tries to highlight some of the characteristics of the destination (supply oriented) or the slogan appeals to visitors to perform some action (demand oriented)	Garrido and Ramos (2006),Klenosky and Gitelson (1997) ,Donaire and Galí (2012) ,Garrido and Ramos (2006)
1. Buy us because we are good 2. Common attribute-based 3. Unique attribute-focused 4. Exclusive appeal 5. Average Joe	Determine the type of message that is sent through the slogan	Lee et al. (2006) Semantic field
Positon of the brand name in the slogan 1. Outside the slogan 2. At the beginning of the slogan 3. At the end of the slogan	Determine if the brand name is located outside, at the beginning or at the end of the slogan	Ortega et al. (2006) Orientation of the content
Brand name included in the slogan (Yes/No)	Consider whether the brand name is included in the slogan or not	Klenosky and Gitelson (1997), Kohli et al. (2007), Ortega et al. (2006), Garrido and Ramos (2006)

Table 3 *Descriptive statistics by differentiation of type of words*

Variable	Number	%	Min	Max	Average	Median	Deriv
Global n=88							
Number of words	329	100	2	11	3.8	3	1.1
Number of meaning	291	88.5	2	9	3.3	2	0.867
Number of empty words	38	11.5	0	2	0.5	1	0.496
National n=22							
Number of words	105	100	2	11	4.8	4	1.8
Number of meaning	87	82.9	2	9	4	4	0.82
Number of empty words	18	17.1	0	2	0.8	1	1.38
City n=66							
Number of words	224	100	2	11	3.4	3	2.36
Number of meaning	204	91.1	2	8	3.1	3	1.06
Number of empty words	20	8.9	0	3	0.3	0	2.68

Table 4 *Frequency of number of words*

Number of words	Number	Number of words (Number/%)	Number of word with meaning (Number/%)	Number of empty meaning words (Number/%)
Global	0	0 / 0	0 / 0	51 / 59
	1	0 / 0	0 / 0	33 / 38
	2	16 / 18	14 / 16	2 / 2
	3	11 / 13	19 / 21	1 / 1
	4 or more	61 / 69	53 / 63	0 / 0
Total		88 / 100	88 / 100	88 / 100
Country	0	0 / 0	0 / 0	14 / 62
	1	0 / 0	0 / 0	6 / 30
	2	4 / 16	4 / 14	2 / 8
	3	6 / 30	9 / 43	0 / 0
	4 or more	12 / 54	9 / 43	0 / 0
Total		22 / 100	22 / 100	22 / 100
City	0	0 / 0	0 / 0	37 / 55
	1	0 / 0	0 / 0	26 / 40
	2	12 / 18	12 / 18	2 / 3
	3	5 / 8	10 / 16	1 / 2
	4 or more	49 / 74	44 / 66	0 / 0
Total		66 / 100	66 / 100	66 / 100

Table 5 *Pearson correlations*

Variables	Number of words	No. words with meaning	No. Empty words
Number of words	1	0.913*	0.884*
No. words with meaning	0.913*	1	0.387*
No. Empty words	0.884*	0.387*	1

** The correlation is at 0.01 (bilateral).

Table 6 *Position of the brand's name in the slogan*

Variables	Country (Number/ %)	City (Number/ %)	Total (Number/ %)
Name of the place not in the slogan	7 / 32	16 / 24	23 / 26
At the beginning of the slogan	5 / 23	5 / 8	10 / 11
In the middle of the slogan	2 / 8	6 / 9	8 / 9
At the end of the slogan	7 / 32	17 / 26	24 / 27
No slogan	1 / 5	22 / 33	23 / 26
Total	22 / 100	66 / 100	88 / 100

Table 7 *Content orientation*

Variable	Country (Number/ %)	City (Number/ %)	Total (Number/ %)
Supply	14 / 67	29 / 67	43 / 67
Demand	7 / 33	15 / 33	22 / 33
Total	21 / 100	44 / 100	65 / 100

Table 8 *Geographical context*

Variable	Country (Number/ %)	City (Number/ %)	Total (Number/ %)
Specific region	16 / 73	40 / 60	56 / 64
Normal location	4 / 18	11 / 16	15 / 17
undefined	2 / 9	15 / 24	17 / 19
Total	22 / 100	66 / 100	88 / 100

Table 9 *Focus of the slogan*

Variable	Country (Number/ %)	City (Number/ %)	Total (Number/ %)
Use our service/ Buy now	3/ 12	1 / 2	4 / 5
Common attribute-based	5 / 18	6 / 9	11 / 13
Unique attribute-based	8 / 36	9 / 13	17 / 19
Exclusive appeal/ Emotional appeal	3 / 14	15 / 23	18 / 20
Average	2 / 17	13 / 20	15 / 17
No slogan	1 / 3	22 / 33	23 / 26
Total	22 / 100	66 / 100	88 / 100

Table 10 *Semantic Field*

Variable	Country (Number/ %)	City (Number/ %)	Total (Number/ %)
Cognitive	3 / 15	11 / 26	14 / 20
Emotional	7 / 33	18 / 36	25 / 37
Rational	4 / 19	3 / 8	11 / 15
Neutral	7 / 33	12 / 30	19 / 28
Total	21 / 100	44 / 100	65 / 100

The pandemic and wellbeing: Views from tourism employees

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Abstract:

This study sought to investigate wellbeing through the lens of people who have experienced the impacts of Covid-19 while working in an industry that was impacted severely by the effects of the pandemic. Study findings reveal the important and rather neglected role of the "sense of freedom" while examining, evaluating and fostering the wellbeing of individuals. This outcome has both societal, and tourism managerial implications.

Keywords: Pandemic, Wellbeing, Tourism

1. Introduction

This study attempts to gain insights of how tourism employees perceive "wellbeing" and how their wellbeing was affected by the current pandemic. Through an examination of people's interpretations of the world, we allow the creation of knowledge (Yachin and Ioannides, 2020; Christou, 2018) for a concept that has an intrinsic value relative to the individual (Crisp, 2017). Due to its rather exploratory nature, this empirical study does not adopt a specific framework or standpoint such as a human resource management perspective, to allow the emergence of novel perspectives and findings (Christou et al., 2019).

2. Literature Review

Wellbeing has been a philosophical and sociological concern from ancient times. Much of the philosophy underpinning the conceptualisation of the concept derives from classic philosophers, such as Socrates and Plato (Stoll, 2014). The concept has been broadly described as what is ultimately good *for* a person (Crisp, 2017). Differentiations of the concept exist in the case of Subjective Wellbeing (SWB) that refers to the more hedonistic aspect of wellbeing including a person's affecting and cognitive evaluations of life. The Psychological wellbeing (PWB) deals with the more eudemonic aspect of wellbeing consisting of six components. These are: self-acceptance, a sense of continued development, purpose in life, positive relationships, personal growth, and autonomy (Agarwal, 2021).

The importance of wellbeing is highlighted at a personal, organisational and societal level. Amongst the UN Sustainable Development Goals, the promotion of wellbeing for all, at all ages, holds a central place (WHO, 2021). The concept received increased attention by the tourism academic community mainly from a consumer-tourist, or/and destination community wellbeing perspective as a result of tourism activity (Farkić et al., 2020; Hanna et al., 2019; Suess et al., 2018; Smith and Diekmann, 2017). For instance, in a model of integrative wellbeing tourism experience, Smith and Diekmann (2017) acknowledged the triptych of pleasure/hedonism, altruistic activities, and meaningful experiences. Less attention has been given regarding the investigation of tourism entrepreneurs/employees and wellbeing (Christou et al., 2020a; Peters et al., 2019). Nonetheless, studies have examined the concept of employee wellbeing from specific prisms, such as through an organisational human resource management perspective (Teo et al., 2020). Particularly the study of Agarwal (2021) revealed that wellbeing-based HRM practices may positively impact on employees. Nonetheless, academics call for further insights regarding the nexus of wellbeing and tourism (Agarwal, 2021; Teo et al., 2020; Suess et al., 2018; Smith and Diekmann, 2017). As Teo et al. (2020, p.8) correctly position, “considerable more attention is needed within the hospitality context, looking at sector employee wellbeing…”. This study, through its exploratory nature not only allows findings linked to employees’ wellbeing, but also seeks the emergence of new knowledge regarding the construct of “wellbeing”.

3. Methodology

Though quantitative approaches have been used to examine dimensions of wellbeing, qualitative studies have proven particularly useful in gaining in-depth information regarding wellbeing and individuals (refer to Agarwal, 2021; Tuzovic et al., 2021; Hanna et al., 2019). For the purpose of this study, an interpretivist approach was used to allow people’s personal reflections (Collis and Hussey, 2014) and individual interpretations of the concept (Christou, 2018). The study took place in Cyprus- a popular tourist destination in Europe that has a mature tourism product including various level hotels and resorts, restaurants, theme parks, museums and other tourism enterprises, such as car rentals and souvenir shops. Due to the exploratory nature of the study, we targeted people working in the tourism industry in various positions while using semi-structured and open-ended questions to allow the emergence of new findings (Christou and Sharpley, 2019). In total, 50 interviews were carried out (refer to table 1) in a period of approximately three months through the use of technological means (i.e., zoom meetings) with employees who have been working in the industry from two years to nearly half a century (i.e. forty four years). A three step thematic analysis was followed (Christou et al., 2020b) that involved the assignment of conceptual codes to transcripts, followed by the assembling of findings into second-order grouping to enable understandings of people’s views and perceptions regarding wellbeing, and establishing a sense of conceptual linkages between the formed categories to ensure deliverable outcomes.

Table 1 *Profile of informants (source: authors*)

Total	50
Male	28
Female	22
Age group 50+	14
Age group 30- 49	28
Age group 18- 29	8
Country of origin (in alphabetical order)	Bulgaria, Cyprus, Czech Republic, Denmark, Greece, Hungary, Russia, Serbia, and U.S.A.
Sub-sector/occupation (in alphabetical order)	Administration; Accounting (in Hospitality); Bar; Cost control; Events co-ordination; Food and Beverage; Guest Relations; Hotel/Operations Management; Kitchen; Human Resources (hospitality); Housekeeping; Marketing; Purchases; Reception; Restaurants; Reservations; Security; Spa; Technical department
Years in the tourism sector (10 or less)	14
Years in the tourism sector (11- 20)	21
Years in the tourism sector (21- 30)	8
Years in the tourism sector (more than 31)	7

4. Results

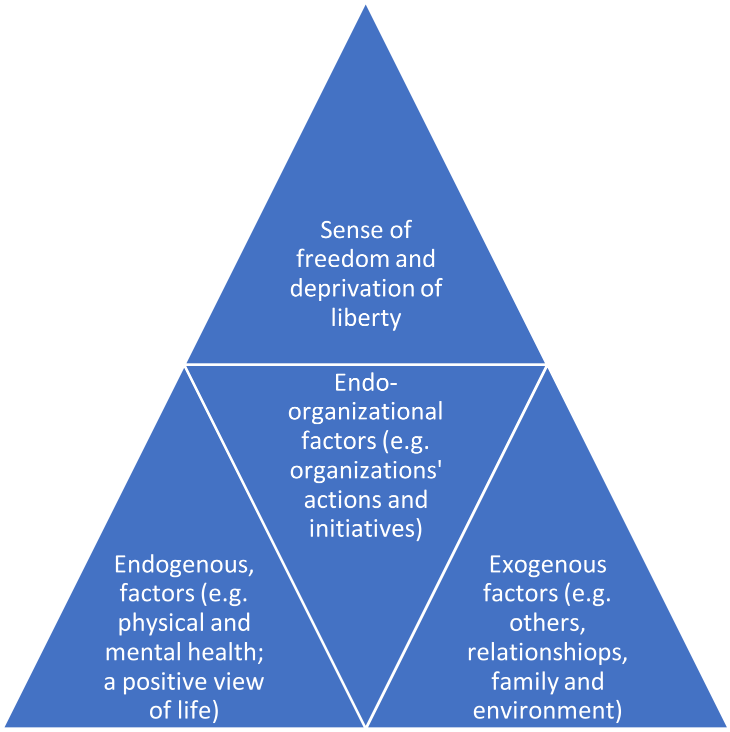
All participants understand that wellbeing primarily involves someone's physical (but also, mental) "health", and then economic status, personal and family "happiness", and personal "freedom". As they stressed, all these are elements that constitute to an individual's wellbeing, while they have been negatively affected by the pandemic. All of them perceive that the wellbeing of a person is negatively affected when he/she feels that he/she is deprived from his/her health, job, happiness and freedom. All participants agree that the impacts of Covid-19 over the tourism industry have been negative and devastating. Amongst other impacts, they stressed the fact that there is less contact between service providers and customers while the "trust" element between the two parties has been negatively influenced. Certain interviewees referred to a deterioration of "quality" aspects of service provision due to physical distance and personal contact. The vast majority stated that they remained unemployed during the crisis or worked only for a few months for the whole 2020. This affected their financial obligations and psychology while making reference to feelings of "insecurity" and "fear". An interviewee (Isabel, 29) echoes this by stating: *"It (pandemic) has affected me to a great extent!... It has created for me uncertainty and insecurity regarding whether I will return to my job… In regards to my personal life, I cannot go out, see my friends… It's a long time in inaction. Its unbearable!'*

Nonetheless, around 20 (out of 50) interviewees commented on some of the positive effects of the pandemic, such as the fact that they were able to spend more quality time with their families. This, as they stressed was particularly important for them since the nature of tourism employment requires from them to work during night shifts, holidays and for long hours. There were informants who stated that their organisation did nothing to protect them, and others who stated that the organisation made efforts to secure the wellbeing of its employees (e.g. not firing them, or providing them with a bonus during the Christmas period). Rather promising and somehow unexpected is the fact that almost all informants (44 out of 50) stated that they will not change occupation or change their career, with comments being made such as “love” (for their job), and “joy” of providing hospitality and help towards others (guests).

5. Discussion and Conclusion

The study comes as a response to researchers who call for further insights regarding the nexus of wellbeing and tourism (Agarwal, 2021; Teo et al., 2020; Suess et al., 2018). Wellbeing continues to be of utmost importance for individuals and is further stressed in an era in which those who work in the tourism sector have to deal with increased challenges and enormous psychological and physical pressures. Participants made reference to wellbeing aspects that cover both subjective- hedonistic and psychological- eudemonic differentiations of the notion (Agarwal, 2021). They referred to various endogenous (i.e. personal), endo-organizational (i.e. human resource management policies), and exogenous (i.e. environmental) factors that affect their wellbeing. Their “love” for their job that entails a sense of “offering” towards others/society is remarkable and ought to be stressed. The intrepretivist and exploratory nature of the study revealed the construct of “freedom” that was attached to the notion of wellbeing by informants. Perhaps this outcome wouldn’t have been given such an emphasis by them prior to the pandemic. That is, the pandemic resulted in travel restrictions, lockdowns and restrictions on movements. Because of these restrictions, informants conceive that they have been deprived from “freedom” and “liberty” to act in certain ways (e.g. to travel, keep distance form guests and having to wear masks). Eventually, this has affected their overall wellbeing. They do acknowledge that the necessary measures/restrictions have secured the physical wellbeing of themselves and others (i.e. co-colleagues and customers). Yet, they perceive that these have negatively affected their psychological and social wellbeing since they regard these as aspects that have caused negative impacts on their psychology and social interactions. These outcomes have contributed towards the creation of a simplistic and useful diagram (Refer to diagram 1).

Figure 1. The pyramid of wellbeing as informed by tourism employees during the pandemic (source: authors)



The findings of this study do not challenge the use of necessary (travel, and social distancing) restrictions for the health and wellbeing of themselves and others. Even so, the outcomes reveal a possibly neglected issue, that of the sense of "freedom" and its withdrawal from people. Therefore, it is suggested that the UN Sustainable Development Goals of WHO consider the implications of freedom deprivation while examining, evaluating or attempting to foster the wellbeing of people. This study reconfirms actions of previous research related to the fostering of wellbeing of individuals (Agarwal, 2021; Smith and Diekmann, 2017). Despite these (and as a novel outcome of this study), tourism stakeholders (such as managers) have an important role to play while trying to target "freedom/liberty" related issues for the wellbeing of their employees. This may be translated as a further sense of freedom for their employees, in terms of (e.g.) further free time to spend with their families, flexibility in decision making, empowerment, autonomy in delivering views, a sense of liberty to express complaints and concerns, and even rewards that come in the form of "travel". A limitation of the study is that the number of informants did not allow differences/comparisons to emerge based on sub-groups (i.e. age and years of service in the field). As a final note, further research is recommended regarding the nexus of tourism and wellbeing in a post-covid era.

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Relationship of service quality on customer satisfaction and loyalty among 5 selected food establishments in Tagum City, Davao Del Norte, Philippines

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Abstract:

This study was conducted to determine the interrelationship of service quality on customer satisfaction and customer loyalty among the selected restaurants of Tagum City. The following indicators for service quality are employee attitude, employee performance, and employee behavior. For customer satisfaction, the following indicators are delivery efficiency, customer friendly, and work environment. Finally, the variable customer loyalty had the following indicators; relationship strength, perceived alternatives, and critical episodes. This study used sequential mixed method particularly explanatory research applying both qualitative and quantitative techniques in determining the views of customers as to the service quality of the selected restaurants and how the customers assess the service quality of the selected restaurants of Tagum City.

The 200 respondents of this study were customers of the five food establishments. The researcher used simple random technique for the sampling method. Data from quantitative phase were statistically treated with the following statistical tools; mean and Pearson r. Mean was used to determine the service quality and customer satisfaction and customer loyalty of food establishments. Pearson r was utilized to measure the significant relationship between service quality and customer loyalty of food establishments.

The level of service quality, customer satisfaction and customer loyalty is very high. There is significant relationship between service quality and customer satisfaction. There is also a significant relationship between customer satisfaction and customer loyalty. Furthermore, there is a significant relationship between service quality and customer loyalty. The customers' perception of quality service revealed the following major themes: prompt service, clean and enough restaurant space, handle customer needs and complaints, and courtesy. The assessment of the customers in terms of service quality revealed the following major themes: employee's approach, attitude and communication, accuracy and efficiency.

Keywords: Service Quality, Customer Satisfaction, Customer Loyalty, Restaurant Service, Tagum City, Philippines

The impact of personalization on variety seeking

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Abstract:

The proliferation of algorithm-based recommender systems necessitates the long-standing research on users' responses towards the personalized recommendations. Building on reactance theory, we postulate that personalized (vs. generic) recommendations will lead to greater variety seeking. Furthermore, the effect of personalized recommendations on variety seeking is mediated by awareness of information blindness. The findings of the present research are both theoretically impactful and practically meaningful.

Keywords: Online recommendation, Personalization, Variety seeking, Information blindness

1. Introduction

Several years ago, the internet giant Amazon introduced an innovative item-based collaborative filtering system, by which recommendations were generated through integrating a consumer's past purchase records with rated items and pairing them to similar items. In the recent years, recommendations driven by algorithm are pervasive in all kinds of online platforms, including online travel agencies (OTA) that use AI and deep learning to monitor a tourist's choices and provide recommendations of products and services. The proliferation of algorithm-based recommender systems necessitates the long-standing research on users' responses towards the personalized recommendations (Longoni & Cian, 2020).

2. Literature Review

Although companies are leveraging advances in algorithm to provide accurate and user-engaging recommendations to their users, some firms are trying to get rid of algorithms from recommender system. For instance, Apple News replaced algorithm-picked top stories with human-picked one from 2016 while other news platforms sparing no effort to optimize recommender algorithms (Nicas, 2018). Previous research found converging evidence of people's reactance to algorithmic recommendations (Stone, 2010; Tucker, 2012; Kim, Barasz, & John, 2018; White et al. 2008). However, no empirical investigation has systematically explored the consequence of such reactance. In the current research, we build on reactance theory and reason that user reactance to personalized recommendation might be revealed in their product choices.

Reactance theory suggests that when a state of psychological reactance is evoked, people will adopt or strengthen an attitude or behavior that runs counter to what was intended for or presented to them (Fitzsimons & Lehman, 2004; Levav & Zhu, 2009). Aligned with this line of research, we argue that users will present a heightened tendency to seek variety as a means to resist personalized recommendations. This leads us to the first hypothesis: personalized (vs. generic) recommendations will lead to greater variety seeking.

We, then, further explore the underlying mechanism of the proposed main effect. Many have uncovered the reasons of people's reactance to personalized recommendations (Dietvorst, Simmons, & Massey 2014; Longoni, Bonezzi, & Morewedge 2019). However, none of these studies legitimate people's variety seeking behavior.

In recent years, the issue of "*filter bubble*" has been brought into the public discourse, reminding people that the information displayed online can be filtered based on individual's personal information (Pariser, 2011). In fact, firms have adopted personalized recommendations for quite a long time as improved targeting techniques have been beneficial for them (Kim et al., 2018). Consumers gradually become more sensitive and cautious to the tailored information they received. In practice, to overcome the negative effect, many firms like Facebook voluntarily reveal to their users the ways they use to collect user information and to generate relevant targeted recommendations. The rationale of these transparency practices is that by making consumers aware of the degree to which information are tailored, consumers will have better knowledge about the fitness of the targeted recommendation and further increase the effectiveness (Summers, Smith, & Reczed, 2016; Kim et al., 2018). However, making salient how information is used is not necessarily perfect as something that is not currently top of mind will also be made prominent: the fact that the recommendations are tailored, which would raise their concern about information blindness and subsequently lead to reactance. Information blindness refers to phenomenon that information, which is presumably to be of no interests to the consumers, will be precluded by the algorithms (Haim, Arendt, & Scherr, 2017). Previous research has shown that people are likely to experience an aversive feeling of missing out on the known but unattended experiences. Therefore, we speculate that their awareness of information blindness triggered by personalized recommendations will result in variety seeking. This leads us to the second hypothesis: the effect of personalized recommendations on variety seeking is mediated by awareness of information blindness.

3. Methodology

Two lab experiments will be conducted to test the proposed hypotheses. Study 1 aims at testing the main effect in hypothesis 1. Participants will be randomly assigned to a 2 (recommendation: personalized vs. generic) ×1 study. We will measure their variety seeking behavior by choosing different tourism packages. Study 2 will be designed to test the mediation effect of awareness of information blindness using a (recommendation: personalized vs. generic) ×1 between-subject study. The variety seeking behavior will be investigated through participants' hotel brand choices.

4. Results

We expect to find consistent results from the experiments with the proposed hypothesis. Specifically, the first study will support our main effect that people fed with personalized recommendations will express greater variety seeking. The second study are expected to provide evidence that the main effect is mediated by awareness of information blindness.

5. Discussion and Conclusion

The current research is both theoretically impactful and practically meaningful. Existing research showed that consumers' privacy concerns were a major cause of personalization aversion (Kim et al., 2018). However, the current study provide evidence that privacy concerns should not be the only eclipse.

From a managerial perspective, the current research is relevant to companies in both the public and private sectors that are leveraging advances on algorithmic recommendations to better serve their users. Our findings provide actionable insights for practitioners looking for ways to successfully increase transactions, especially those with ample brands/products.

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Review sentiment and customer satisfaction: Does temporal difference play a role?

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Abstract:

This study aimed to investigate the effects of positive and negative sentiment on customer satisfaction, and whether this relationship varies based on hotel scale. This study also examined the moderating role of temporal difference between the stay month and the review post month. The statistical analysis of 333,163 TripAdvisor reviews revealed that positive and negative sentiment has curvilinear effects on customer satisfaction—except for negative sentiment for the luxury hotel. The moderating effect of temporal difference was significant for a luxury hotel, but not for an economy hotel. Findings from this study enhance the understanding of the dynamic relationship between sentiment and satisfaction.

Keywords: sentiment analysis; prospect theory; positive sentiment; negative sentiment; temporal difference; customer satisfaction

1. Introduction

Sentiment analysis, which is also referred to as opinion mining, is a widely adopted method to categorize and summarize the consumer attitude regarding a product or service by investigating the sentiment expressed in online user-generated content (Liu & Zhang, 2012). Since consumer sentiment could provide important information regarding consumer opinion, marketing researchers and companies have been analyzing social media data to discover a pattern or trend (Gonçalves et. al., 2013). Moreover, a handful of academic research also confirmed the direct positive or negative relationship that review sentiment has on customer satisfaction (e.g., Greetha et al., 2017; Zhao et al., 2019). Nevertheless, some important questions remain unanswered. For example, 'does sentiment have an effect on customer satisfaction in a linear fashion or does the effect follow a different pattern such as a curvilinear?'

Examining a possibly different pattern of relationship between sentiment and satisfaction is important not only because it enables testing a complex relationship but also provides an opportunity to assess the relationship in a way that is theoretically relevant and rigorous (Meyer, 2009). In that regard, prospect theory, which was established by Kahneman and Tversky (1979), provides a foundational framework for a possible non-linear relationship between sentiment and customer satisfaction. According to prospect theory, consumers are generally more sensitive toward loss than gain. Marginal value decreases with their magnitude—thus forming an S-shaped value function (Kahneman & Tversky, 1979). The sentiment is defined as an attitude or judgment regarding a certain entity (e.g., business, brand, etc.) triggered by feeling (Fang & Zhan, 2015). In this study, review sentiment was examined in the context of post-evaluation of lodging service purchases, which inevitably involves risk—and thus accompany potential gain or loss. Hence, the diminishing marginal value with regards to the increasing magnitude was also postulated to exist in the sentiment-satisfaction relationship.

In addition, as prospect theory speculated, the effects of perceived gain and loss behave in a different manner (Kahneman & Tversky, 1979). However, the majority of existing studies focused on investigating the influence of overall sentiment. Thus there exists a need for a study that explores the possibly different behaviors that positive and negative sentiment have on consumer satisfaction. In that context, TripAdvisor is a great resource to investigate the aforementioned relationships since it provides a convenient online platform for hotel guests to share their experience with others and has accumulated an enormous amount of user-generated content (O'connor, 2010).

Furthermore, there are many customers who post their reviews long after their actual stay on TripAdvisor. Considering that people's event memories decay and become less structured over time (Talamini & Gorree, 2012), the temporal difference between the hotel stays and review post is likely to have an influence on the sentiment-satisfaction relationship. O'Neill and Palmer (2004) discovered that consumer's perception of service quality decreases as time passes, and the effect increases when the level of cognitive dissonance is high. Then, another question arises: does time intensify or abate the effect of sentiment on customer satisfaction?

The primary goal of the current study was to provide answers to the above questions. To sum, by conducting a statistical analysis on TripAdvisor review data, this study aimed to examine 1) the curvilinear effects of positive and negative sentiment on customer satisfaction, 2) the difference in the behavior of sentiment-satisfaction relationship between luxury and economy hotel, and 3) the moderating role of temporal difference on aforementioned relationships.

2. Literature Review

2.1. Relationship between review sentiment and customer satisfaction
Prospect theory suggested that a consumer's judgment is influenced by the reference dependency and loss aversion tendency (Kahneman & Tversky, 1979). The combination of the two aforementioned factors makes consumers more sensitive about negative service performance than positive performance. The S-shaped value function leads to diminishing sensitivity for both positive and negative service performance (Mittal et al., 1998). Posting TripAdvisor reviews are electronic word-of-mouth (eWOM) in action, and eWOM intention is significantly influenced by consumer's previous experience, including service quality and atmosphere (Jeong & Jang, 2011). Therefore, consumer's sentiment expressed in their online review essentially is their evaluation of hotel's service performance—and positive and negative opinion formed—based on their previous experience. Thus, the current study postulated that similar to consumer's general evaluation of service performance, their sentiment will also have a curvilinear effect on customer satisfaction.

Existing studies also support the curvilinear relationship, and, combining prospect theory with sentiment analysis, Zhang et. al. (2020) constructed a forecast model for automobile purchases in the Chinese market and the result showed that factoring in the diminishing effect of sentiment resulted in an improvement on the overall performance of the prediction model suggesting that, as prospect theory posited, the effect of sentiment decreased as the magnitude increased. Mittal et al. (1998)'s study also revealed that the service quality attributes have diminishing sensitivity on customer satisfaction. Moreover, an interesting finding from a study conducted by Maks and Vossen (2013) suggested that a discrepancy exists between reviewer sentiment and reviewer rating. In that respect, this study hypothesized that the discrepancy was caused by the curvilinear effect of sentiment on customer satisfaction. TripAdvisor review ratings show how satisfied customers were based on their previous experience with a certain hotel, thus review rating and customer satisfaction are used interchangeably in this study.

H1a: Positive sentiment has a positive effect on customer satisfaction, but this effect diminishes with an additional increase in the magnitude of positive sentiment.
H1b: Negative sentiment has a negative effect on customer satisfaction, but this effect diminishes with additional increases as the magnitude of negative sentiment.

2.2. Review sentiment and hotel scale: luxury hotel vs economy hotel
The asymmetric effects of service quality on customer satisfaction explain that some attributes only make customers dissatisfied while the attributes may not make customers satisfied—thus the relationship is asymmetric (Oliver, 2014). In the hospitality and tourism-related journals, asymmetric impact of service quality attributes was examined for the hotel industry (Bi et al., 2020; Davras & Caber, 2019), ethnic restaurant context (Back, 2012), lifestyle groups (Füller & Matzler, 2008), airport passenger service (Mikulić & Prebežac, 2008), peer-to-peer accommodation (Ju, et al., 2019), and tour guide service (Kuo et al., 2018).

This asymmetric nature of the effect of service quality on customer satisfaction also suggests that the effect could vary based on hotel scale. Xu (2020) collected reviews from Booking.com and performed an analysis based on the review text data provided in the positive and negative comment sections, the result revealed that the relative importance of positive and negative service quality attributes differs based on the hotel star-rating (Xu, 2020). For a luxury hotel, consumer’s expectation is high and thus expect a positive experience, and thus the asymmetric effect is likely to be higher. This leads to a postulation that, for positive sentiment, the effect of positive sentiment on customer satisfaction will decrease as the magnitude of positive sentiment increases. On the other hand, for the economy hotel, consumers are more value-focused and have a relatively lower expectation, therefore the asymmetric effect would be minimal. Hence, the current study posited that positive sentiment has a direct positive relationship with customer satisfaction.

H2a: For luxury hotels, positive sentiment has a positive effect on customer satisfaction, but this effect diminishes as the magnitude of positive sentiment increases.
H2b: For economy hotels, positive sentiment has a direct positive effect on customer satisfaction.

On the other hand, an opposite relationship is expected for negative sentiment. Customers do not expect negative experiences while staying at a luxury hotel, and when this expectation is contravened, the asymmetric effects of dissatisfiers or frustrators (Back, 2012) are not expected to decrease as the magnitude increases. However, for the economy hotel, although consumers are more sensitive to the negative service performance (Kahneman & Tversky, 1979; Zhang et. al., 2020) thus the overall effect could be larger. At the same time, since customers seek value rather than high-end service in economy hotel, a weaker effect of dissatisfiers or frustrators are expected. Therefore, based on this rationale, the effect of negative sentiment on customer satisfaction is postulated to be curvilinear for the economy hotel—while the effect is a direct negative for the luxury hotel.

H3a: For luxury hotels, negative sentiment has a direct negative effect on customer satisfaction.
H3b: For economy hotels, negative sentiment has a negative effect on customer satisfaction, but this effect diminishes as the magnitude of negative sentiment increases.

2.3. The role of temporal difference
People’s long-term memories decay and thus remote memory curves show a generally decreasing trend (Wickelgren, 1972). Hence, a positive or negative service encounter

experience becomes less salient as time passes (Ricker et al., 2016). Due to this, not all memories are equally accessible in consumer's minds, and thus the process of recalling their experience and the effect of doing so could vary based on time (Gardial et. al., 1994). Therefore, time should be considered as an important factor that could influence customer satisfaction. Regardless, only a handful of studies in the context of hospitality and tourism investigated the effect of time or temporal difference. Extant studies that examined the effect revealed interesting findings. Jang and Feng's (2007) study showed that satisfaction had a significant effect on short-term revisit intention, but the effect was not significant for mid-term and long-term revisit intentions in the tourism context. In addition, Jeong and Jang (2015) revealed that customer's menu attituded significantly differs based on how advertisement message is framed based on the temporal difference (immediate vs. distant).

Considering that people's memory decays as time passes, it is likely that, when consumers post their reviews, which include expression of their sentiment, the recalled experience is expected not to be as salient as the temporal difference increases. Therefore, based on this rationale, it is hypothesized that the effect of positive and negative sentiment expressed on online reviews on customer satisfaction will decrease as the temporal difference between the review post and hotel stay increases.

H4a: The effect of positive sentiment on customer satisfaction decreases as the temporal difference between the stay month and the review post month increases.
H4b: The effect of negative sentiment on customer satisfaction decreases as the temporal difference between the stay month and the review post month increases.

There is an important factor that could influence customer's expectation level and thus influence their satisfaction: how much they paid to purchase a product or service (Grewal, 1995). The average daily rate (ADR) between a luxury hotel and economy hotel for the U.S. lodging market showed a drastic difference: for luxury hotels, ADR was $330.26 while ADR for economy hotels was $63.46 (Hess, 2018). Post-purchase price perceptions have a positive influence on satisfaction (Voss et al., 1998), and Oliver and Winer (1987) suggested that performance above expectation is perceived differently than below the expectation—thus suggesting an asymmetric function. Therefore, due to this, luxury hotels and economy hotels, with different levels of customer expectations, are expected to show different patterns in the perception of gain and loss.

For luxury hotel guests, the invested cost is high, and this is expected to amplify the effect of initial perception of loss or gain thus leads to overestimation of sentiment. In other words, for a luxury hotel, the perceived gain and loss is overestimated initially, and this salient positive or negative sentiment will decay as temporal difference increases. In that respect, the temporal difference is postulated to have a negative moderating effect on the relationship between review sentiment and customer satisfaction. Conversely, since the minimal cost is involved in economy hotel purchases, it is likely that the initial overestimated sentiment would not occur due to the perceived loss or gain. Therefore, the moderating effect of temporal difference is postulated not to be significant for the economy hotel.
H5a: For luxury hotels, the effect of positive sentiment on customer satisfaction decreases as the temporal increases; however, the effect is not significant for economy hotels.
H5b: For luxury hotels, the effect of negative sentiment on customer satisfaction decreases as the temporal difference increases; however, the effect is not significant for economy hotels.

3. Methodology

3.1. Data collection

Using Python 3.8.5, an online review scraper program was constructed utilizing the Selenium package. First, the URLs for the TripAdvisor webpage for six different hotel brands, including Days Inn, Econo Lodge, Four Seasons, Red Roof Inn, Ritz Carton, and Waldorf Astoria were collected from Google search results. Second, TripAdvisor reviews, which were written in English, from 823 hotels situated across the globe were scrapped.

After the completion of the review scrapping process, 336,403 online reviews were collected for analysis. Along with the review text, hotel name, addresses, reviewer's total number of contributions, hotel stay month, review post month, address of hotels, and review ratings were collected from each hotel's TripAdvisor webpage. Figure 1 shows the locations of hotels from which online reviews were collected.

Figure 1. The locations of hotels included in the analysis.
Note: the addresses of hotels converted into geocode using Google Geocoding API.

Then, for further analysis, the collected TripAdvisor reviews were divided into 2 groups: luxury hotel and economy hotel. For the luxury hotel group, TripAdvisor reviews from Four Seasons, Ritz Carton, and Waldorf Astoria were assigned, and, for the economy hotel group, TripAdvisor reviews from Days Inn, Econo Lodge, and Red Roof Inn were assigned. In total, there were 223 luxury hotels with 159,535 reviews and 600 economy hotels with 173,628 reviews. Data was divided into two different sets in order to investigate the varying effect of temporal difference separately for luxury hotels and economy hotel brands.

3.2. Procedure and measures

3.2.1. Data preprocessing

First, before testing the statistical significance, TripAdvisor reviews with missing values and broken data (e.g., random value other than intended target scrapped due to an error) were identified and removed. Second, reviews with less than two words were also excluded from the analysis. A total of 3,239 reviews were removed as a result of this initial data cleaning process, and 333,164 reviews were used to test the proposed hypotheses.

Valence Aware Dictionary and Sentiment Reasoner (VADER) is a lexicon-based natural language toolkit (NLTK) that specialized in sentiment analysis and has been regarded as a benchmark tool for lexicon-based NLTK (Al-Natour & Turetken, 2020). VADER calculates sentiment scores based on the dictionary of positive and negative words in natural language factoring in the preassigned sentiment scores (Borg & Boldt, 2020). In addition, VADER is a context-aware, which means that it factors in booster words, negation words, punctuation, and contrastive conjunction (Mathayomchan & Taecharungroj, 2020). Hence, VADER is well suited for performing sentiment analysis of social media text and does not require as through data pre-processing compared to directly using the NLTK to calculate the occurrence of words with positive or negative sentiment (Hutto & Gilbert, 2014; Shelar & Huang, 2018). VADER tool has been utilized in previous hospitality and tourism studies, which investigated consumer sentiment expressed in online reviews (Alaei, et. al., 2019; Mathayomchan & Taecharungroj, 2020).

Table 1. Variable description and descriptive analysis result.

Variable	Description	Operationalization	N	Mean[1]	SD[1]	Min[1]	Max[1]
$\boldsymbol{Online\ Review\ Rating_i}$	Rating for each review on TripAdvisor	Standardized TripAdvisor review rating	333,163	4.010	1.287	1	5
$\boldsymbol{Positive\ Sentiment_i}$	VADER positive sentiment score	Standardized positive sentiment score	333,163	0.204	0.112	0	0.852
$\boldsymbol{Negative\ Sentiment_i}$	VADER negative sentiment score	Standardized negative sentiment score	333,163	0.036	0.049	0	0.601
$\boldsymbol{TDF_i}$	Differences between the hotel stay month and TripAdvisor review post month	(post year × 12 + post month) − (stay year × 12 + stay month)	333,163	0.622	1.675	0	11
$\boldsymbol{Contribution_i}$	Total number of reviews, forum posts, and photos that a reviewer contributed on TripAdvisor.	Log_{10}(number of contributions made)	333,163	88.768	1,108.435	1	204,125
$\boldsymbol{Length_i}$	Total number of words in each review	Log_{10}(number of word count)	333,163	109.566	118.913	2	3,678

Note: TDF = temporal difference between the stay month and the review post month; SD = standard deviation; VADER = Valence Aware Dictionary and Sentiment Reasoner; [1] descriptive statistics of variables before transformation shown.

For the word frequency analysis, additional pre-processing measures were performed. First, non-English words and stop words were removed from the original review text. Second, word stemming was performed and words in review text were truncated into their root form (e.g., service, services, serviced, serviceable transformed into servic).

Lastly, identifying and removing and data with the temporal difference of larger than 11 was performed, and thus only data ranging from 0 to 11 were included in the analysis. This range was determined because the number of data was significantly dropped after 11 months. It may not be feasible to investigate the influence of sentiment on consumer satisfaction after too much time has been passed.

3.2.2. Procedure and measurements

As an output, VADER provides positive and negative sentiment scores as well as compound sentiment scores. Although the compound sentiment score has often been used to classify the overall sentiment expressed in the online review, positive and negative sentiment scores were used in the analysis since the main focus of this study was to investigate the different influence that each sentiment has on customer satisfaction. Positive and negative sentiment score is expressed in a ratio form, and the outcome shows the proportion of positive and negative sentiment expressed in the online review text.

Since the scale between the sentiment score ranging from 0 to 1 and review rating ranging from 1 to 5 was different, data was standardized before the analysis. In addition, other continuous variables, including contribution and length, were log-transformed. TripAdvisor provides information regarding when a guest stayed at a hotel and when the guest posted a review on TripAdvisor, this enables one to calculate the temporal difference between the stay and review post month. To calculate the temporal difference between the stay month and the review post month, review post year was multiplied by 12 and the value of month in number form was added, then, after conducting the same process for the stay month, the converted numeric value of review post month was subtracted by the converted numeric number of stay month to calculate the temporal difference variable (e.g., 0 means that review was posted on the same month as stay month).

Table 1 summarizes the variables included in the analysis and how they were operationalized in this study. A series of multiple regression analyses were performed to test the statistical significance of the postulated relationship. The total number of reviewer's contributions and review length were included as control variables. In order to examine the different behavior of temporal differences based on hotel scale, two sets of data (luxury hotel and economy hotel) were analyzed separately.

4. Results

4.1. Descriptive result

After the data cleaning and preprocessing, descriptive analysis was performed. All variables had no missing values and the mean of online review rating was 4.01. The mean positive sentiment score was 0.204, and the mean negative sentiment score was 0.036. The mean of temporal difference was 0.622 suggesting that majority of reviews are posted within a month and the standard deviation was 1.675. On average, a reviewer made about 89 contributions, which includes photos, reviews, and forum posts on TripAdvisor and the highest number of contributions made by a single person was 204,125. Collected reviews had an average word frequency of 110. Table 1 provides descriptive analysis results for variables included in the statistical analysis.

Table 2. TripAdvisor hotel review rating and sentiment score distribution.

Review rating	All hotel %	Luxury hotel %	Economy hotel %
5	51.95	76.65	29.25
4	20.40	12.59	27.56
3	12.51	5.57	18.89
2	8.11	2.78	10.95
1	7.04	2.41	13.34

Sentiment score	All hotel %	Luxury hotel %	Economy hotel %
Positive	87.14	95.44	79.51
Neutral	0.62	0.26	0.96
Negative	12.24	4.30	19.53

Note: some percentages do not add up to 100 due to rounding.

For all hotels, the majority of reviews had ratings of 4 and more (72.35%). Luxury hotel reviews had more favorable ratings and almost 90% of reviews had ratings of 4 and more. However, on the other hand, ratings for the economy hotel had 24.29% reviews with ratings of 2 and less (see Table 2).

In order to categorize positive, neutral, and negative sentiment, VADER compound sentiment output was classified into three groups based on the classification threshold of -0.05 and 0.05; therefore, reviews with compound sentiment score larger than 0.05 are categorized as positive and less than -0.05 were categorized as negative—and the rest were classified as neutral sentiment (Hutto & Gilbert, 2014). The overall sentiment expressed in TripAdvisor reviews was positive (87.14%), and 24% of reviews were classified as negative. The proportion of negative reviews were larger for the economy hotel (19.53%) than the luxury hotel (4.3%). Two of the most frequently mentioned words were room and hotel, and other words with high frequency were staff, service, breakfast, locat, place, and bed (see figure 2).

The correlation between all variables showed that review rating has a positive relationship with positive sentiment and a negative relationship with negative sentiment. Length of review had a negative relationship with positive sentiment and review rating but had a positive relationship with the reviewer's contribution (see Figure 3).

4.2. Hypothesis testing

Model 1 tested the effect of positive sentiment on review rating. The result showed that the effect was significant ($b = 0.707$, $p < .001$). As the positive sentiment increased further, the effect was decreased ($b = -0.242$, $p < .001$). Figure 4 displays a graphical representation of this relationship. Since the standardized score (z-score) was used, the feasible range was set at -2 to 2. Thus, as postulated, positive sentiment had the curvilinear effect (inversed U-shape) on review ratings--therefore, H1a was supported. Hypothesis 1b was tested in Model 3, and negative sentiment had a negative effect on review rating ($b = -0.758$, $p < .001$), yet this negative effect decreased as the negative sentiment increased further ($b = 0.072$, $p < .001$).

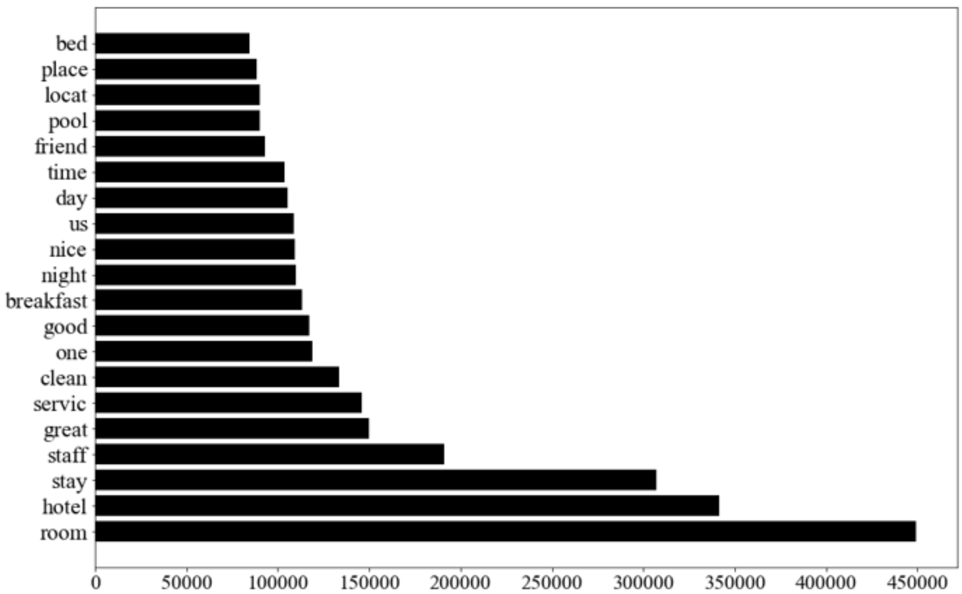

Figure 2. Word frequency analysis.
Note: top 20 list of words that are most frequently mentioned in TripAdvisor online review.

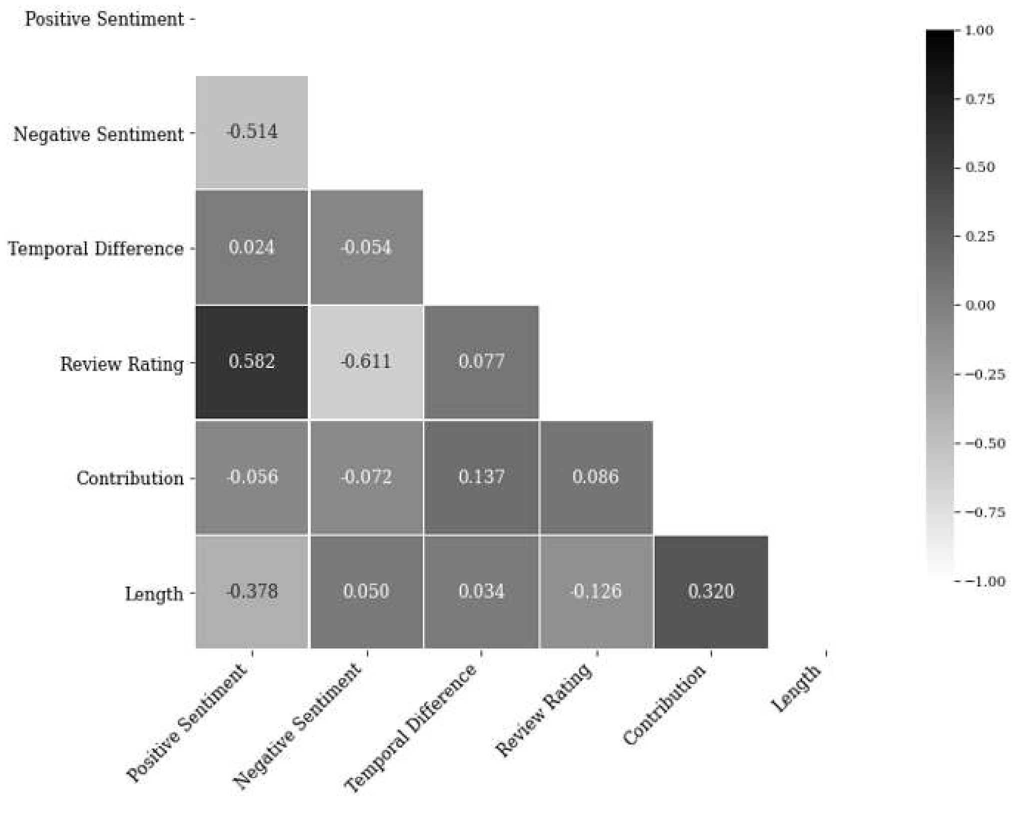

Figure 3. Correlation matrix.
Note: Pearson correlation values are shown, and darker color indicates a higher correlation between variables.

Model 5 tested this relationship for luxury hotel. Positive sentiment had positive effect on review ratings ($b = 0.526$, $p < .001$) but the effect decreased ($b = -0.243$, $p < .001$) as positive sentiment increased. Therefore, H2a was supported. For economy hotels (Model 9), a direct positive relationship was hypothesized; however, similar to the luxury hotel, the result suggested a U-shaped effect. Positive sentiment had positive effect ($b = 0.751$, $p < .001$). The effect decreased as positive sentiment increased ($b = -0.215$, $p < .001$). Thus, H2b was not supported (see Figure 5). As hypothesized, for the luxury hotel, the coefficient of the quadratic term was not statistically significant in Model 7 ($b = 0.001$, $p > .05$) thus this relationship was not curvilinear (H3a supported) however, as shown in Model 11, it was curvilinear for the economy hotel ($b = 0.078$, $p < .001$)—supporting H3b.

Figure 6 displays a relationship between total sentiment and temporal difference. It shows a pattern that total positive and negative sentiment score decreases for the luxury hotel but stays consistent for the economy hotel. The effect of temporal difference on the relationship between positive sentiment and review rating was tested in Model 2. The result showed that temporal difference had a negative effect ($b = -0.243$, $p < .001$), supporting H5a.

H4a posited this effect is significant for the luxury hotel group but not for the economy hotel group. Results from Model 6 and Model 10 showed that the effect of temporal difference was significant for the luxury hotel ($b = -0.032$, $p < .001$). H4b posted the negative effect of negative sentiment on review rating decreases as temporal difference increases. For economy hotel, this effect was not significant ($b = -0.003$, $p > .05$); however, the moderating effect on the quadratic term was significant, suggesting that, although the initial effect of negative sentiment was not significantly moderated by temporal difference, as the level of negative sentiment gets larger, temporal difference significantly decreases the effect of positive sentiment on review rating (b = -0.003, p < .001). Therefore, H5a was partially supported.

Model 8 and Model 12 tested the moderating effect of temporal difference between negative sentiment and review rating, and, for the luxury hotels, the effect was significant (b = 0.036, p < .001). On the other hand, the moderating effect was not significant for economy hotel (b = 0.001, p > .05). Therefore, H5b was supported.

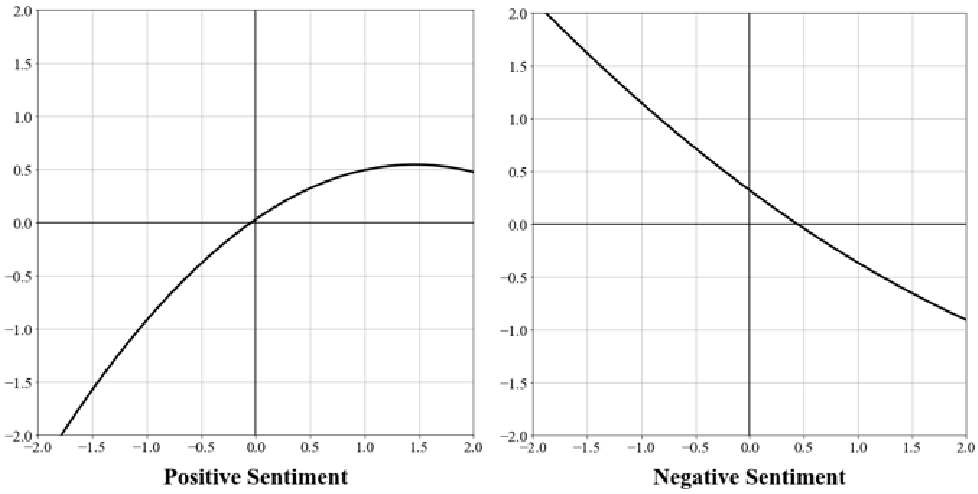

Figure 4. Curvilinear relationships between positive and negative sentiment and customer satisfaction.

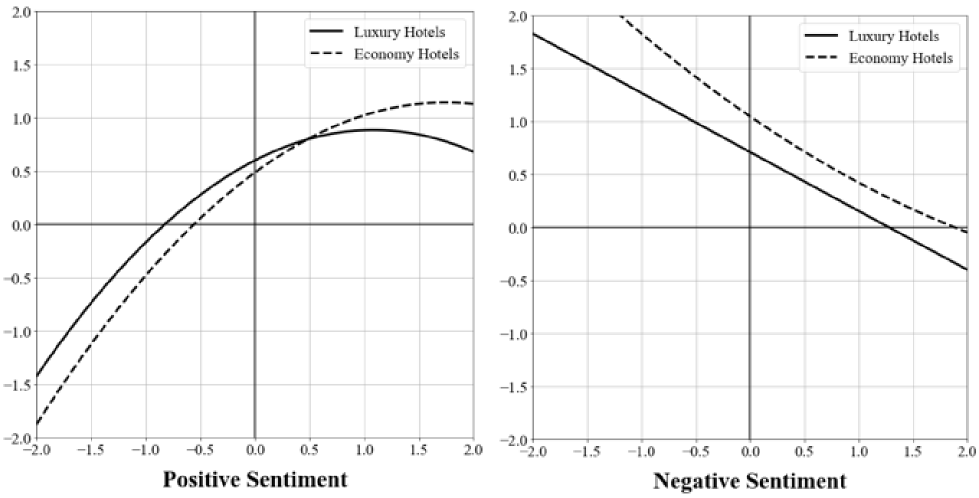

Figure 5. Relationships between positive and negative sentiment and customer satisfaction differentiating based on hotel scale.

5. Discussion and Conclusion

5.1. Discussion and implications

The current study tested the relationship between positive/negative sentiment and customer satisfaction, and, moreover, how this relationship differs based on the hotel scale—between the luxury hotel and the economy hotel. The findings of this study expanded the understanding regarding consumers' sentiment expressed in their online reviews and its influence on consumer satisfaction by investigating the curvilinear effect that positive and negative sentiment has on review ratings.

Moreover, the current study is the first to investigate the influence that temporal difference, which was operationalized as the difference between hotel stay and review post month, has on the relationship between positive/negative sentiment and customer satisfaction. Therefore, this study provided a unique contribution to the body of knowledge pertaining to consumer's positive and negative sentiment and its influence on their behaviors—customer satisfaction to be specific—in the context of lodging industry.

The results from this study also provide important practical implications to hotel practitioners. Although the positive sentiment was posited to have a direct positive relationship with review ratings for economy hotels, the result showed that this relationship is inverted U-shaped—the same as a luxury hotel. This suggested a critical finding that consumer's overall expectations for the economy hotel could also be high that the effect of positive sentiment on customer satisfaction decreased as it got larger. Therefore, operators of the economy hotel should understand that consumers also expect a high level—although the absolute amount could be different from that of a luxury hotel—of positive experience from their stay.

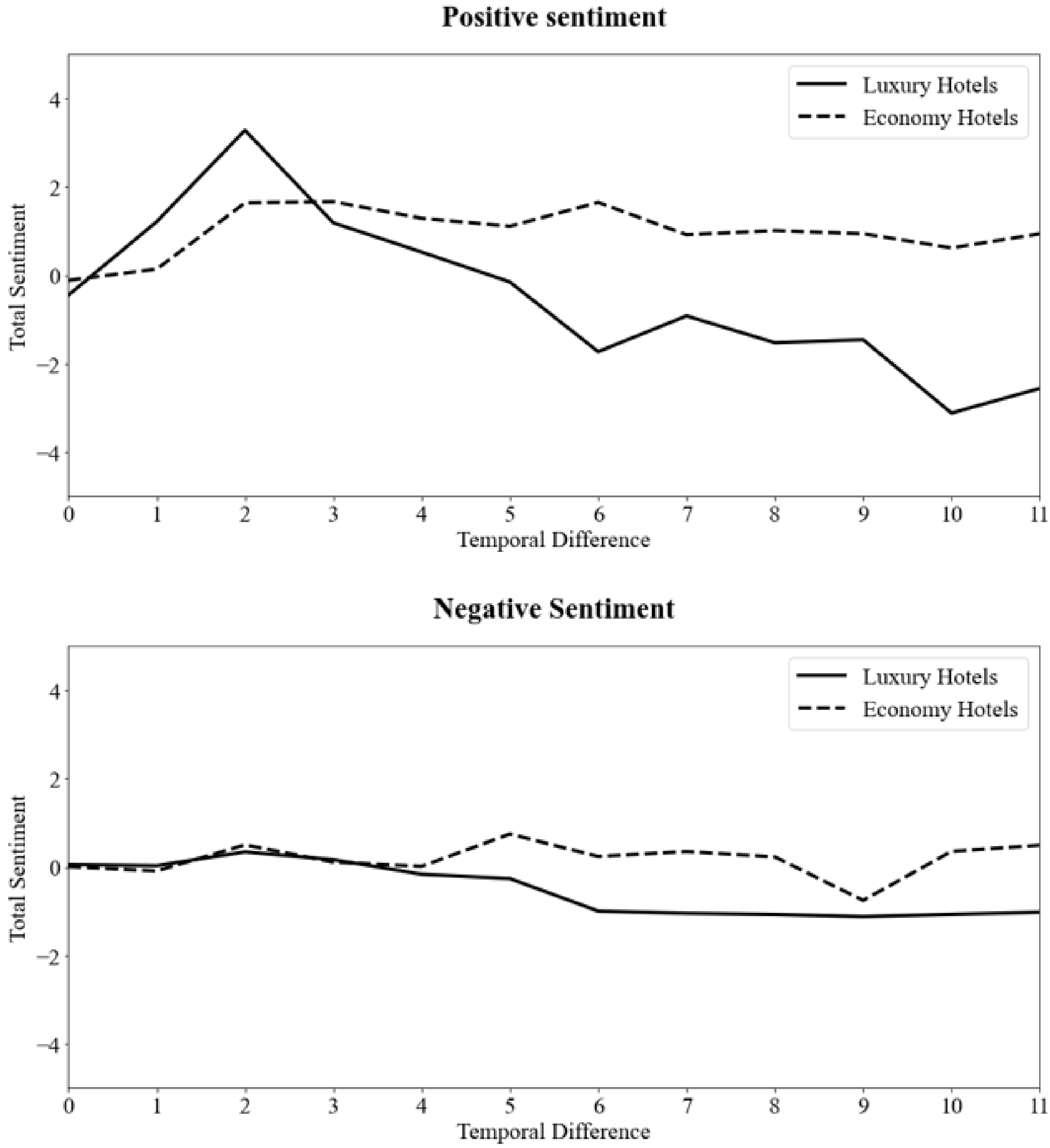

Figure 6. Relationships between the total sentiment expressed in online review and temporal difference based on hotel scale.
Note: total sentiment calculated by multiplying sentiment score (proportion of positive or negative sentiment) with word count for each review; total sentiment score mean-centered.

On the other hand, luxury hotel practitioners should understand the negative impact of negative sentiment and that the marginal effect does not decrease—as it did for the economy hotel. This shows that luxury hotel guests expect no negative experience and are not likely to tolerate this if such incidence happens. Lastly, hotel marketers, especially for the luxury hotel brands, should understand that as the temporal difference between the review month and stay month increases, it could underestimate the effect of positive and negative sentiment expressed, which could, in turn, be led to overestimating the overall consumer satisfaction captured by online review ratings.

5.2. Conclusion

By collecting and performing sentiment analysis of 333,163 TripAdvisor reviews, this study aimed to test the effect of positive and negative sentiment on customer satisfaction as well as the role that temporal difference has. The result showed that positive sentiment had a U-shaped effect on review ratings (***H1a***). A similar pattern was shown when the analysis was performed with the luxury hotel group (***H2a***). Although the ***H2b*** postulated that this relationship would be direct positive—thus is not curvilinear for the economy hotel group, but the result showed that the positive effect of positive sentiment decreases as the sentiment score gets larger.

Table 3. Result of multiple regression analysis.

	Model 1		Model 2		Model 3		Model 4	
	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value
Constant	0.029***	0.000	0.022***	0.000	0.321***	0.000	0.312***	0.000
$\boldsymbol{Contribution_i}$	0.069***	0.000	0.063***	0.000	0.095***	0.000	0.090***	0.000
$\boldsymbol{Length_i}$	0.076***	0.000	0.075***	0.000	-0.257***	0.000	-0.258***	0.000
$\boldsymbol{Positive\ Sentiment_i}$	0.707***	0.000	0.717***	0.000				
$\boldsymbol{Positive\ Sentiment_i^2}$	-0.242***	0.000	-0.243***	0.000				
$\boldsymbol{Negative\ Sentiment_i}$					-0.758***	0.000	-0.767***	0.000
$\boldsymbol{Negative\ Sentiment_i^2}$					0.072***	0.000	0.075***	0.000
$\boldsymbol{TDF_i}$			0.024***	0.000			0.031***	0.000
$\boldsymbol{Positive\ Sentiment_i \times TDF_i}$			-0.021***	0.000				
$\boldsymbol{Positive\ Sentiment_i^2 \times TDF_i}$			0.003***	0.000				
$\boldsymbol{Negative\ Sentiment_i \times TDF_i}$							0.023***	0.000
$\boldsymbol{Negative\ Sentiment_i^2 \times TDF_i}$							-0.008***	0.000
N	333,163		333,163		333,163		333,163	
F	70,420***	0.000	40,640***	0.000	57,600***	0.000	33,160***	0.000
$\boldsymbol{Adj.R^2}$	0.458		0.461		0.409		0.411	

Note: DV = online review rating; coefficient = unstandardized coefficient; TDF = temporal difference between the stay month and the review post month
, **, and * represents less than 5%, 1%, and 0.1% significance level, respectively.*

Table 4. Result of multiple regression analysis for luxury hotel.

	Luxury Hotel							
	Model 5		Model 6		Model 7		Model 8	
	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value
Constant	0.601***	0.000	0.600***	0.000	0.711***	0.000	0.700***	0.000
$\boldsymbol{Contribution_i}$	0.046***	0.000	0.042***	0.000	0.059***	0.000	0.060***	0.000
$\boldsymbol{Length_i}$	-0.210***	0.000	-0.206***	0.000	-0.397***	0.000	-0.395***	0.000
$\boldsymbol{Positive\ Sentiment_i}$	0.526***	0.000	0.550***	0.000				
$\boldsymbol{Positive\ Sentiment_i^2}$	-0.243***	0.000	-0.254***	0.000				
$\boldsymbol{Negative\ Sentiment_i}$					-0.557***	0.000	-0.585***	0.000
$\boldsymbol{Negative\ Sentiment_i^2}$					0.001	0.351	0.006***	0.000
$\boldsymbol{TDF_i}$			-0.000	0.865			0.016***	0.000
$\boldsymbol{Positive\ Sentiment_i \times TDF_i}$			-0.032***	0.000				
$\boldsymbol{Positive\ Sentiment_i^2 \times TDF_i}$			0.014***	0.000				
$\boldsymbol{Negative\ Sentiment_i \times TDF_i}$							0.036***	0.000
$\boldsymbol{Negative\ Sentiment_i^2 \times TDF_i}$							-0.007***	0.000
N	159,535		159,535		159,535		159,535	
F	18,200***	0.000	10,610***	0.000	21,320***	0.000	12,320***	0.000
$\boldsymbol{Adj.R^2}$	0.313		0.318		0.348		0.351	

Note: DV = online review rating; coefficient = unstandardized coefficient; TDF = temporal difference between the stay month and the review post month
, **, and * represents less than 5%, 1%, and 0.1% significance level, respectively.*

Table 5. Result of multiple regression analysis for economy hotel.

	Economy Hotel							
	Model 9		Model 10		Model 11		Model 12	
	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value	Coefficient	*P*-value
$\boldsymbol{Constant}$	0.488***	0.000	0.485***	0.000	1.047***	0.000	1.047***	0.000
$\boldsymbol{Contribution_i}$	0.013***	0.000	0.013***	0.000	0.034***	0.000	0.034***	0.000
$\boldsymbol{Length_i}$	-0.154***	0.000	-0.154***	0.000	-0.627***	0.000	-0.627***	0.000
$\boldsymbol{Positive\ Sentiment_i}$	0.751***	0.000	0.752***	0.000				
$\boldsymbol{Positive\ Sentiment_i^2}$	-0.215***	0.000	-0.214***	0.000				
$\boldsymbol{Negative\ Sentiment_i}$					-0.703***	0.000	-0.704***	0.000
$\boldsymbol{Negative\ Sentiment_i^2}$					0.078***	0.000	0.079***	0.000
$\boldsymbol{TDF_i}$			-0.008***	0.000			0.002	0.241
$\boldsymbol{Positive\ Sentiment_i \times TDF_i}$			-0.003	0.143				
$\boldsymbol{Positive\ Sentiment_i^2 \times TDF_i}$			-0.003**	0.016				
$\boldsymbol{Negative\ Sentiment_i \times TDF_i}$							0.001	0.551
$\boldsymbol{Negative\ Sentiment_i^2 \times TDF_i}$							-0.001	0.352
$\boldsymbol{N}$	173,628		173,628		173,628		173,628	
$\boldsymbol{F}$	38,840***	0.000	22,200***	0.000	29,390***	0.000	16,800***	0.000
$\boldsymbol{Adj. R^2}$	0.472		0.472		0.404		0.404	

Note: DV = online review rating; coefficient = unstandardized coefficient; TDF = temporal difference between the stay month and the review post month
, **, and * represents less than 5%, 1%, and 0.1% significance level, respectively.*

Contrastingly, negative sentiment had a curvilinear relationship on review ratings for all hotel reviews (***H1b***), and as hypothesized, this effect was linear and negative for the luxury hotel (***H3a***) while curvilinear for the economy hotel (***H3b***). The effect of positive and negative sentiment decreased as the temporal difference increased (***H4a*** and ***H4b***); however, this effect was significant for the luxury hotel, while not significant for the economy hotel (***H5a*** and ***H5b***)—except for the effect of positive sentiment when it is relatively higher (the quadratic term was significant).

5.3. Limitations and future studies

Although this study provided important findings to add to the extant literature, it is not free from limitations. First, the primary purpose of the current study was to investigate the possible difference of the behavior of sentiment and its influence on TripAdvisor review rating between luxury and economy hotel, thus this study selected six hotel brands—three luxury hotel brands and three economy hotel brands—and collected reviews from 823 hotels under aforementioned hotel brands. Although major brands, which are representative of each scale group were carefully selected, this may somewhat limit the generalizability of this study. Therefore, future studies should consider including other brand hotels as well as other hotel scales (e.g., mid-scale and upscale).

Second, the relationships investigated in this study, which revolves around the topics pertaining to sentiment analysis of social media reviews, could vary based on the reviewer's demographic profile. Thelwall (2018) revealed that online sentiment analysis could be biased based on gender. A study conducted by Kumar et al. (2020) also suggested a possible difference in how people express their sentiment on social media based on age and gender. Therefore, future studies should consider investigating the possible difference between the aforementioned demographic groups.

Lastly, this study also examined the effect of temporal difference on the relationship between sentiment and customer satisfaction. And, in doing so, this study utilized the data and examined temporal differences based on the month, which was available on TripAdvisor. Nonetheless, consumer's sentiment and memory are sensitive to time (Jenkins, et. al., 2002), and thus investigating this relationship based on a shorter period of time (e.g., day or week) could provide a more detailed understanding regarding the influence of time on consumer sentiment and satisfaction.

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Does product variety affect tourism demand? Evidence from a casino tourism destination of Macao

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Abstract:

The study used a dynamic heterogeneous panel approach to investigate the effect of product variety on tourism demand in Macao from 23 provinces (and municipalities) of mainland China. Using the concentration ratio of retail product types as a proxy measure for product variety in retail sector, the study finds that positive relationship exists between product variety of retail sector and tourism demand in Macao. The result not only supports the diversification-led growth hypothesis, but also confirms the importance of retail sector in tourism development of Macao.

Keywords: retail, tourism demand, casino destination

1. Introduction

In response to the competitive environment in the global tourism industry, many destinations diversify their product offerings to sustain development. This is nowhere more evident than in the development process of casino tourism industry. Traditionally, casino destinations attract tourists mainly by providing gambling opportunities which are prohibited in their home origins. As the industry develops with the Las Vegas style integrated resorts proliferate globally, variety of quality hospitality services in accommodation, catering and other entertainments has become the major draw to visitors seeking for holistic leisure experience in a casino destination (Schwartz, 2003). As evidenced by the continuous expansion in casino properties in Las Vegas, Macao and Singapore, development of casino tourism calls for innovation by combining new elements with existing services to avoid demand saturation. Specifically, maintaining a well-balance mix of gaming and non-gaming product offerings is essential to the long term development of these modern casino tourism destinations (MacDonald & Eadington, 2012).

To satisfy heterogeneous tastes of tourists, hospitality firms offer variants of similar products in forms such as different classes in hotels, various types in cuisines and different brands in retails. Existing studies have sought to understand the impact of product variety on firm performance in the hospitality context. For example, Chen, Yeh and Hu (2011) asserts that, by offering rooms of different types, sizes, views and qualities, hotel operators can better manage the excess capacity associated with uncertain lodging demand. Mazzeo (2002) studies the motel market in US and found firms' incentive to differentiate their products depends on the demand characteristics. For products that demonstrate strong demand, firms may have less incentive to adopt differentiation. Garcia and Tugores (2013) develops an evolutionary analysis of hotel sector and shows quality variety plays an essential role to sustain development of destination, especially for those regions with saturated demand. Despite the general recognition on firm level, product variety has not yet been explored on the sectoral level. Specifically, whether diversity in product offering can effectively foster tourism demand of a destination has not yet been explored empirically by rigorous econometric approaches.

This study aims to fill the research gap by modelling the relationship of product variety in the retail sector and tourism demand using visitor arrival from mainland China to a casino destination, Macao (S.A.R China) as the study context. Since the liberalization of gaming industry in 2003, the retail sector in Macao flourished as a result of the rapid growing visitor number, with an annual average visitor arrival of 28.8 million over the past decade (DSEC 2008-2018). In 2018, over 60 % of tourists visited Macao for the purpose of leisure and shopping, and shopping expenditure contributed to 47.3% of total spending as revealed in the visitor spending survey (DSEC 2018). In addition, the continuous investment in integrated resorts (IRs), especially those in the non-gaming facilities, has attracted international brands to establish flagship stores in the casino tourism destination. Variety of retail products expanded in terms of brands, types and qualities expand.

Using a panel of 23 mainland Chinese provinces for the period 2011Q1 to 2019Q4, this study applies the heterogeneous dynamic panel model to analyze the long-term relationship and short-term dynamic between retail product variety and tourism demand in Macao. More specifically, this study examines the impact of the degree of product variety of retail sector on visitor arrival from mainland China to Macao. As mainland China has been the fastest growing market for the retail tourism, examining the effects of product variety in retail sector on tourism demand in Macao can provide potentially useful precedents for understanding the mainland market. The findings can also provide useful insight for the Macao's tourism authority that have strived to monetize the city's broader tourism offerings and leverage the competitive advantage of the IR facilities in order to rebrand the destination into the "World's tourism and leisure center."

2. Literature Review

The strong link between retail trade and tourism has been well-documented in tourism literatures, with existing studies focus mainly on impact of tourism on the local retail sector. For example, in Dudding and Ryan (2000)'s case study of New Zealand's Coromandel region, tourism growth has resulted in new business opportunities, more employment, and higher revenues that benefit not only tourism-related retail operators, but the entire retail sector in the destination. In a recent study, Gholipour, Tajaddini and Andargoli (2021) explores the long- and short- run effect of tourists' shopping expenditure on domestic retail sale. Using panel data of 58 countries, the study found that tourist's retail shopping has a positive and significant impact on domestic retail sector in the long run. The short run analysis shows that impacts are more pronounced on the large countries with popular tourist attractions than their less touristic counterparts.

The impact of retail sector development on tourism, on the other hand, has received less attention, despite the growing evidence of tourist-oriented retail complexes that cater to the needs of tourists. The Mall of America, for instance, entices over 43 million tourists per year in Minnesota and generated over $700 million of expenditure (Wesley, LeHew, Woodside, 2006). Bicester Shopping Village, a luxury shopping outlet in the United Kingdom, provides a range of international brands that entice millions of international visitors, with Chinese tourists' spending accounting for more than 40% of overall sales.

Prior studies assert that the location, accessibility, and size of retail shopping facilities are some of the attributes that plays a key role in attracting tourists to a destination. (Hsieh and Chang, 2006) In addition, retail store environment, merchandise values, service quality, and product differentiation are the key attributes that affect tourist shopping satisfaction. (Wong and Wan 2013) Tourists prefer a large-scale shopping area where they can find a large selection of items and ample leisure and dining options.

Retail facilities in IRs satisfy these conditions. Combining the travel functions of shopping, casino, accommodation, food and beverage and various entertainment in one converged venue, IRs have become the key tourism attraction for the casino tourism destinations (Ahn & Back, 2018). Particularly characterized by high quality and diverse services, IRs aim at attracting tourists seeking various leisure experiences beyond gaming from worldwide (Eadington & Christiansen, 2007). For instance, after the introduction of IRs in 2010, Singapore has witnessed a significant growth in international tourist arrivals and revenues (Lim & Zhu, 2017). Retail shopping revenues have even exceeded gambling and become the largest earners in Singapore's tourism industry since 2012. (Singapore Bloomberg news, 2016).

Evidence suggests that tourist shopping has made significant economic contributions to destinations, especially for those catering mainland Chinese tourists. Over the past decade, mainland Chinese tourists have been the biggest spenders in international tourism, accounting for 21% of world's tourism spending. (The United Nations World Tourism Organization, UNWTO 2018). As the top outbound destination of mainland Chinese visitors, Hong Kong has reported that retail sales to tourists accounted for 2% of the city's Gross Domestic Product (GDP) (Wong and Law, 2003). Shopping accounts for about 50% of Chinese visitors' spending in Hong Kong (Law & Au, 2000). For long-distance international destinations, such as Australia, Chinese outbound visitors also spend a significant proportion of their travel budgets of around 40% on shopping. (Tourism Research Australia 2016).

3. Methodology

3.1. Model specification

To investigate the effect of retail sector on visitor arrival in Macao, the general form of the tourism demand function is specified in a static panel data framework as below:

$$lnVA_{it} = \beta_0 + \beta_1 lnY_{it} + \beta_2 lnP_{it} + \beta_3 lnRV_t + \beta_4 d_{ac} + \beta_5 sd + u_i + \varepsilon_{it} \qquad (1)$$

where subscripts i, represents the visitor origins (i.e the mainland Chinese provinces or municipals) and t denotes quarter in a given year. The natural logarithmic is presented by ln and the specification allows the easy interpretation of coefficients as demand elasticity. The dependent variable is measured by VA, the visitor arrival. The explanatory variable, Y, is the origin's real income and measured by gross domestic product per capita in constant prices. The tourism price variable, P, is the relative cost of tourism with respect to the origin's price level and adjusted by exchange rate.

The variable of interest, RV, measures the degree of product variety of the retail sector. A commonly adopted market concentration ratio, Herfindahl-Hirschman Index (HHI), is used to describe the level of *product type* concentration of the retail sector. HHI is defined as $\sum S_j^2$, with S_j describes the relative number of stores selling a particular product type, j. As the reciprocal of the HHI, the lower (or higher) the HHI value, the higher (or lower) the degree of horizontal variety of the retail sector. Stores selling the 10 most popular tourism retail product types[5] are selected for the calculation of the index. Therefore, RV index of 1 indicates the industry is highly concentrated in one single product (as $\sum S_j^2 \rightarrow 1$) and value of 10 indicates the industry is perfectly diversified across the ten product types (as $\sum S_j^2 \rightarrow 0.1$).

[5] Dryed seafood, medicine, cosmetics, shoes, leathers, electric appliance, watches and jewellery goods, telecommunication products, department stores items.

In addition, to capture the policy effect of the anti-corruption scheme implemented in 2014Q4, a dummy variable, d_{ac}, which represents the binary effect of 'before and after' the policy, is included, with value of 1 assigned to period 2014Q4 - 2015Q4 and 0 otherwise. The estimates of the dummy indicate whether a change in tourist arrivals has taken place during the period the anti-corruption scheme. It is expected the anti-corruption scheme has a negative impact on tourism demand. Besides, since quarterly data is utilized in the study, seasonal dummies, sd, are included to adjust for the seasonal variation of tourism demand.

3.2. Methodological framework

Tourism product differentiation is a long term strategy that involves changes of the structure, or composition of the tourism sectors in the industry. Effect of such changes on tourism demand is not likely to be fully realized instantaneously, but only adjusted partially in the short-term. A dynamic error correction framework that incorporates both the static (or level) estimation and the dynamic partial adjustment process is therefore utilized in the estimation. To start with, an Autoregressive Distributed Lags (ARDL) model is specified as followed:

$$y_{it} = \alpha + \rho_i y_{it-1} + x_{it}\beta' + x_{it-1}\beta^{*\prime} + u_i + \varepsilon_{it} \tag{2}$$

for origins i = 1,….N over time periods t =1….., T, where y_{it} is the dependent variable and x_{it} the regressor vector only includes only time-variant explanatory variables; ρ is coefficient for the lagged dependent variable; β and β^* the vector of coefficients for x_{it} and x_{it-1}; u_i represents the fixed or individual origin effects; and ε_{it} is a random error term that is assumed to be *iid* with N(0, σ^2) across i and t.

The ARDL model specification of (1) is re-parameterised into long- and short-run parts of the error correction model:

$$\Delta y_{it} = \phi_i(y_{it-1} - \theta_{0i} - \theta_i x_{it}) + \beta_i \Delta x_{it} + \varepsilon_{it} \tag{3}$$

Where $\phi_i = -(1-\rho_i)$, $\theta_{0i} = \frac{u_i}{1-\rho_i}$, $\theta_i = \frac{\beta_i + \beta_i^*}{1-\rho_i}$

ϕ_i is the error-correction coefficient measuring the speed of adjustment to the long run equilibrium. The vector θ_i contains the long-run impact coefficients on the number of visitor arrivals and can be interpreted as the long-run elasticities; while the β_i captures the short-run parameters, reflecting growth in tourism demand depends also on the changes in the determinants.

To estimate this dynamic panel process, the pooled mean group (PMG) and mean group (MG) estimator developed by Pesaran, Shin & Smith (1999) and Pesaran & Smith (1995) are utilized. Compared with the traditional dynamic fixed effects (DFE) models, or the models with generalized method of moments (GMM) estimators, which pool the individual groups and allows only the intercepts to differ across groups, the PMG and MG techniques estimates the heterogeneous parameters across panel units.

4. Results

Prior to the dynamic panel model estimation, unit root tests are conducted to verify the stationarity of the variables. Four sets of unit root tests results are presented in Table 1. While Levin, Lin and Chu (LLC) test (2002) and Maddala and Wu test (1999) (i.e Fisher ADF) assume homogeneity and provide a pooled estimator of the autoregressive parameters, Im, Pesaran and Shin (IPS) (2003) and Hadri-LM (2000) tests are based on a heterogeneous specification of the autoregressive parameters (Hurlin and Mignon, 2007). Despite the different specification and assumptions, the results show that the visitor arrival (VA), income (Y), relative price (P) and retail product variety (RV) are stationary at first differenced I(1) for all tests. As all variables are integrated at order 1, the co-integration relationship among the variables can be further investigated.

Table 1 *Panel unit-root tests*

	LLC	p-value	ADF	p-value	IPS	p-value	H-LM	p-value
VA	1.354	0.912	0.246	0.597	-0.589	0.278	6.949	0.000
d.lva	-22.082	0.000	-22.731	0.000	-16.322	0.000	-4.192	1.000
Y	28.73	1.000	-2.149	0.016	1.386	0.917	-2.368	0.991
d.lgdp	-26.013	0.000	-31.199	0.000	-19.846	0.000	-4.717	1.000
P	-6.336	0.000	-0.094	0.463	-0.854	0.197	6.215	0.000
d.P	-62.536	0.000	-2.656	0.004	-16.495	0.000	-3.683	0.999
RV	12.166	1.000	-0.568	0.285	-1.228	0.11	66.407	0.000
d.RV	-11.935	0.000	-12.58	0.000	-16.717	0.000	-1.077	0.859

Note:
For LLC, ADF and IPS, null hypotheses is panels contain unit root. For H-LM, null hypotheses is panels are stationary.

Panel co-integration tests of Pedroni (2004) are performed to confirm the long run co-integration relationship among variables. Table 2 presents the co-integration test results. All the test statistics, except ADF, shows that long-term equilibrium relationship exists among the tourism demand and the determinants. The presence of a co-integrating relationship implies that the error correction term in the dynamic panel model is negative and significant.

Table 2 *Heterogeneous panel co-integration test*

	Panel		Group mean	
V	-1.821	(0.034)		
Rho	0.1105	(0.456)	1.269	(0.102)
PP	-3.464	(0.000)	-3.151	(0.000)
ADF	1.025	(0.153)	3.205	(0.000)

Note: p values are given in parentheses

Table 3 lists the results of the PMG, MG and DFE estimators. Hausman test (between PMG and MG) is conducted to examine whether imposing slope homogeneity on long-run estimates is valid. The Hausman tests failed to reject the null hypothesis of long-run coefficients homogeneity and supports the validity of pooling the long-run estimates. The results indicate that, the origin provinces share a common long run equilibrium relationship between tourism demand and its determinants. Therefore, PMG estimates are more efficient and consistent.

Table 3 *Estimation results on PMG, MG and DFE estimators*

Dependent variable d.VA	PMG	MG	DFE
error correction	-0.081***	-0.380***	-0.491***
	(0.031)	(0.055)	(0.034)
Long run coefficient			
Y	0.691**	0.840**	0.557***
	(0.315)	(0.412)	(0.107)
P	-2.744*	0.565	-0.328
	(1.454)	(1.902)	(0.834)
RV	4.731***	2.821*	1.701**
	(1.570)	(1.629)	(0.862)
dac	-0.282***	-0.058	-0.108***
	(0.082)	(0.093)	(0.042)
sd2	1.326	0.280	0.303
	(1.214)	(1.243)	(0.407)
sd3	2.202**	-0.060	0.072
	(1.121)	(1.095)	(0.360)
sd4	1.794	-1.275	-0.168
	(1.123)	(1.849)	(0.367)
Short run coefficient			
D.Y	-0.018	-0.013	-0.153*
	(0.018)	(0.130)	(0.093)
D.P	-0.754***	-0.293*	-0.126
	(0.272)	(0.156)	(0.323)
D.RV	1.034***	0.915***	0.491
	(0.323)	(0.316)	(0.543)
Constant	0.700***	0.417	1.990**
	(0.248)	(0.610)	(0.775)
Hausman test (Prob> $\chi 2$)	2.57 (0.86)		
No of provinces	23	23	23
Observations	805	805	805

Standard errors in parentheses. *** p<0.01, ** p<0.05, * p<0.1

The error correction terms are negative and highly significant at 1% level across all model specifications. Consistent with the Pedroni co-integration test results, this indicates strongly the presence of a stable long-run equilibrium relationship between visitor arrivals, income, relative prices and diversification measures. The speed of adjustment coefficients ranged between -0.081 to -0.491 across the different model specifications.

All the long-run income elasticity estimations have the expected positive signs and statistically significant ranged between 0.557 and 0.840, depending on the estimation methods. Elasticity of less than unity suggests that casino tourism in Macao is likely to be normal (and necessity) good for mainland Chinese visitors. For the long-run price elasticity of tourism demand, only the PMG estimates has the expected negative sign and statistically significant. The findings suggest that mainland China visitors may not be price sensitive to tourism in Macao.

The variable of our primary interest, product variety index, RV, has long-run coefficients ranged between 1.701 and 4.713 across different estimation methods. All coefficient estimations have the expected positive sign and highly significant at 1% level. The result indicates diversity in retail product contributes to tourism demand in the long-run.

As expected, the coefficients of policy dummy, d_{ac}, are negative and highly significant for most of the model except the MG specification. The results show that anti-corruption scheme had significant negative impact on visitor arrivals, especially during the period of 2014Q4 to 2015Q4. The seasonal dummies, however, are insignificant for all model specifications.

For the short-run dynamics, most of the income coefficients are unexpectedly negative and statistically insignificant (except the DFE estimates). Most of the short-run price coefficients have the expected negative signs and statistically significant except DFE specification. The results indicate tourism dynamic in Macao are not sensitive to the short-term change in income and prices (and exchange rate) in mainland China. In addition, the change of product variety is positive and highly significant at 1% level for PMG and MG model specifications, suggesting that tourism growth in Macao is contributed by the diversification expansion rate even in the short-run.

5. Discussion and Conclusion

The study used a dynamic heterogeneous panel approach to investigate the effect of diversification on tourism demand in Macao from 23 provinces (or municipalities) of mainland China, controlling for other covariates. Using the concentration of product types product variety measures, co-integration relationship is found to exist between retail product variety and tourism demand.

The significant estimations of retail product variety measures confirm retail sector has a strong link with the development of tourism. Consistent with the diversification-led tourism growth hypothesis, the findings indicate product variety is crucial for long-run tourism development. Specifically, given the multi-faceted nature of the casino destination, which has been characterized by multidimensional entertainment facilities and high quality of hospitality services, the diversity of tourism product offering is a particularly essential determinant for casino tourism demand in Macao. As evidenced, non-gaming facilities have been expanding over the last decade, and attracted more visitors arriving for other leisure purposes beyond gaming.

This study has some clear contributions. First using the under-utilized approach of the dynamic heterogeneous panel model, the study reinforces the role of product variety as a driving force for tourism demand in both the long term and the short term. Second, it is the first study to investigate the relationship between product sector development and tourism demand on a macro level. As retail shopping has been an important tourism activity for mainland Chinese tourists, the results further justify enhancing retail product variety is an effective strategy to attract tourism demand from China. The findings of this study also support Macao's macro-policy in pursuing the diversification-led development. the tourism authority should seek to work strategically with casino industry to develop new products or repackage destination attractions. It is suggested future studies should focus on investigating different impacts of product variety on long- and short-distance market; or the mature and less mature origin market to explore the potential for the potential for market diversification.

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Recreational value of a national wetland park: Application of the Choice Experiment and Individual Travel Cost Methods

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Abstract:

To evaluate the recreational value of wetlands scientifically is significant for sustainable exploitation. This study evaluates the non-use value and use value of Haizhu National Wetland Park, China, by using choice experiment method (CEM) and individual travel cost method (ITCM). Results show that the per capita and total recreational value are 250.91 CNY and 80.04 million CNY, respectively. Tourists' marginal willingness to pay (MWTP) for each attribute demonstrates a trend of "wetland popular science education" (22.62 CNY) > "folk culture display and inheritance" (13.40 CNY) > "water visibility" (0.47 CNY) > "open area of the park" (0.19 CNY).

Keywords: recreational value, choice experiment method, individual travel cost method, sustainable development

1. Introduction

As important natural resources, wetland parks provide leisure and recreational opportunities for human beings (Xu, Kim, Liang, & Ryu, 2018). As of March 2021, there are a total of 899 national wetland parks established in China, which are with high recreational value and dominated by wetland landscapes with significant ecological and cultural value (Zhou, Guan, Huang, Yuan, & Zhang, 2020). However, the recreational value of wetlands is usually not revealed by market mechanisms (Sinclair, Ghermandi, Moses, & Joseph, 2019), thus resulting in the recreational services of a natural ecosystem being undervalued/unvalued (González, Marrero, & Navarro-ibáñez, 2018). And uncivilized tourism behavior or unreasonable exploitation may lead to the loss of recreational value.

Although a few previous studies (Cook, Malinauskaite, Davíðsdóttir, & Ögmundardóttir, 2020; Jaung & Carrasco, 2020) have considered non-use value and use value simultaneously, they are limited to discussions on the connotation of recreational value and estimation methodologies. While delving into the non-use value, tourists' preference for attributes of resources is often neglected. Therefore, there is a need to promote other non-market valuation methodologies to extract recreational value for national wetland parks (Catma, 2020).

Taking Haizhu National Wetland Park as an example, this study attempts to fill the research gaps by 1) applying CEM, a non-market valuation technique, to estimate the non-use recreational value 2) and applying ITCM to estimate the use value, thereby providing a comprehensive model for recreational value estimation. In the estimation of the non-use value based on CEM, we attempted to identify the composition of natural and socio-cultural attributes of a wetland park, as well as tourists' willingness to pay (WTP) for each attribute and thereby the total non-use value of a wetland park. Furthermore, we discuss the probability for changes in tourists' choice when an attribute of the wetland park changed marginally. The findings are conducive to deepening our understanding of recreational value and serving tourism development and management of national wetland parks.

2. Literature Review

A few previous studies were conducted to estimate the recreational value of wetlands, but only capturing use value (Ghaemi & Panahi, 2011; Gürlük & Rehber, 2008) , which may result in underestimation of recreational value (Lankia, Neuvonen, & Pouta, 2019).To provide a comprehensive estimation, a few previous studies tried to divide the recreational value into non-use value and use value estimated by contingent valuation method (CVM) and travel cost method (TCM) separately (Emiru, 2017). Traditionally, CVM is failing to measure the value of each attribute of multi-attribute ecosystems (Tan et al., 2018). Compared to CVM, CEM is not only capable of estimating the total non-use value, but also advantageous in reflecting tourists' trade-offs between attributes (Sun, Zhou, & Lei, 2019). For the estimation of use value, ITCM in TCM, is commonly applied in prior studies (Mayer & Woltering, 2018). ITCM emphasizes individual tourist's travel cost and leads to a scientific outcome (Liu, Chen, & Hsieh, 2019).

3. Methodology

We apply CEM and ITCM to estimate the non-use and use value respectively and then integrate the outcomes to justify the whole recreational value. A questionnaire is developed to collect data from tourists traveling to Haizhu National Wetland Park, which is located in central of Guangzhou, China and the largest and the most beautiful of all inner-city national wetland parks (Haizhu Wetland, 2021). The questionnaire consists of four sections. The first section is designed to collect data for ITCM, which includes the number of tourists' trips, personal travel cost, length time of transportation, and length of time for recreation. The second section is designed for CEM, which asks respondents to choose their preference for a certain status of the wetland park. We follow four steps suggested by Kim & Park (2017) to design the experiment scenarios: (1) identify the core attributes constituting a wetland park, (2) specify attribute levels, (3) generate diverse alternatives by combining attributes in different levels, (4)randomly block alternatives into different choice sets. The third section includes the respondents' demographic traits. The fourth section is the content validity check. A pretest is conducted before the data collection to ensure validity and reliability. In total, 525 questionnaires are distributed, and 503 of them are returned validly, representing a respondent rate of 95.81%.

4. Results

4.1. Non-use value

The conditional logit model is used to estimate the non-use value using Stata 15.0. The model shows a good model fit ($p < 0.001$) and the results are presented in Table 1. The coefficients of "water visibility", "open area of the park", "wetland popular science education" and "folk culture display and inheritance" are all significant and positive ($p < 0.1$), indicating that tourists show significant preferences for these attributes, and as the levels of these attributes increase, the tourists' recreational utility increases accordingly. The coefficient of "tourists' WTP" is significant and negative ($p < 0.01$). As the amount of payment increased on the choice sets, the probability of selection decreased, indicating that rational decision-making had taken place (Park & Song, 2018). Moreover, the coefficient of "species of rare birds" is insignificant ($p > 0.1$), indicating that tourists may not be able to enjoy bird-watching while traveling in the park.

Table 1 Output of conditional logit model estimation

Attributes	Coefficient	S.E.	Z statistic	P- value	Odds ratio	MWTP
Tourists' WTP	-0.0110068	0.0017676	-6.23	0.000	0.9890535	-
Species of rare birds	0.0311694	0.0246064	1.27	0.205	1.03166	-
Water visibility	0.0052128	0.0013712	3.80	0.000	1.005226	0.47
Open area of the park	0.0020398	0.0004074	5.01	0.000	1.002042	0.19
Wetland popular science education	0.2489468	0.086382	2.88	0.004	1.282674	22.62
Folk culture display and inheritance	0.1474371	0.0863227	1.71	0.088	1.15886	13.40

Tourists' MWTP for each attribute is that "wetland popular science education" (22.62 CNY) > "folk culture display and inheritance" (13.40 CNY) > "water visibility" (0.47 CNY) > "open area of the park" (0.19 CNY). It indicates that it is more ideal for tourists if "wetland popular science education" and "folk culture display and inheritance" increase from a medium level to a high level.

When the attributes of the wetland park are improved from the "status quo" to the "ambitious" scenario, the per capita non-use value is 8.03 CNY. It reveals each tourist is willing to pay 8.03 CNY for the future construction of the park. The total non-use value is 2.56 million CNY.

4.2. Use value

We use Stata 15.0 to analyze the data with zero truncation Poisson regression model. We compare a univariate model with a multivariate model, and the results show that the multivariate model fits better than the univariate model. The total travel cost and five demographic traits are included as the explanatory variables in the final model. Therefore, the per capita use value of Haizhu National Wetland Park is 242.88 CNY, and the total use recreational value is 77.48 million CNY.

4.3. Total recreational value

According to the results of non-use and use value, the per capita total recreational value of Haizhu National Wetland Park is 250.91 CNY, and the total recreational value is 80.04 million CNY. It is worth noting that although the non-use value is far less than the use value, it is still an indispensable component of recreational value. It reflects tourists' WTP for recreational resources and can be used as an important theoretical basis for ticket pricing (Fan & Zhao, 2013).

5. Discussion and Conclusion

5.1. Discussion and implications

This study enriches the estimation model for wetlands' recreational value. For one thing, unlike prior studies that merely focus on either non-use or use value, we consider the non-use and use value of resources holistically. And we integrate sociocultural attributes (e.g., "wetland popular science education" and "folk cultural display and inheritance"), which have been ignored in prior studies, into the estimation model. For another, we apply CEM, rather than CVM, for the non-use value estimation to further delve into tourists' preferences towards attributes of the wetland park.

According to the theoretical findings, several managerial implications are proposed.

First, the per capita non-use value can be used for the adjustment of ticket pricing. Second, it is suggested to strengthen the education and management of tourists' recreational behaviors. Third, it is necessary to coordinate the relationship between nature conservation and tourism development in the wetland park. For example, since tourists prefer the natural attributes of wetland parks, managers should pay attention to the maintenance and treatment of the water resources and environment. Fourth, considering the importance of sociocultural attributes, managers should enrich both the ecological and cultural connotations of wetland parks.

5.2. Limitations

Despite the contributions, this study is not free from limitations. On the one hand, the attributes of the wetland park identified in this study may not be generalized in other sites. It is necessary to verify or redesign the attribute system when estimating other natural resources' recreational value. On the other hand, we select the five most important attributes for CEM design, while in the future, other attributes can be also taken into account for recreational value estimation according to the characteristics of the natural resources.

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How can home-sharing platform affect opening and closure of traditional lodging properties

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Abstract:

We explore the relationship between traditional lodging properties and home-sharing lodging properties which can be represented as Airbnb focusing on South Korea. For this, we examine how the supply of Airbnb affect supply or closure of existing lodging properties based on Porter's five forces model empirically. Expected contribution of our study also mentioned.

Keywords: Hotel, Home-sharing business, Platform, Type of lodging

1. Introduction

As the sharing economy has affected many industries, the lodging industry is also affected. Home-sharing economy users in the U.S. are projected to grow by more than 20%, from 58 million in 2019 to 2023 (Lock, 2020). There has been a lot of research on the relationship between existing accommodations and shared accommodation (Dogru, Hanks, Mody, Suess, & Sirakaya-Turk, 2020). However, it is said that there continues to be an unorganized discussion between the two areas. Also, they say that more continuous and sufficient research should be done (Leick, Kivedal, Eklund, & Vinogradov, 2021).

Meanwhile, Airbnb plays a role of a new sales channel for existing facilities as well as a platform for home-sharing lodging properties. In South Korean lodging industry, facilities such as motels, pensions, or guest houses that can sales a room through Airbnb are also located throughout the region. Existing studies have identified the relationship between Airbnb and existing facilities in a dichotomous manner but have not considered supporting existing facilities as Airbnb's platform.

We examine the relationship between Korean accommodation facilities and Airbnb in terms of the amount of business opening and closure. The relationship among traditional tourist hotels, existing accommodation facilities excluding tourist hotels, and Airbnb will be explained with Porter's five forces model. Specifically, it has the following research objectives. First, we investigate how Airbnb and other lodging facilities affect the opening or closure of tourist hotels empirically. Second, we explore the correlation between Airbnb and substitutes of tourist hotels. <Figure 1> shows a research framework. For this, opening and closure data of accommodation in South Korea from 2015 to 2019 will be matched with AirDNA data.

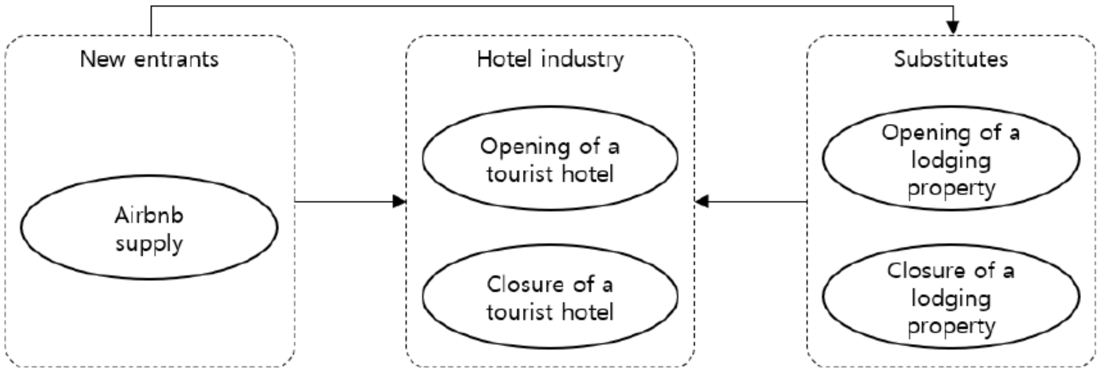

Figure 1. Research framework

2. Literature Review

2.1. Home-sharing business and hotel industry
Since the sharing economy began to affect the lodging industry, and Airbnb, a leading company, appeared, researchers have begun to study Airbnb's influence in the hotel industry. Previous studies conducted empirical verification by applying disruptive innovation theory to explain the negative effects of Airbnb on the existing lodging industry (Blal, Singal, & Templin, 2018). A study of differences according to the geographical location of hotels and Airbnb was also conducted (Yang & Mao, 2020). The study of the mutual role of the two groups presents three findings distributedly. First of all, there is a result that the hotel's performance is damaged by the appearance of Airbnb and has a negative impact. Second, Airbnb, which has newly emerged in the lodging industry, has no significant negative impact on existing operators. The final discussion dealt with a positive impact of increasing the overall accommodation industry market size by providing accommodation using home-sharing lodging properties. Common proposals for follow-up studies say that the influence of the sharing economy in the lodging industry has not been unified and that continuous research is needed.

2.2. Porter's five forces model
According to Michael Porter, five parties in the industry, including competitors, can impact the business, and their influence should be considered when formulating a competitive strategy (Porter, 2008). New entrants, substitutes, suppliers, buyers, and existing competitors fall into this model. In previous studies, the model was applied to analyze the competitive situation of various industries. In our work, we apply the model focusing on the role of new entrants and substitutes from the perspective of hotels. We have established Airbnb as a new entrant and have set up motels and other accommodations as alternatives.

3. Hypotheses Development

In previous studies, many empirical tests have been conducted on the negative effects of hotels due to Airbnb's involvement in the lodging industry (Dogru et al., 2020). In particular, there is a research finding that the hotel's performance was degraded due to Airbnb's intervention. In Porter's five-forces competition model entry barriers can hinder new entrants from entering the market in the case of existing operators. However, the supply of accommodation using Airbnb can pose a threat from a hotel's point of view because it is easier to participate in the platform as a provider than a hotel or existing business (Leoni, 2020). Additionally, hotels may suffer from oversupply problems due to increased rooms through Airbnb. Accordingly, the following hypothesis is established.

H1. Airbnb's supply will have a negative impact on the opening of the hotel.
H2. Airbnb's supply will have a positive impact on the closure of hotels.

In our study, facilities that sell rooms through Airbnb such as motels, guest houses, and pensions excluding hotels are defined as other types of lodging properties. Airbnb also acts as a new sales channel for existing accommodations. If you look at the list of Airbnb products in Korea, not only individual hosts' rooms but also small-scale accommodations are sold (Oskam & Boswijk, 2016). In the case of accommodation types where rooms can be sold through Airbnb, supply will increase and business closures will decrease as product sales become smoother due to the Airbnb platform. Accordingly, the following hypothesis is established.

H3. Airbnb's supply will positively correlate with opening of other types of lodging properties, except for tourist hotels.
H4. Airbnb's supply will negatively correlate with closure of other types of lodging properties, except for tourist hotels.

4. Methodology

We set South Korea as the study area. It can be divided into 16 large and small regions, including Seoul. Data related to the supply and closure of business for tourist hotels and other accommodation facilities were collected from local administrative license data (localdata.go.kr). Specifically, we collected data from 16 regions per month from January 2015 to December 2019 and analyzed a total of 960 data. Airbnb's supply-related data uses AirDNA's Korean data. This data also checks the Airbnb supply data that occurred simultaneously and at the same regional level for a month. Our study tests the hypothesis through regression analysis.

5. Expected Implications

Through this study, we will understand the relationship between Airbnb and the supply of existing accommodation facilities in Korea. In addition, our research will consider the impact of Airbnb's role as a platform depending on the type of accommodation. Since the monthly data is divided into 16 regions and analyzed, it is expected that the results can be analyzed and discussed by temporal and spatial classification of the analysis results. Finally, our research can be used as basic reference for establishing policy strategies related to the Korean lodging industry.

Acknowledgement

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Sustainable spa service strategies – Is it robot or AI?

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Abstract:

Robots and Artificial Intelligence (AI) applications in the service sector are in the spotlight and their implementation in the Spa and Wellness industry remains in the shadow. Through questionnaire analysis aimed at the Greater Bay Area respondents in China, this study aims to study the differences of robots and AI in enhancing the service and creating experience in the Spa and Wellness Industry as part of the Tourism domain, as well as how customers perceive the significance with reference to the two specific technologies. The results are summarized in a mediation model, with robots being better explained by the model.

Keywords: Experience Creation, The Greater Bay Area, Service Enhancement, Smart Technologies, Spa and Wellness

1. Introduction

Robotic technology in tourism and hospitality studies has stimulated numerous research interests from different angles such as hotels and restaurants (Berezina et al., 2019; Ivanov et al., 2018; Kuo et al., 2017) and so has the AI technology (Pillai & Sivathanu, 2020; Ruel & Njoku, 2020). Meanwhile their specific usage in the Spa and wellness industry remain largely unstudied, leaving a blatant research gap despite the fact that its application in Spa has since long been discussed and advocated (Chen, 2010; Xu et al., 2009). Also, speaking from a technological point of view, it is necessary for marketers to understand whether their Spa robots and or AI technology are reaching out to meet the needs of guests and actually helping them gain customer loyalty (Lee et al., 2003) and satisfaction (Meuter et al., 2000). Besides, due to their distinctive natures, robots and AI often perform differently in the hospitality and tourism realm (Cain et al., 2019). Therefore, it is of great interest to investigate the attitudes and opinions of robot and AI users in the Spa industry, the mechanism behind their interactions and the major differentiation between the two technologies.

This study intends to explore the effect of Service Enhancement and Experience Creation on Perceived Significance of robots and AI in the Spa industry of the Greater Bay Area. At the same time, it tries to find out how this effect may vary between stages of the Spa service experience, such as the Check-in (CI), Waiting Room (WR), Treatment Room (TR), Check-out (CO), and Other Duties (OD), in a logical and physical order. For this purpose, a mediation model is set up with Service Enhancement as the independent variable, Experience Creation as the partial mediating variable and Perceived Significance as the dependent variable, since many researches have paid attention to the mediating role of customer experience (Sheng & Teo, 2012; Srivastava & Kaul, 2014). Moreover, the Service Enhancement is also designed to affect customers’ Perceived Significance directly.

2. Literature Review

2.1. Experience Creation

takes the position that the customer experience comprises the total experience, inclusive of the search, purchase, consumption, and after-sale phases, which may involve multiple retail channels. As a consequence, the customer experience of Spa goers is also extensive to the whole service process, i.e. Check-In, Waiting Room and so on.

The mediating role of customer experience is a well-documented feature. In the hospitality and tourism researches, examined the impact of brand equity and demographic characteristics on United Arab Emirates' hotel industry brand loyalty by specifying customer experience as the mediating role. investigated the mediating role of customer experience in the relationship between service-scape and the customer engagement value within the hospitality industry. Researches in other fields have also borne good fruits. examined the moderated mediating mechanism of forming customer experience and its subsequent patronage behavior in the context of omnichannel retailers. The results of also reveal that co-created customer experiences play a role of mediator between social CRM capabilities and performance outcomes.

2.2. The Greater Bay Area

The Greater Bay Area, marked by its unique Cantonese culture, has been productive in applying robots and AI in Intellectual Property building and creative industry management (Shao, 2021) with the help of many "innovative technology talents" (Yu-Shen et al., 2020), thus providing a promising territory such as Macau (Yu & Ngan, 2019) for robots and AI research in the tourism arena.

2.3. Service Enhancement

Service enhancement in the Spa and Wellness industry is an everlasting hot topic, with some scholars applying the 6-Sigma method to fitness clubs (Cheng et al., 2012). It is also confirmed that customer satisfaction is another critical factor for service quality enhancement of Spa business (Chieochankitkan & Sukpatch, 2014), which entails novel channels to improve it, like smart technologies.

2.4. Smart Technologies

The use of smart technologies have sparked heated discussions especially under the pandemic, when hotels are supposed to implement regular hygiene tests either by hand or by automated (i.e. robot-based) practices (Jiang & Wen, 2020). Also, some hotels enable guests to interact with robot concierge through a value adding process (Buhalis & Leung, 2018). It is foreseeable that robots in the Spa can undertake some tasks such as serving the food (Mueller et al., 2014), fetching the massage oils and towels (Guizzo, 2014), assisting customers in finding items like the OSHbot (a mobile tower robot equipped with large touch screens on the front and back) (Rodriguez, 2014), or even creating comfortable scents to tailor make the Spa ambience (Yeon et al., 2015).

On the other hand, AI is one of the key drivers of the digital wellness era (Thomford et al., 2020) with its hyper learning capabilities. According to the statements of , the artificially intelligent concierge robots learn and extend their knowledge with every interaction with guests. There is also a recommendation system for personalized wellness therapy, with the matching task performed using an artificial intelligence approach employing case-based learning (Lim et al., 2013).

It is worth noting that in related smart technology studies, robots and the AI are often mentioned together (Mingotto et al., 2020; Tuomi et al., 2019), as set out to discuss the innovation of robots for an era of artificial intelligence, and constructed a multidisciplinary artificial intelligence model of an affective robot. However, these two smart technologies actually epitomize divergent natures, as points out, a robot is able to "perform smart operations" when it is difficult for humans to stay for long periods of time, while the trial-and-error learning of AI can "find operational strategies or answers" much faster than humans. Due to their essential difference, it is thus predictable that the two technologies would exert different effects in Spa and Wellness service enhancement and experience creation, as well as perceived significance.

2.5. Spa and Wellness

The pandemic has not decimated the wellness industry, as a matter of fact, it has urged people to pay greater heed to how a global health crisis might impact on visitors' re-visitation to health and wellness tourism destinations (Thomford et al., 2020). Some even call it the "Collapse in Tourism" as the health tourism, including medical tourism, elderly and disabled tourism, thermal health and Spa & wellness tourism is actually not fulfilling its health purposes because of health concerns under the pandemic (Şeker & Solak). As such, it is imperative to find a new channel to help contain the pandemic while supporting health tourism, for example through new-fashioned smart technologies (Kummitha, 2020; Sonn et al., 2020).

3. Methodology

3.1. Research Design

The methodology takes the concept of Technology Acceptance Model (TAM) (Davis, 1989), which states that customers' behavioral intention to use a technology and their systematic use of it is affected by the perceived usefulness (PU) and ease of use (PEOU) concerning that type of technology, in which case the perceived usefulness is often the mediator (Venkatesh et al., 2003). Other factors, such as hedonic motivation have been proposed by latter-day scholars (Araújo Vila et al., 2021). In the robotic studies, the TAM model appears in a burgeoning literature, especially in the restaurant and service encounter sectors (Lee et al., 2018; Stock & Merkle, 2017). So has the AI been studied with extended TAM model (Alhashmi et al., 2019), itself being described as "similar to any new technology" (Lin & Xu, 2021).

The study mainly follows the pattern of the simplified TAM model as shown in Figure 1 (Pantano & Di Pietro, 2012), but adopts innovative variables like Service Enhancement, Experience Creation, and Perceived Significance as illustrated in Figure 2. Thus a quantitative method based on Structural Equation Modeling will be adopted to examine the questionnaire survey via PROCESS macro v3.4.1 on SPSS 26.0 software (Hayes, 2017), including comparison between different technologies in various areas to portray the effects under changing circumstances.

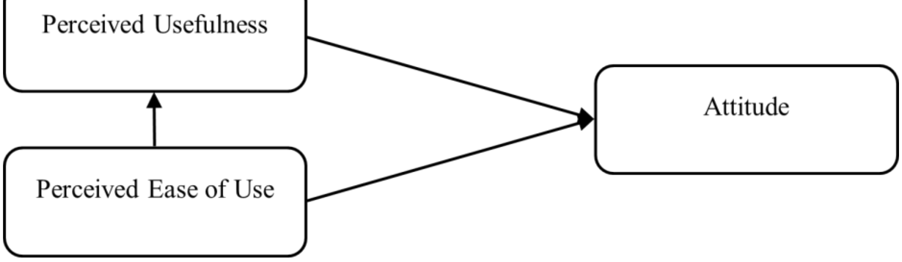

Figure 1. The TAM Model as illustrated by

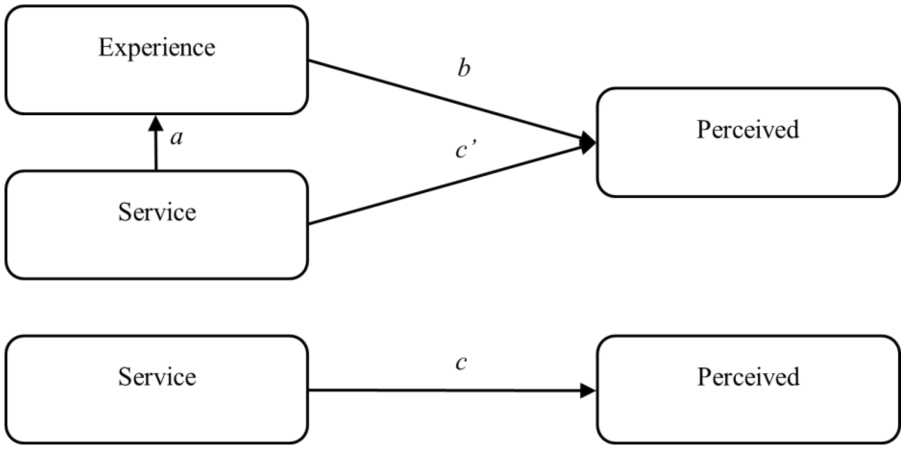

Figure 2. The Mediation Model

3.2. Questionnaire Design

The proposed questionnaire asks respondents explicitly to what extent they believe (1) Some certain type of smart technology (robot or AI) should exist in a specific area (CI, WR, TR, CO and OD) of the Spa complex; (2) The same technology can enhance services in that area; (3) The same technology can create fun & memorable experiences in that area. The three categories of answers were then measured by a 5-point Likert scale, with 1 being "Strongly Disagree" and 5 being "Strongly Agree". The scores were later converted to three variables, literally Perceived Significance, Service Enhancement and Experience Creation. The demographic information was also surveyed in the questionnaire.

3.3. Data Collection

The survey was carried out by means of the convenience sampling method, targeting mainly the millennial citizens who have experienced smart technologies in Spa practices. The main sampling location was the City University of Macau, with other universities and organizations also included. The data collection finish date was 12 March, 2021.

4. Results

4.1. Profile of the respondents

Of all the respondents, considering the majority, 86.0% of them are non-Spa member, 86.8% are from Mainland China, 60% are female, 65.0% experience Spa once a year, 42.8% are under 20, 66.4% are unemployed, and 46.0% of them have zero income as students, as shown in Table 1.

4.2. Correlation Analysis

A correlation analysis, as displayed in Table 2, would reveal that the three dependent, independent and mediating variables are highly correlated (>0.68) (Ratner, 2009), satisfying the conditions necessary in establishing mediation (Baron & Kenny, 1986; James & Brett, 1984; Judd & Kenny, 1981).

Table 1 *Demographics of Respondents*

Category	Percent	Category	Percent
Country of Origin		Age Range	
Europe	2.4	Below 20	40.8
U.S.A. & Canada	1.9	Between 21 to 35	46.6
Middle East	1.0	Between 36 to 50	9.4
Australasia	0.8	Between 51 to 65	2.6
Asia	5.6	Above 65	0.6
Mainland China	87.5	Occupation	
Others	0.8	Self-employed	12.5
Sex		Junior executive	5.3
Female	57.4	Middle management	5.3
Male	42.6	Professional	3.5
Frequency of Spa		Business owner	2.4
Once a year	63.0	Retiree	1.1
Twice a year	15.7	None of the above	69.9
Quarterly	10.1	Salary Range per annum	
Monthly	6.1	Below US $10,000	31
Twice a month	2.6	US$11,000-US$30,000	9.1
Over 3 times a month	2.6	US$31,000-US$50,000	4
Frequency of Travel		US$51,000-US$70,000	2.2
Once a year	62.2	US$71,000-US$90,000	1.3
Twice a year	19.0	US$91,000-US$110,000	0.5
Quarterly	10.4	Above US$120,000	3.7
Monthly	6.1	Not Applicable	48.2
Twice a month	2.2		

Table 2 *Mediation Model Results*

Variable		Perceived Significance	Service Enhancement	Experience Creation
Perceived Significance	Coefficient	1		
	Sig. (2-tailed)			
Service Enhancement	Coefficient	0.773*	1	
	Sig. (2-tailed)	0.000		
Experience Creation	Coefficient	0.686*	0.739*	1
	Sig. (2-tailed)	0.000	0.000	

Note. *p < .001.

4.3. Regression Coefficients

The results shown in Table 2 imply that generally the Service Enhancement and Experience Creation hold significant positive effects (ps<0.05) on respondents' Perceived Significance of the specific technology, with the former factor being more prominent (c'=0.60 in Total regression) and the latter one acting as a mediator (a=0.75 in Total regression). The more a customer feels robot or AI technology enhances their Spa service, the more it creates their Spa experience and justifies its existence in the Spa business. The model is able to explain approximately 56-71% of all the variations.

On the other hand, the Service Enhancement is most influential in the Check-Out area of AI (c'=0.68) while the Experience Creation is also most effective in the Check-Out, but of the Robot category (b=0.44). Overall, the model has more explanatory power in the Robot part than AI, since it presents bigger R-sq values. Spatially speaking, the Check-In area produces the largest consonant terms in the mediation model (1.23, 0.59, 1.24 and 0.74), but ranks lowest in the coefficients of corresponding independent variables (0.69, 0.17, 0.68 and 0.14). The Treatment Room yields the largest *a* (0.80, as in AI) and *c* (0.86, as in Robot) values and also tops in R-sq values in four of the six regression groups (0.63, 0.71, 0.68 and 0.59).

In total, the partial mediation is verified, in which case the *X*→*Y* path effect size *c'* shrinks in absolute value but is still greater than zero after introducing the mediator, noting that *c*=*ab*+*c'*, which means there is an indirect effect of *X* on *Y* through *M*=*ab*, and a direct effect of *X* on *Y*=*c'*. Meanwhile, all R-sq values in the *X, M*→*Y* path are greater than their *X*→*Y* path counterparts, further confirming the mediating role of Experience Creation.

Table 3 *Mediation Model Results*

Technology	Area	*X*→*M*			*X, M*→*Y*				*X*→*Y*		
		Const	*a*	R-sq	Const	*b*	*c'*	R-sq	Const	*c*	R-sq
Robot	CI	1.23**	.69**	.44	.59**	.17**	.66**	.58	.80**	.78**	.57
	WR	.77**	.79**	.57	.40**	.27**	.61**	.63	.61**	.82**	.60
	TR	.85**	.78**	.63	.20*	.27**	.65**	.71	.43**	.86**	.68
	CO	.88**	.77**	.60	.53**	.44**	.41**	.63	.92**	.75**	.56
	OD	.81**	.78**	.54	.48**	.21**	.66**	.68	.65**	.82**	.65
	Total	.91**	.76**	.55	.43**	.26**	.61**	.64	.67**	.81**	.61
AI	CI	1.24**	.68**	.45	.74**	.14**	.66**	.56	.91**	.75**	.55
	WR	.96**	.74**	.53	.67**	.26**	.57**	.59	.91**	.76**	.56
	TR	.74**	.80**	.59	.43**	.33**	.54**	.65	.68**	.81**	.60
	CO	.82**	.77**	.57	.51**	.18**	.68**	.63	.65**	.82**	.61
	OD	1.06**	.74**	.57	.57**	.40**	.46**	.65	.99**	.75**	.58
	Total	.96**	.75**	.54	.58**	.25**	.59**	.61	.82**	.78**	.58
Total		.94**	.75**	.55	.50**	.26**	.60**	.63	.74**	.80**	.60

Note. *$p < .05$, **$p < .001$, with maximum values in each column shown in bold.

5. Discussion and Conclusion

5.1. Discussion

Overall, the Service Enhancement has a larger effect size (*c'*) on Perceived Significance than that of the Experience Creation (*b*), with only one exception in the Robot and Check-Out model (0.41<0.44). The enhancement of service quality is sometimes measured as "to improve hardware facilities in the place" (Chen et al., 2012) and in the Spa case, that equals the implementation of smart technologies, as indicate the role of information technologies in enhancing service level.

The variations in Robot models are more explainable than those in AI's, arguably because there is an overlapping in respondents' interpretation of the two. According to there are two categories of AI, namely AI in theory versus applied AI for robots. Based on Turing's rule, any machine capable of simulating human communications to deceive human participants would be considered intelligent (Papacharissi, 2018). With that said, there is a high chance that some respondents might have attributed part of AI's applications to robots and thus confounded the two, being that the two often come in pairs. For example, investigated the adoption of AI-based chat-bots for hospitality and tourism. Last but by not least, although the question of "What is AI" has been put forward in early times (Schank, 1987), a long-term trend analysis done by (Fast & Horvitz, 2017) reveals that ethical concerns and the negative impact of AI on work have grown in recent years, possibly hindering people's further acceptance of AI.

The Check-In and Check-Out areas are places of concern, since customers cares that the time spent in those stages is not too long (Boonyarit & Phetvaroon, 2011), and the latter marks the end of service and the departure of guests (Roxas et al., 2012). Besides, the Check-In or reception is a zone where the patron can begin to hand over the stress of their lives into the careful hands of the Spa (O'Connor, 2010), therefore it is laden with grandiose expectations and exhibiting larger constant value in people's Perceived Significance. It is also understandable that the model for Treatment Room possesses the highest explanatory power throughout, citing the opinion of that the treatment room greatly increases customers' confidence and goodwill toward a Spa.

5.2. Conclusion and implications

In conclusion, this study compares the robot and AI in their implementations to enhance the Spa service, create experience for the customers and convey a sense of significance to them. The results demonstrate that generally robot fits better with the model, and the most explainable areas are the Treatment Room and Check-Out. The reasons behind these are discussed on cognitive and economic levels as above.

The study does a ground-breaking work not only by first analyzing the Spa robot and AI users' attitudes and opinions, but also trying to innovate the ideas and concepts that are necessary to identify the customers' cognitive tendencies when faced with smart Spa technologies. The mediating role of customer experience creation, albeit described by many marketing-related studies, has for the first time been discussed in the Spa and wellness industry regarding the application of smart technologies.

Practically speaking, this study offers an insight into the relationship between customer attitudes towards robots, AI, their opinions about them in the Spa field. Under the guidance of this finding, the Spa practitioners would be able to design more service-enhancing and experience-creating robot and AI services for the customers in order to justify their use of robots and convince customers and achieve customer loyalty. Furthermore, it will be helpful if the Spa managers or directors are aware of customers' attitude for different areas of a Spa location and thus allocate different resources thereto.

5.3. Limitations of this study and suggestions for future studies

The limitations are obvious, as the questionnaire adopted in this study did not draw a clear line between robots and AI. There are all examples of AI, with some incorporated into robots or self-controlled devices (Pissarides, 2018). The future study may offer a better differentiation between the two and provide some examples to illustrate the difference, then it would guide the respondents towards a more resolved and less ambiguous answer. Besides, the model considers only three variables and only the Greater Bay Area, which is not sufficient enough to discuss various kinds of effects, despite the relatively large R-sq values.

The future studies may give thought to the demographic characteristics' impact on respondents' Service Enhancement, Experience Creation, and Perceived Significance, for example gender (Sherman et al., 2007), age and so on. Since the Millennials expect more artificial intelligence, virtual reality, augmented reality, and innovative service encounters in the Spa (Tang et al., 2020), it would be especially valuable to investigate their preferences for smart technologies in contrast to the previous generations.

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AI-powered service failure in the hotel industry

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Abstract:

Because of the human-computer interaction attribute, the service failure happened in artificial intelligence (AI) of hotel industry should have unique attributes compared with human-human interaction. Starting with context analysis, this study will find out what AI service failure types are and explore the influence of the types on customers' reuse intention on hotel AI service and their perceived price fairness of the hotel, which will moderated by hotel segment, by survey. This study will provide practical advice to hotel operators.

Keywords: AI, Service failure type, Hotel segments, Reuse intention, Price fairness

1. Introduction

With the rapid growth and development of new technology, Artificial Intelligence (AI) has penetrated into service industries and services and provided through human-computer interaction. While new technologies do bring surprises and conveniences in customer service (Marinova, Ruyter, Huang, Meuter & Challagalla, 2017), they still have many errors and limitations that result in service failures. Understanding service failure and its causes and effects is essential to fix the problems and design the proper responses. However, the existing literature on service failure is limited to service failure from human-to-human interaction and service failure caused by AI is obviously different from the traditional service failure. As a labor-intensive industry, hotel industry relies heavily on human based contact service; the effects of AI substitution on the human crew are highly controversy (Li, Bonn & Ye, 2019), following with unsatisfied service delivery. Therefore, this study intends to use mixed method to understand AI powered service failure and hotel customers' perception and intention.

Specially, the research questions are:

1. What are the types of AI service failure?
2. Do the types of AI powered service failure influence customers' intention to reuse the AI service and assessment of the price charged?
3. Do the segment of hotel Changes the effects of service failure types on customers?

This study has two parts: 1) identifying the types of AI powered service failure through a qualitative approach and 2) examining the relationships between the types identified, hotel segment, price fairness and reuse intention through a survey with an experimental design embedded in a survey.

2. Literature Review

AI is a system that imitates the human-being's learning and decision making process with a "leaning by doing" logic (Shukla, Shubhendu & Vijay, 2013). Currently, hotels are providing variety of opportunities and facilities for guests encouraging them to embrace AI technology by both touchable and untouchable channels (Huang & Rust, 2018), like booking engines, automated communications and self check-ins, together with countless benefits (Marinova et al., 2017). Applying AI into daily operation is an audacious endeavor which could lead to service failure (Liu & Mattila, 2019). Guests could feel conviviality and geniality when they saw the humanoid appearance of AI (Van Doorn et al., 2017), but the anthropomorphic features may also offend some guests even make them feel uncertain (Ackerman, 2016). Service failure could be categorized into outcome failure, process failure, as well as interaction failure (Hoffman, Kelley, & Rotalsky, 1995) from the perspective of employee. AI facilities could be seen as the non-human employees of hotels, but whether the classification in human service failure suitable for non-human employees is still need to be clarified.

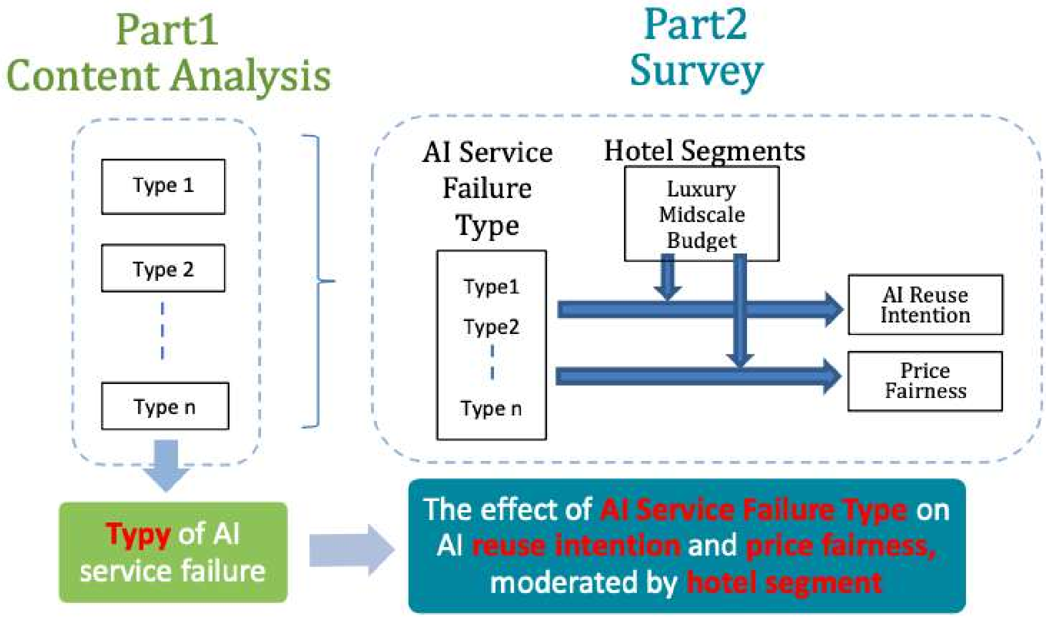
In the service dominated institutions, it has been proved in distinct contents that service quality and service price are the main two factors that have heavily influence on patrons' purchasing decision (Alzoubi, Alshurideh, Kurdi & Inairat, 2020). When AI service failed, customer will experience unsatisfied service quality, which will influence their price fairness and future action. It has been widely agreed that customer's perceived value of the service or products that they received is highly related to the money or price they paid (Zeithaml, 1988). That is to say, if customer perceptions of what is received are lower than what is given, they may feel unfairness price and may refuse to buy the service or products again (Lv, Liu, Luo, Liu & Li, 2021).

In general, hotel segments contain three parts: luxury, midscale and budget. Luxury hotel patrons would feel a lower level of experience if services were delivered by AI facilities, in contrast, guests at midscale and budget hotels may experience high degrees of standardized services (Chan & Tung, 2019). Past experience would affect guests' future action, so that their intention to reuse AI service could be moderated by hotel level. Also, price fairness was influenced by knowledge and experience (Radzi, Zahari, Muhammad, Aziz & Ahmad, 2011), so that customer perceived price fairness could be moderated by different hotel scales when AI service failure occurs.

In this study, hypotheses will be specifically formulated based on the result of the first part of study, the identification of the types of AI service failure and they will be stated as follows:

H1: AI service failure type will influence customer's intention to reuse an AI service.
H2: AI service failure type will influence customer's perception of price fairness.
H3: Hotel segment moderates the relationship between AI service failure type and intention to reuse an AI service.
H4: Hotel segment moderates the relationship between AI service failure type and perception of price fairness.

3. Research frameworks



4. Methodology

Content analysis would be employed in the first part of this study to answer the first research question. Semi-structured in-depth interviews will be adopted to collect data, and then field observation and hotel online reviews will be used as other content data sources to meet the "triangulation principle" (Cresswell & Cresswell, 2017). Then I will follow the coding processes (Cresswell & Cresswell, 2017) to abstract core categories of AI service failures in hotels, and its influence factors. Research question 2 & 3 will be addressed in part 2. The results of AI service failure type will be applied in this part. A survey will be done to test if AI service failure type has influence on customers' reuse intention on hotel AI service and their perceived price fairness of the hotel, which is moderated by hotel segment.

5. Discussion and Conclusion

These findings may enrich current service failure theories and technology acceptance theories, especially making up for the shortcomings of existing research on service failure in the context of new technology. They may provide a basic idea to further study related to AI service failure and recovery, especially in the era of new generation who grow up together with boom of new-techs. In addition, they could give post-pandemic guidance for hotel managers by clarifying the various types of AI service failures and customers' perceptions and preference about AI contactless service.

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The impact of service robot on hotel guest experience and satisfaction in Singapore

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Abstract:

The hotel industry in Singapore has taken steps towards automation by applying service robots. The service robots are able to attract a guest's curiosity or attention in a hotel environment. Guests enjoyed their interaction with the new 'staff' so much that higher guest satisfaction was achieved in the hotel's TripAdvisor rating. Findings from this paper address the research gap by exploring guests' perceptions about the application of service robot in the hotels of Singapore.

Keywords: service robot, guest experience, service quality & Singapore hotel

1. Introduction

With technological disruption and labour shortage threatening the viability of the traditional hospitality model, it is no secret that Singapore is picking up the pace to stay relevant in the 21st century. According to Singapore Business Review (2018), the hospitality industry in Singapore is shifting to a man-power lean model: less humans, more bots. The hotel industry in Singapore has therefore taken steps towards automation by applying service robots. The service robots are able to streamline hotel operations and result in productivity gains (Fu, Tan and Imaculata, 2018).

In times of COVID-19, organisations are compelled to reduce contact points with their guests. There is a tremendous increase in the interest in adopting service robot amid the pandemic (Business Times, 2020). Service robots are going to take on an important role and serve as a future 'workforce' for the hotel industry in Singapore. Hotel has traditionally been seen as a 'high touch' service environment, there is, therefore, a common concern expressed by the hoteliers that technology is going to result in 'loss of human contact and personal interaction'. This study aims to find out the robot-guest interactions in the context of hotels in Singapore. In particularly, the focus of this study is to explore the impact of service robot on guests' stay experience and satisfaction in the hotels of Singapore. The research questions below will be addressed in this study:

1) What is the guests' perception about service robot application in a hotel?
2) How has service robot affected guests' hotel stay experience?
3) Does guest-robot interaction affect guests' rating ie, satisfaction, to the hotel?

2. Literature Review

Service robot and guest experience
COVID-19 has, not only changed the way companies interact with their guests nowadays, but also accelerated the need for automation and robotics for various processes. With the emphasis on safety and hygiene factors as critical components of the service delivery process, there is an increasing number of guests who do not mind interacting with technologies to create their own service (Business Times, 2020). Technologies have disrupted the traditional tourism and hospitality industry even before the outbreak of COVID-19. Hotels across the globe have started using robots and AI in different departments of hotels. More and more service robots are deployed in the realms of tourism and hospitality operations, including consumer-facing ones (Ivanov, Webster, & Berezina, 2017). Robots are being used to greet guests at hotel receptions, serve food as waiters in restaurants, deliver room service orders, clean floors and swimming pools, cut grass at hotels' green areas, provide information at airports, and cook food in automated kitchens (Ivanov, Webster & Berezina, 2017). In Aloft Hotel in Cupertino, Silicon Valley, a delivery robot – developed by Savioke, was deployed to navigate the hotel, use the elevator and call the guest room to deliver requested items to the guest's doorstep (Savioke, 2014). Hilton Mclean in Virginia, USA, has collaborated with IBM and introduced the hospitality industry's first AI robot butler – Connie. Connie is deployed to serve the role as the hotel's concierge (USA Today, 2016). In Nagasaki, Japan, Henn-na Hotel, deployed a front desk staffed by robots to monitor the check-ins and check-outs and respond to the queries of their guests (The Guardian, 2015).

Little attention has yet to be given to the roles robots could play in 'high-touch or 'high interpersonal' environment like hotel (Zeng, Chen and Lew, 2020). Ivanov (2019) also calls for future research to focus on empirical case studies showing how different travel, tourism and hospitality companies transformed their operations through automation technologies, as well as how those automation technologies can contribute to sustainability and business stewardship in travel, tourism and hospitality. While some researchers argue that human-centered interactions are still essential to the notion of guest experience (Heskett, Jones, Loveman, Sasser & Schlesinge, 2008; Solnet, Ford & McLennan, 2018; Subramony & Pugh, 2015), largely because the inability of technologies to convey human-centered experiences and pay attention to the detail. While tourism and hospitality industry have been disrupted by technological advancement, it is time for a re-examination about the meaning of service, service quality and how service quality is perceived and measured in the future research (Naumov, 2019). Findings from this paper will be able to fill in the research gap by addressing the impact of service robot on the hotel guest experience and satisfaction in Singapore.

3. Methodology

3.1. Research design
A descriptive research design, using both qualitative and quantitative research methods, is adopted in this paper. This study aims to identify patterns in the online reviews regarding guest-robot interactions in the context of hotels in Singpore. According to Xiang, Schwartz, Gerdes, Jr and Uysal (2015), the vast majority of the existing studies on hotel guest experience and satisfaction primarily relied on conventional research techniques like consumer surveys or focus group interviews. Opinion mining and text analytics will therefore allow extraction of meaningful patterns from large volumes of textual information. Text mining 'explores data in text files to establish valuable patterns and rules that indicates trends and significant features (Lau, Lee & Ho, 2005).

3.2. Data collection
Online reviews have been collected from TripAdvisor, which is the most prominent online travel review platform in terms of use and content available. TripAdvisor is a platform that allows guests to write down their overall experience. From the study of Yoo and Gretzel (2008), they pointed out that more than 90% of travel reviews readers using TripAdvisor considered other travellers' reviews to be helpful for learning about the destination, products or services as well as avoiding places and services they would not enjoy.

Purposive sampling method was used in this study as hotels that have adopted the service robot – Savioke's Relay will be examined only. A total of seven hotels were identified as Relay has been deployed in those hotels as a hotel runner, a lobby ambassador, as well as a security guard. Relay started his service in those hotels, as early as 2016, till now. A total of 464 guest reviews were mined by using the keywords 'robot' and/or 'service robot'. Only reviews written in English were accepted. For each of the review, information such as the review date, type of traveler, guest' country of origin, review title, text reviews as well as their rating scores (1-5) were recorded for data analysis.

3.3. Data analysis
Thematic analysis will be used to analyse the collected data. By identifying, analysing and reporting patterns (themes) within the collected data, it provides a rich and detailed, yet complex, account of the data (Braun & Clarke, 2006). According to Braun and Clarke (2016), a theme represents some level of patterned response or meaning within the data set, most importantly, it captures something important about the data in relation to the research question. Besides the qualitative data analysis approach, quantitative analysis approach, using linear regression analysis will also be used to find out the relationship of various text-based review features on rating scores. The dependent variable is the numerical rating score of the reviews while negative and positive components of the sentiment score is the independent variable.

4. Results

Since this is a work-in-progress paper, detailed findings will be reported during the presentation. Based on the preliminary analysis, service robots are able to attract guests' attention. The robot 'staff' has brought benefits to the sample hotels. It generated special attention from guests who enjoyed their interaction with the new 'staff' so much that high guest satisfaction was achieved in the hotel's TripAdvisor ratings. Most importantly, during the time of pandemic, service robots take on the frontline roles and serve important safe distancing purposes to reduce contact points with guests.

5. Discussion and Conclusion

5.1. Discussion and implications
Findings from this study will have implications in three different ways. Research in service robots and service automation in tourism is yet to take off (Ivanov, Webster and Berezina, 2017). Findings from this study will therefore be able to fill in the research gap by providing insights about human robot interactions (Tung and Law, 2017). As innovation and technology transform Singapore's hotel industry, it will provide insights for the hotel's decision makers about service robots in relating to their guests' experience and satisfaction. This will also help address the common concern if technology adoption has an impact on this 'high touch' service environment. Additionally, there will also be implications relevant to institutions of higher learning of hospitality in their efforts to educate and prepare hospitality students to join the industry's workforce.

5.2. Limitations of this study and suggestions for future studies

The current study focuses only on the deployment of one type of service robot, ie, Savioke's Relay, in the hotel environment of Singapore. Similar research can be carried out to study a different type of robots and/or AI technologies and its impact on human robot interactions. On top of this, future research can also be conducted to study how various digital technologies are going to have an impact of the business sustainability of tourism and hospitality sectors in general.

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To avoid interaction or to desire it? The influence of social crowding on tourists' preference for having travel companions

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Abstract:

Will advertising the solo traveling products in crowded places be effective? What are the people's psychological mechanisms behind when seeing this kind of advertisement in a crowding environment? To answer these questions, we designed 4 experimental studies to explore the hypothesized effect and find that people are more likely to be appealed by the advertisement of traveling alone rather than with the companions in the crowding environment. For traveling together, people are more likely to choose to travel with familiar companions. Also, the mediators and boundaries are also proposed in the research.

Keywords: Social Crowding, Interaction, Travel Companions, Social Avoidance

1. Introduction

Social crowding is common in life. When people are involved in the crowding, most of them want to avoid interaction with the strangers around them but desire deeply to interact with the familiar ones. For example, on Monday, the Hong Kong subway was packed with people and there was even no space. People on the subway are almost all looking at their phones with arms folded and do not want to interact with others. But, as we have known, people are social animals, and they need interaction to fulfill their deep desire. When looking into the tourism context, nowadays, traveling alone is quite popular among the young. To appeal to those who would like to have solo traveling, many destination marketers advertise at the subway stations, shopping malls, and even in the elevator. But will advertising the solo traveling products in these crowded places be effective? What are the people's psychological mechanisms behind? To answer these questions, we designed 4 experimental studies to explore the hypothesized effect and find that first, when involved in a crowding environment, people are more likely to be appealed by the advertisement of traveling alone rather than with the companions; second, in the crowding environment, comparing with the advertisement of traveling with unfamiliar ones, people are more likely to be appealed by the advertisement of traveling with the familiar companions and the mediation is seeking for social connection; third, the main effect is moderated by the crowding type(goal-related or not).

2. Literature Review

2.1. Social crowding

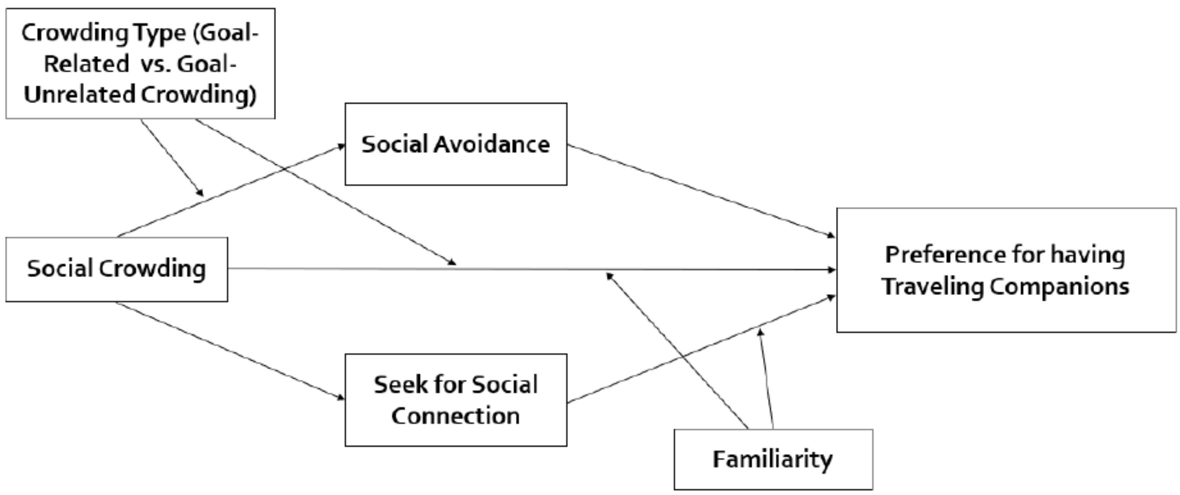
Behavior researchers have pointed out that crowded environments, on the one hand, can make individuals lose or avoid something, such as losing control (Hui and Bateson 1991; Edney, Carol and Nancy 1976), losing security (Edney et al. 1976), avoiding potential threats (Low, Lang, Smith and Bradley 2008; Tooby and Cosmides 1990), avoiding risk (Maeng, Tanner and

Soman 2013), and avoiding social interaction (Baum and Koman 1976; Puzakova and Kwak 2017); on the other hand, social crowding can make people desire or pursue something, such as pursuing self-protection (Low et al 2008), reasserting their individuality (Xu, Shen and Wyer 2012), need for belongingness (Huang, Huang and Wyer2018), and relying on affection-based (vs. cognition-based) judgment (Hock and Bagchi 2018).

Also, lots of consequences have been studied following social crowdings, such as choosing options that provide prevention-related benefits (Maeng et al. 2013), choosing more distinctive products (Xu et al. 2012), choosing more hedonic products (Aydinli, Lamey, Millet, ter and Vuegen 2020), increasing brand attachment (Huang et al. 2018), and diminishing sensitivity to the differences in service prices (Hou and Zhang 2020)

But, in tourism contexts, especially in the process of tourists' making decisions, the influence of social crowding has not been well studied. The current study aims to research the influence of social crowding on tourists' preference for having travel companions in the decision-making process.

2.2. Conceptual model



Conceptual model

3. Methodology

A series of experimental studies are employed to test the causal relationship between social crowding (more vs. less) and people's preference for having travel companions.

Studies 1 and 2 explore whether people prefer to choose traveling solo (vs. together) in a crowding environment and the mediator behind.

Study 3 explores whether people prefer to choose traveling with the familiar ones (vs. non-familiar ones) in a crowding environment.

Study 4 explores the boundaries of the type of social crowding (goal-related or not).
We will manipulate social crowding, familiarity, crowding types in all studies and do the manipulation check for all stimuli. And the measurements for social avoidance and seeking for social connection will be applied in the studies.

4. Findings and Discussions

We find that first, when involved in a crowding environment, people are more likely to be appealed by the advertisement of traveling alone rather than with the companions; second, in the crowding environment, comparing with the advertisement of traveling with unfamiliar ones, people are more likely to be appealed by advertisement of traveling with the familiar companions and the mediation is seeking for social connection; third, the main effect is moderated by the crowding type(goal-related or not).

The limitation is that all studies will be conducted in the imaging crowding scenarios because we do not find a good way to control the noises in the crowding environment when doing the field studies. In future studies, we will put more effort to conduct field research.

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Determining Philippine Women's University School of Hospitality Management graduates' resiliency and future in applying time series and forecasting technique

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Abstract:

How have the graduates from School Year 1975 up to 2019 of the School of Hospitality Management (SHM) in the Philippine Women's University (PWU) been able to apply their earned college degrees in the hospitality industry? As the graduate employers look for resilience in their graduate hires, as it enables recruits to cope with change, problems, and stress, such are those graduates. It is the ability to adapt to challenging situations. Applying Forecasting Techniques (FT) and Time Series (TS) to understand how the graduates of SHM and how the current program has a huge potential to the hospitality industry sector.

Keywords: datasets, forecasting, graduates, regression, resilience, time series

1. Introduction

Forecast prediction for some future events is very important to know the status of the graduates of the Philippine Women's University (PWU) under the School of Hospitality Management (SHM). Forecasting will not only determine and see the extent of problems in the hospitality industry but also in the academe. Applying the Forecasting technique will every so often determine and encounter inconsistencies of the data in a classified period. Applying a Prediction technique helped the PWU-SHM to identify the need to optimize and revisit the contents in all courses of the program offered to align the industry standards.

Most Forecasting difficulties involve the use of time-series data, where the time series is a time-oriented or chronologically arranged observations on a mutable of interest especially the graduates of PWU-SHM if they are currently enrolled and employed in the field of their specialization. The data variable is collected at equally spaced time periods, as is typical in most time series and forecasting applications that will be used in predicting if the current curriculum is effective for industry standards with graduate's employability. Using a qualitative forecasting method is often particular in nature and involves judgment on the part of experts. Using this approach qualitative forecasts are often used in circumstances where there is little or no historical data on which to base on. The researchers will apply, quantitative forecasting techniques to use the past data using dataset and provide a historical data model of the graduate students of PWU-SHM in Manila City, Philippines. The forecasting model will be used to generalize past and current behavior into the future curriculum of the PWU-SHM.

Forecasting technique has a significant span that many fields like business and industry, government, economics, including education uses this type of technique. Forecasting techniques are often classified in many areas such applying this approach in time-series, where other educational institution can create this forecasting technique for management decisions. The forecasting involves a lot in predicting measures that is helpful into the future. Such forecasts can be extended from span of time into the future and can be able to solve problems can for many industries.

A lot of industries use forecasting techniques with the use of time series data. A time-series is a time-oriented or sequential sequence of observations on a variable of interest. Forecast prediction for some future events is very important to know the status of the graduates of the Philippine Women’s University (PWU) under the School of Hospitality Management (SHM). Forecasting will not only determine and see the extent of problems in the hospitality industry but also in the academe. Applying the Forecasting technique will every so often determine and encounter inconsistencies of the data in a classified period. Applying a Prediction technique helped the PWU-SHM to identify the need to optimize and revisit the contents in all courses of the program offered to align the industry standards.

Most Forecasting might have difficulties involve the use of time-series data, that is when the time series is a time-oriented or chronologically arranged observations on a mutable of interest especially the graduates of PWU-SHM if they are currently enrolled and employed in the field of their specialization. The data variable is collected at equally spaced time periods, as is typical in most time series and forecasting applications that will be used in predicting if the current curriculum is effective for industry standards with graduate’s employability. Using a qualitative forecasting method is often particular in nature and involves judgment on the part of experts. Using this approach qualitative forecasts are often used in circumstances where there is little or no historical data on which to base on. The researchers will apply, quantitative forecasting techniques to use the past data using dataset and provide a historical data model of the graduate students of PWU-SHM in Manila City, Philippines. The forecasting model will be used to generalize past and current behavior into the future curriculum of the PWU-SHM.

2. Literature Review

Time series analysis comprises methods for analyzing time series data to extract meaningful statistics and other characteristics of the data. Time series forecasting is the use of a model to predict future values based on previously observed values. Time series are widely used for non-stationary data, like economic, weather, stock price, and retail sales in this post. The researchers demonstrated different approaches for forecasting retail sales time series (Li, 2018).

Predictive analytics in higher education has become increasingly popular in recent years with the growing availability of educational big data. Particularly, a wealth of student activity data is available from learning management systems (LMSs) in most academic institutions. (Fu & Cui, 2020)

3. Methodology

This chapter discusses basic statistical methods essential to modeling, analyzing, and forecasting time series data. The researchers explored a graphical display and provided numerical summaries of some properties that were presented in the objectives. The study applied quantitative research and statistical paradigm for some computation.

Forecasting, on the other hand, is based on the data and observations on the given variable of interest. This will be in the form of time series, as shown.

3.1 Time Series using Histogram of data graduates

The researchers employed this to fit the general trend of time series data. It helped the researchers identify the result of the study. This procedure helped as well determine the trendline procedure in the study by applying the years a college student from SHM graduates and the work experience he/she has obtained.

In statistical modeling, researchers are often engaged in an endless pursuit of finding the ever-elusive true relationship between certain inputs and the output. These efforts usually result in models that are nothing but approximations of the "true" relationship. This is generally due to the choices the analyst makes along the way to ease the modeling efforts to be applied in the study. Using the equation:

$$y_t = L(x_t) = \sum_{i=-\infty}^{+\infty} \psi_i x_{t-1} \quad (1)$$

3.2 Simple Linear Regression

The simple linear regression model allows for a linear relationship between the forecast variable y and a single predictor variable x.

$$y_t = \beta_1 + \beta_{1x_t} + \varepsilon_t \quad (2)$$

3.3 Histogram Residual

It is also essential to the study to use Histogram Residual for normally distributed data. Although it may not be essential for the study to use this in Forecasting, it does make some calculation for predicting intervals like the year, much easier. The histogram shows that the residuals seem to be slightly skewed, which may also affect the coverage probability of the prediction intervals in the study.

3.4 Weighted Average Mean (WMA)

Weighted averages, or weighted means, take a series of numbers and assign certain values to them that reflect their significance or importance within the group of graduates. These weighted averages may be used to evaluate trends in the graduate's population research or other fields in which large quantities of numbers are gathered. Formula are as follows:

$$Weighted\ Avg_x = \omega_1 x_1 + \omega_2 x_2 \cdots \omega_n x_n \quad (3)$$

whereas ω means relative weight (%)

x means value

3.5 Respondents

The respondents were graduates from Philippine Women's University (PWU) School of Hospitality Management with batch from academic year 1975 to 2019. There were 319 data gathered in the study for further analysis. These served for the researchers to predict the calculated time series with forecasting techniques.

Course Batch	Course/s	Course Code
1975 – 2017	Bachelor of Science in Hotel and Restaurant Management	BSHRM
2018 to present	Bachelor of Science in Hospitality Management	BSHM
2018 to present	Bachelor of Science in Hospitality Management (ETEEAP)	BSHRM-E

Table 1: Courses Offered in School of Hospitality Management (SHM) in Philippines Women's Universitu (PWU)

Table 1 shows the courses offered in PWU-SHM through the years, the program was changed into different name for compliance of Commission on Higher Education (CHED) with CHED Memorandum Order (CMO) 2017 series of 62.

4. Results

Applying the Time Series (TS), the researchers used the year that the graduates were employed, related to the programs they have graduated. The year they were hired is considered as the independent variable. This would analyze the use of time-series data to extract meaningful statistics and other characters as required in the study.

In such time, the researchers also needed other variables such as the course programs, work related to hospitality and tourism sector. Since time series is a set of observation taken at a specified time, it usually has intervals, and this will be used to predict the future values based on the previously observed values. On this note, the researchers applied the use of time series by:

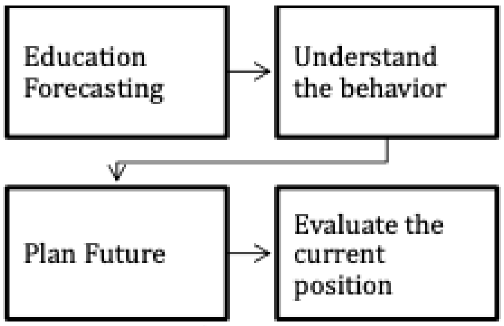

Figure 1: Time Series Analysis in the study

Using Education Forecasting the researchers can see the future trends in education aligned with the industry standards. These are critical thinkers that possess a great value of idea towards the hospitality industry. These will predict the demand of graduates from the School of Hospitality Management (SHM) in Philippine Women's University (PWU) 'at par' from the industry standards requirements.

Understanding the behavior in a time series that the data used by the researchers of a particular periods or year intervals, those values have taken a difference in observation per year.

Plan future meaning to analyze the past and the future data using the algorithm that is the time series analysis mentioned in Formula 1. It has also analyzed the accomplishments which the researchers used in data mining and in evaluating the current position. Applying these, the researchers used specifically the trend in time series analysis.

Program	Number of Graduates (*f*)	Percentage %
Bachelor of Science in Hotel and Restaurant Management	202	63%
Bachelor of Science in Hospitality Management	102	32%
Bachelor of Science in Hotel and Restaurant Management (ETEEAP)	15	5%
Total	319	100%

Table 2: Percentage of Graduates

Table 2 defines the number of graduates from Philippine Women's University (PWU) School of Hospitality Management (SHM) department. Based on the data, the Bachelor of Science in Hotel and Restaurant Management (BSHRM) has the highest number of graduates with sixty-three (63) percent; followed by the Bachelor of Science in Hospitality Management (BSHM) with thirty-two (32) percent; and the Bachelor of Science in Hotel and Restaurant Management (BSHRM) under the E Expanded Tertiary Education Equivalency and Accreditation (ETEEAP) with the least percentage of five (5) percent.

Program	Number of Graduates		Number of Working After Graduation	
	f	%	*f*	%
Bachelor of Science in Hotel and Restaurant Management	201	63	62	60
Bachelor of Science in Hospitality Management	102	32	30	9
Bachelor of Science in Hotel and Restaurant Management (ETEEAP)	15	5	11	3
Total	319	100	103	100

Table 2: Compared Model of number graduates by graduates working

A compared panel data observations of multiple characteristics to measure over time from the same set of subjects, such as students course, year entered in PWU as college, year graduated, work after graduation and obtain work related to the field of study were used. Table 3 shows the compared model of the number of graduates and by those with and without work after graduation.

Program	*f*	%
Bachelor of Science in Hotel and Restaurant Management	62	19%
Bachelor of Science in Hospitality Management	30	9%
Bachelor of Science in Hotel and Restaurant Management (ETEEAP)	11	3%
TOTAL	103	32%

Table 3: Table Analysis of Graduates

After further analysis, Table 4 shows the difference of number of working with nineteen (19) percent from Bachelor of Science in Hotel and Restaurant Management (BSHRM); nine (9) percent from Bachelor of Science in Hospitality Management (BSHM); and three (3) percent from Bachelor of Science in Hotel and Restaurant Management (ETEEAP). Figure 2 is the Clustered Analysis of graduates from their respective courses where thirty-two (32) percent out of three hundred nineteen (319) total number of graduates since year 1975. The total working graduates after commencement is one hundred three (103) of out of three hundred nineteen (319) total number of graduates since year 1975.

To this we could be able to see the Time-series plot used in Figure 2.

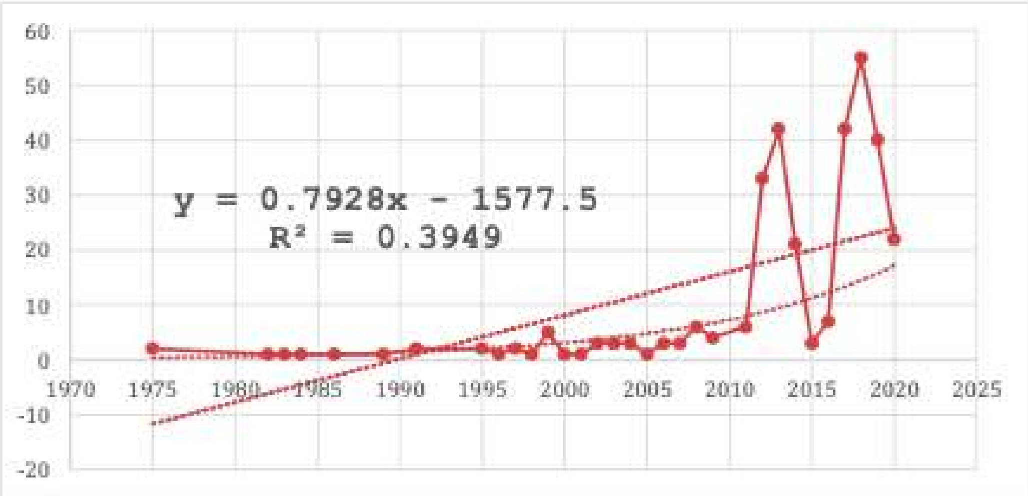

Figure 2: Time Series Plots of graduates

Figure 2 shows the result using a time-series plot that displays the importance of the number of graduates from 1975 up to year 2020. This is to understand how many students have attained their degree; it also enables time estimation if a student in the program enters and graduates in a specified period.

It is known as Auto-Regressive (AR) process of the total number of graduates every year. The dotted line represents the linear trendline which means the number of graduates positively increases and negatively decreases each year. The value presented by dotted period are the year and the radius count is .39 (39%) which means increasing graduates may turn to have every five (5) years.

The computational regression statistics is shown below in Figure 3.

Regression Statistics	
Multiple R	0.63
R Square	0.40
Adjusted R Square	0.38
Standard Error	10.59
Observations	46.00

ANOVA

	df	*SS*	*MS*	*F*	*Significance F*
Regression	1	3265.64	3265.64	29.14	0.00
Residual	44	4931.17	112.07		
Total	45	8196.80			

	Coefficients	*andard Err*	*t Stat*	*P-value*	*Lower 95%*	*Upper 95%*	*Lower 95.0%*	*Upper 95.0%*
Intercept	-1260.80	234.86	-5.37	0.00	-1734.12	-787.48	-1734.12	-787.48
year	0.63	0.12	5.40	0.00	0.40	0.87	0.40	0.87

Figure 2. Applying Regression Analysis for graduates

Using Regression Analysis, the researchers identified the significant value of every year if students have earned their degree. Although in Figure 3 the P-value in year indicates a value of 0.77 which means its predictor is statistically significant.

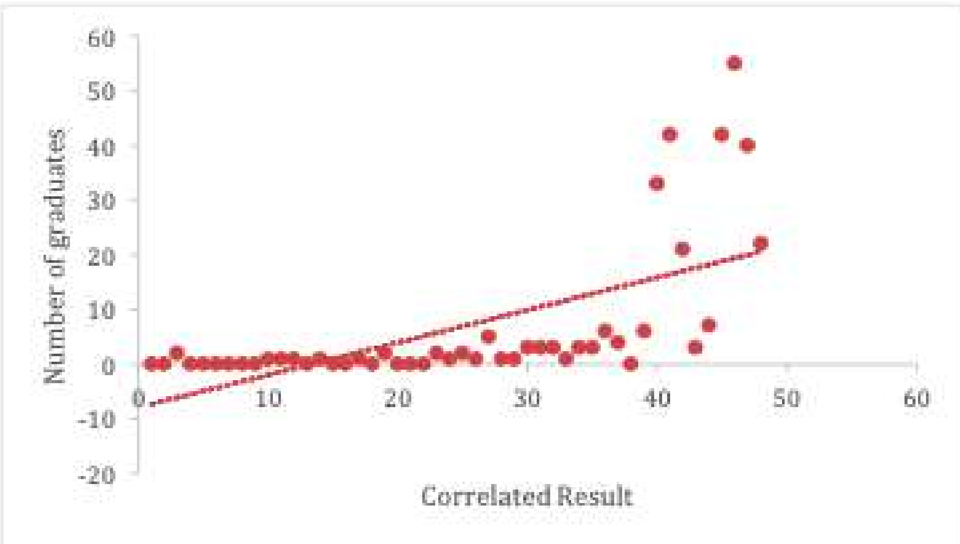

Figure 4: Correlated Plot Result from Regression

On Figure 4, the Correlated Coefficient Plot result from regression is moderately correlated. The relationship of variables year and students' graduates were somehow related and could provide a well result. Applying Pearson's correlation was applied in the study to identify the quantitative variables like year graduated and the number of graduates (working or not) which was represented in a linear relationship model. Figure 3 also shows the total number of graduates in each year and its corresponding effects at the same manner.

Projected Year	Forecast Value of Graduates (*f*)	Project Value %
2021	15	5%
2022	49	15%
2023	61	19%
2024	45	14%
2025	25	8%

Table 4: Predicted Graduates

Table 5 shows the predicted number of graduates to years 2021 to 2025. The trend shows a positive increase in year 2022 to 2023 but decreases gradually for about 1.3 percent from 2024 to 2025.

Present results of data analyses. Tables and Figures will be helpful to explain the findings.

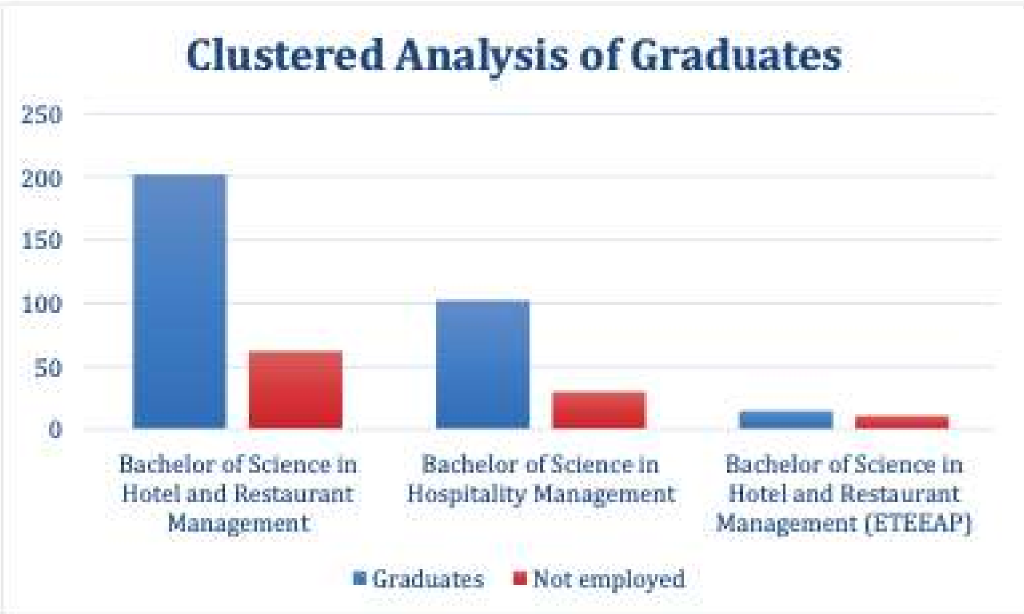

Figure 5: Clustered Analysis of Graduates

Figure 5 is the illustration of Clustered Analysis of graduates from their respective courses. Using Clustered Analysis, the researchers applied this technique to classify graduates who are employed and graduates who are not employed after graduation. The researchers used this technique for various purposes like comparison of graduates with work and without work and purpose and reason of unemployment after the commencement. It also defines, the significance of how the prediction process is important to interpret the result of the study.

Projected Year	Forecast Value of No-Work Graduates (*f*)	Project Value %
2021	20	6%
2022	20	6%
2023	21	7%
2024	22	7%
2025	22	7%

Table 5: Predicted Value of No-Work Graduates

Table 6 shows how many predicted values of graduates without work for the years 2022 to 2025. Figure 6 shows the forecasting of graduates within the coming year. There is a possibility of an increase each year which is shown in Table 6.

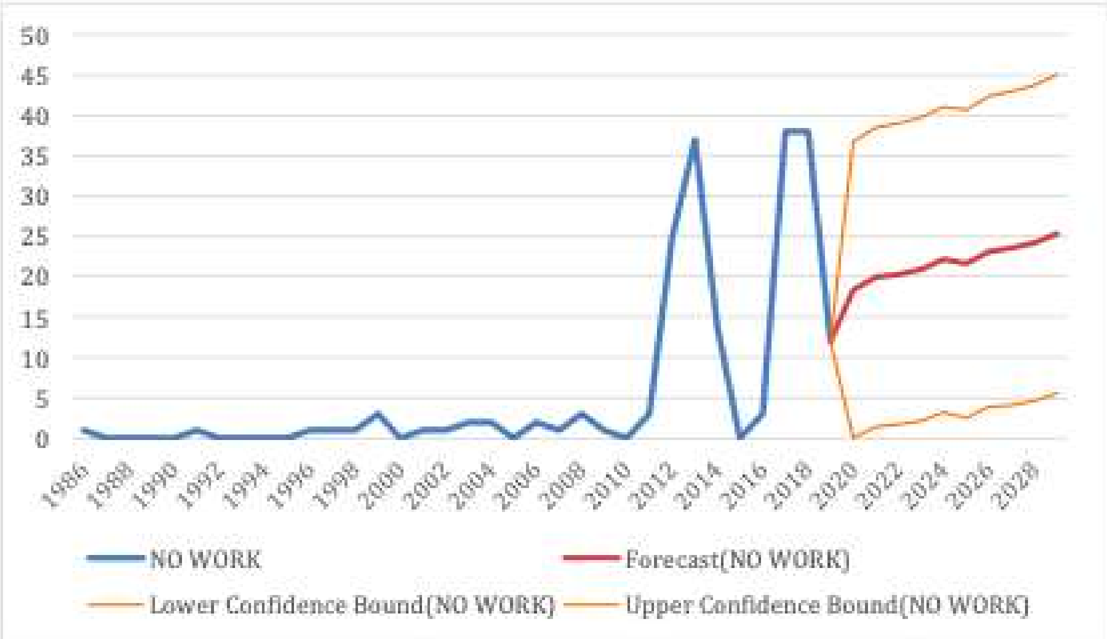

Figure 6: Forecast of graduates without work

As shown in Figure 6, the computed forecasting technique identifies the trend of our graduates and the forecast for the next coming years. According to Prisyazhnaya A.F. (2007), Strategic forecasting is defined as a scientifically grounded activity focused on the research of possible transformations, on developing tendencies and prospects of subjects and objects of pedagogical activity. In Figure 6, it aided the researchers to identify the possible recommendation and the reason behind the increase of graduates without work after their advancement.

5. Discussion and Conclusion

The results of the study were mentioned in the Results and Findings. The researchers recommended some precautionary measure to new graduates and future graduates. A well-defined roadmap should be crafted for student’s preparation in the future. These will provide a learning outcome goal related to their course.

To avoid such a setting in the future, the PWU-SHM should develop the students' graduates equipped with self-determination, self-advocacy, and work-readiness skills entering the real-world challenge. The model is shown in Figure 7.

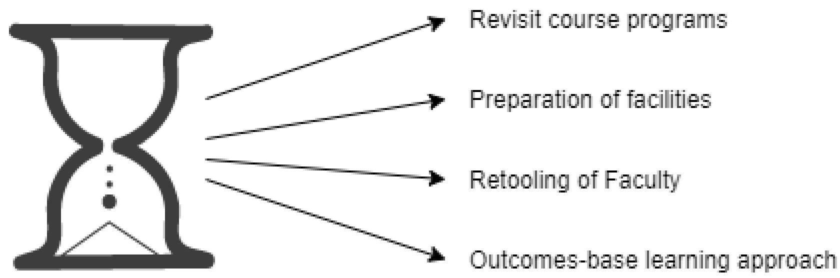

Figure 3. Resiliency Prime Model (RPM) for Philippine Women's University School of Hospitality Management Programs

a. Revisit Course Programs and Course Syllabus (RCPCS)

The department must revisit the curriculum program offered in terms of:

1. Industry Relevance in the current setting;
2. Timeliness of Needed and Applied Skills in the workplace;
3. Direct connections and links to industry professionals for feedback in terms of the course programs offered;
4. Regular updating of course syllabus.

b. Preparation of Facilities (PoF)

The department must prepare religiously all the facilities that will be used to hone and upgrade the level of skills in all laboratory academic engagements. This will help students to foresee the future workplace environment in an actual setup.

c. Retooling of Faculty/ties (RoF)

The faculty members must be significant in their roles as facilitators and innovators of knowledge with relevant expertise; similarly, they should be research enthusiast to improve the teaching styles and classroom management. Faculty must earn an international hospitality certification to be abreast of the international education standards. An industry work immersion for the faculty should be prioritized to enhance their skills, inculcate and relearn value-driven behavior and practices, and unlearn outdated practices.

d. Outcomes-based Learning Approach (ObLA) Siriam of Creatix

1. Assessment & Evaluation Tools
2. Continuous Quality Improvement (CQI)
3. Student Success
4. Constructive alignment with student online/or actual learning experience
5. Presentation of outcomes with automated mind mapping (collaboration with industry partners)

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Organizational changes, employee wellbeing, and leadership for Ryokans' survival in a global crisis

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Abstract:

Amidst the COVID-19 pandemic, many small and medium-sized enterprises (SMEs) in the hospitality sectors have experienced bankruptcy. By targeting traditional Japanese inns (*ryokan*), this study examines how hospitality SMEs in regional areas response to crisis and how the responses and leadership style applied has influenced employees' wellbeing. Semi-structured in-depth interviews were conducted with ryokan employees and their managers (*okamis*). The results identifies the types of changes regional hospitality SMEs commonly made, its impacts on employees' wellbeing, and the type of leadership deemed to be effective for survival.

Keywords: Organizational Change, Employee Wellbeing, Leadership, COVID-19, Hospitality SMEs

1. Introduction

The impact of COVID-19 pandemic on the hospitality industry has been substantial. With the travel restrictions and an increasing market concern for non-contact services, hospitality businesses have lost their revenues significantly. In June 2020, bankruptcy cases had multiplied to eight times from June 2019 (see Figure). The total debts induced from this totals to 10.3 billion Japanese yen; a contrast to the 270 million Japanese yen from June 2019.

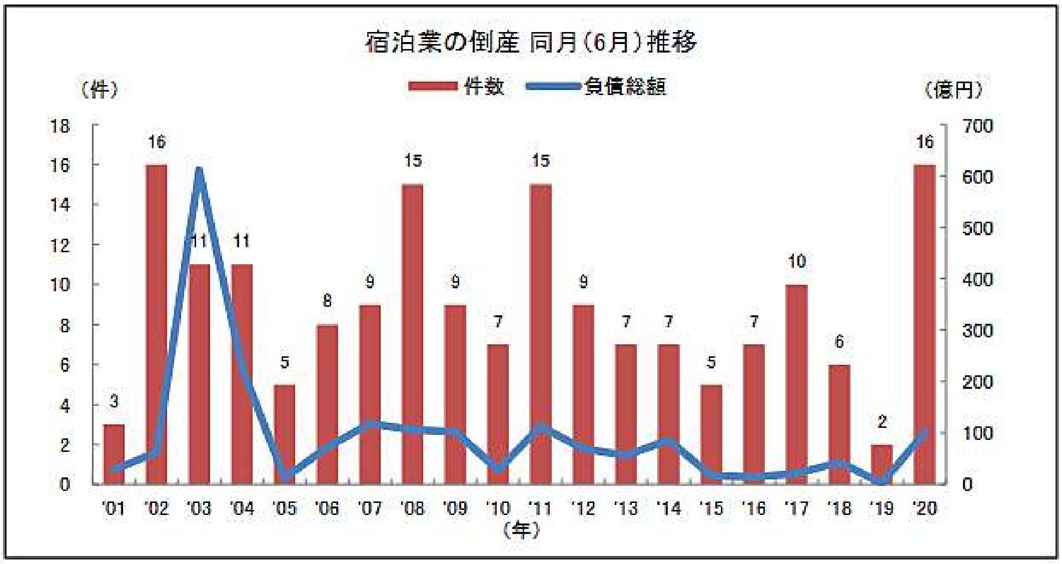

Figure. Number of bankruptcies of hospitality organizations from June 2001 to June 2020 (Travel Voice, 2020)

However, the impact was more severe on regional SMEs. Compared to larger-scale organizations, regional SMEs have less organizational capital (Levinthal, 1991), which increases vulnerability. An organization's ability to diversify their product portfolio also affect their chance for survival (Markowitz, 1952). On average, hospitality SMEs in Japan lost more than 15% of their annual sales due to COVID-19 (Organisation for Economic Co-operation and Development, 2020). Economy in the regional areas of Japan relies heavily on these tourism and hospitality SMEs. Therefore, it is crucial to address their challenges and find solutions for survival.

In addition to job security concerns, work safety concerns created significant stress among hospitality workers. This causes the decline in their service performance, which generates poor customer perceived service quality and further loss of their revenue (Kim, 2011). Thus, hospitality managers in those regional SMEs must consider their employees' wellbeing at work as a priority.

While several studies on hospitality organizations making operational adjustment to COVID-19 have been conducted recently, they overlook how the changes regional hospitality SMEs were made. Furthermore, no study has specifically examined how operational changes and leadership style during the pandemic influenced employees' wellbeing. By using ryokans as a representative of regional hospitality SMEs in Japan, this study seeks to identify how ryokans shifted their business operations to deal with COVID-19, how those changes affected their employees' wellbeing, and what style of leadership is crucial during this transition period.

2. Literature Review

2.1. Social network

Organizational changes are required for hospitality business to keep up with the changing business environments. However, COVID-19 has made these changes more urgent for their survival (Gössling, Scott, & Hall, 2020). While operational organizational changes generated both positive and negative effects on their employees, radical changes has a direct negative effect on their employees' wellbeing (Kromah, Ayoko, Ashkanasy, & Irving, 2019). In addition to the job security and work safety, recent organizational change heightens their work related stress, which negatively affected their wellbeing (Tuzovic & Kabadayi, 2020). To maintain employees' commitment, productivity, and service quality, organizations are required to take their wellbeing into consideration during the transition of their business operation (Spiess & Zehrer, 2019). However, while extant study discussed organizational interventions to help improving employee wellbeing, little is known about these interventions in the context of organizational change urged by the global pandemic (Tuzovic & Kabadayi, 2020).

In any organizational interventions for employees' wellbeing, a manager's leadership role is crucial. Specifically, for regional hospitality SMEs with a smaller number of employees, employees have a closer relationship with their leaders. Thus, to maintain employees' wellbeing during organizational change, strong and appropriate leadership is crucial (Jang, Zheng, & Bosselman, 2017). Furthermore, leadership concerning for safety is crucial to ensure that employees are complying to safety protocols as preventive measures in this pandemic. Such leadership style is required to improve the ryokan's working environment, which maintains employees' motivation in return (Zhang, Xie, Wang, Morrison, & Coca-Stefaniak, 2020).

In the context of hospitality SMEs in Japan, a leader in ryokan is called an Okami. Okamis are landladies and responsible for the ryokan's service quality (Japan Ryokan Association, 2020). Their responsibilities include training their employees and interacting with their guests to ensure quality service. They have authority to approve any organizational changes needed. Therefore, Okamis play a crucial role in guiding the survival of ryokan during the COVID-19.

2.2. Conceptualization

While the unique context of ryokan and Okami attract much attention from hospitality researchers and practitioners both nationally and internationally, existing research has not yet examined their leadership role in organizational change during the pandemic and how their leadership fostered their employees' wellbeing at work. Addressing this gap, this study investigates Okamis' decision to shift their business operation during COVID-19, their leadership role perceived by the employees in relation to their wellbeing at work.

3. Methodology

3.1. Measurement

The study has adopted a qualitative approach. We conducted a series of in-depth semi-structured interview with employees and their Okamis at six ryokans in Beppu: one of the most popular regional tourist destinations in Japan. As of writing this conference abstract, seven interviews have been completed online, which included two employee and five Okamis. Data collection is in progress and more interviews will be conducted between March and April 2021.

The interviews with employees were conducted separately from those with Okamis. The interview questions can be divided into three main parts. The first part asked questions on the Ryokan's initial response to the pandemic - during the problem identification. The second part asked the ryokan's decision-making process of implementing organizational changes. The last part asked questions on both the employees' and Okamis' responses after they shifted business operation. Sample questions for each part includes: *"What were the challenges found in the Ryokan?"*, *"What were the obstacles you had to face when constructing and implementing the changes?",* and *"How did you motivate the Ryokans employees?"*, respectively.

All interviews were audio-recorded and transcribed verbatim. NVivo was used to manage the interview data. To identify the key themes to address the research objectives, we adopted a thematic analysis, by following Strauss and Corbin (1998). It identified the types of changes commonly made by ryokans, the effects of change on employee wellbeing, and the type of leadership adopted.

4. Results

Preliminary findings suggest that most ryokans reduced their employees' shifts due to a decreasing number of visitors. This prevents the risks of employees being placed in an overcrowded environment, thus complying to safety precautions. Additionally, most ryokans paid their employees in hourly wages, which managed their fixed costs for employee pay. Regardless of the decrease in shifts, most ryokans still paid their employees the full amount of pay per shift. As a result, employees remained loyal and motivated working in the Ryokan.

As a cost cutting strategy, some ryokans have closed down their operations for a period of time. The ryokans also have a strong presence within their communities, which allowed room for negotiation from their local suppliers. Business negotiations had reportedly helped with their costs. Other than mentioned changes, ryokans did not made any changes that has risked their employees' motivation.

In addition to the appropriate organizational changes, most employees felt comfortable with which they are under the severance of good leaders. Good leaders, defined by ryokan employees, are attentive and considerate with their employees' needs. Okamis, on the other end, emphasizes the need to be proactive and knowledgeable to become good leaders. To note, the result are based on partial progress of the interview; thus requires further analysis. The final results will be provided at the conference.

5. Discussion and Conclusion

5.1. Discussion and implications

This study identifies that ryokans generally prioritises their relationship with the employees. This means, any other organizational changes made will take into consideration of their employees' wellbeing. To maintain costs, the most common strategy that have been employed would be employees' shift reduction. Shift reduction also accounts for safety measures: by preventing overcrowding in the work location. The majority of the ryokans maintain the full pay check of the employees, and rather resort to cutting down other fixed costs without risking their employees.

5.2. Conclusion

The ryokans' choice of prioritising their employees' wellbeing helped maintain the same motivation level and loyalty as pre-pandemic. The Okamis, having authority over business decisions, are expected to be knowledgeable and proactive. High dedication to safety concerns and quick adaptability are prioritised. This emphasizes the importance of adopting Safety Leadership and Crisis Leadership to overcome the pandemic.

5.3. Limitations of this study and suggestions for future studies

This study reiterates the importance of applying appropriate leadership styles to maintain employees' wellbeing. Contingency plans that could be derived from the results would highlight on the leaders' need to practice their attentiveness to their employees. Limitations of this paper includes language and cultural barrier between the author and the interviewees. Further studies with more number of sample interviewees, is currently conducted to enrich the discussion.

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How Chinese lodging industry handled crisis in post-COVID-19 crisis: An Explorative study on crisis management practices and the mediating effects of the organizational factors

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Abstract:

The paper explores the crises management (CM) practices in Chinese Lodging Industry during the immediate post pandemic era. The five dimensions of the practices (marketing, human resources, maintenance, government support, and operations) were tested. Also, organizational factors affecting the CM practices were studied. The research found that the organizational age, size, star rating, and ownership affected the frequency of the usage of the CM practices in the five dimensions.

Keywords: Covid-19, Crisis management practices, Organizational factors

1. Introduction

Since Covid-19 was first identified in Wuhan, China, subsequently was announced on February. 11, 2020, and confirmed as a pandemic on March 11, 2020 by World Health Organization, the global tourism and lodging industry have been hit extremely hard. Chinese lodging industry was the first victim of this unprecedented health crisis. Most international flights were suspended immediately after Covid-19 was announced in early February 2020. After the Wuhan lockdown measures were lifted on April 8, 2020, Covid-19 has been largely controlled in China. Chinese domestic tourism has been bounced back gradually. How Chinese lodging industry handled the crisis during the first wave of the Covid could provide meaningful lessons to the lodging industry in other countries who are still fighting the virus spreading. The concept of crisis management (CM) has been popular nowadays; however, crisis management practices (CMPs) adopted by the lodging industry during the pandemic like Covid-19 have not been studied in depth especially in different contexts. Also, there is a lack of research on the organizational factors affecting CMPs. Thus, this study focuses on how effectively crisis management practices in China's hotels responded to COVID-19 during immediate post-pandemic era and explores how the hotel factors (size, age, star-rating, and ownership) impacted the CM practices adopted by chain hotels in China.

2. Literature Review

Plenty of research has contributed to understanding the general prescriptive models which provide guidelines for dealing with crisis situations (Stafford, Yu & Armoo, 2002). There are some recent studies focusing on exploring some models related with crisis management. Fewer studies concentrate on researching CMPs at the property level that managers employ in the hotel industry (Israeli, 2007, Lai & Wong, 2020).

In order to understand the CMPs deployed by the lodging industry, Israeli and Reichel (2003) based on Israeli's lodging industry developed a CMPs framework delineating the CMPs used in four dimensions, i.e. human resources, marketing, government and maintenance. Gruman, Chhinzer and Smith (2011) suggest that the lodging industry should enhance crisis management practices. Effective CM practices aim to help enterprises reduce potential hazards and shorten the recovery process (Ritchie & Jiang, 2019). Studies find that organizational age, size (Tavitiyaman, Zhang, Law & Lin, 2016), ownership types, organizational ranking (Huang & Su, 2009) affecting the crisis management practices.

3. Methodology

The qualitative method applied first in this study was an in-depth interview as a pilot study, which was completed before an online survey. The pilot study aims to identify accessible outcomes of implementing CM practices and relevant social referents (e.g. Chinese hotels), and improve the reliability and the validity of all CM practices questions. Since these CM measurements, the instruments in five dimensions, are primarily employed by hotels in North America or Europe, the results of the validation process ensure that the CM practices conform to the Chinese lodging industry. Seven managers, who worked in seven different 3-star to 5-star chain hotels located in three cities - Beijing, Nanjing, and Chongqing in China, participated in the one-on-one in-depth interviews through WECHAT between 12 and 21 October, 2020.

The quantitative method applied in this study is an online survey. This survey is conducted by giving a questionnaire that is developed based on interview results and previous research. Regarding the CM practices section, 45 questions in total were designed to measure CM practices in five dimensions. An online survey company was used to collect data in China. There were 156 useable questionnaires were collected. Descriptive statistics was performed to classify CM practices in terms of degree of use via checking mean and SD. Exploratory factor analysis (EFA) was employed to measure whether the distributions of values are adequate for factor analysis. T-test tested whether organizational factors impact usage of CM practices.

4. Results

The most frequently used dimensions are operations, followed by marketing practices, government support, HR practices, and maintenance. Among four marketing practices, "introduce new services and products" (rank 7th), "encourage innovative ideas to improve hotel services" (rank 8th), and "target new market segments" (rank 10th) are within the top ten places. These indicate Chinese chain hotels did not intend to reduce the quality of their products and/or services.

Regarding the organizational factors affecting the usage of the CMPs, the size of hotels was found not to affect the usage of the CMPs in three dimensions including HR practices, maintenance, operations. However, Marketing practices and Government support practices were found to be affected by the size of hotels, especially between small chain hotels and large chain hotels. Based on the results, a conclusion could be drawn that large-size chain hotels tried to use more CM practices in Marketing and Government support dimensions to cope with the negative effects from the COVID-19 outbreak. In terms of hotel age, the usage of CM practices in four dimensions (HR, Government Support, Maintenance, and Operations) has been impacted by different ages of chain hotels; on the contrary, the usage of CM practices in Marketing and Operations does not have significant differences between younger (up to 10 years) and older (over 10 years) chain hotels. To be specific, statistical analysis showed that there are significant differences in HR practices, as well as in the usage of Government Support practices between younger and older chain hotels. Also, the usage of Maintenance practices and the usage of operations are significantly different in younger and older chain hotels. To sum up, older chain hotels prefer to use more CM practices in these four dimensions than young chain hotels.

Finally, the analysis showed that brand types (international chain hotels and domestic chain hotels) also impact the usage of CM practices in two dimensions - HR practices and Maintenance practices, On the contrary, there are no statistically significant differences of the usage of CM practices in Marketing, Government Support, Operations The results show that domestic chain hotels used more HR practices and Maintenance practices than international chain hotels during COVID-19.

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Why we want to go outside in the pandemic world? Travel motivation and its consequences in social crisis

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Abstract:

Applying the theory of terror management, this study aims to investigate people's travel motivation in the current special COVID-19 pandemics which is affected by their personality, mortality salience and alienation and the consequent impact on the potential therapeutic benefits. This study also conducted comparative study of ethnic difference regarding those variables and structural relationships to examines the possible differentiates in America through the multi-group analysis of Chinese- Americans and Anglo- Americans during the pandemic.

Keywords: COVID-19 pandemic; Travel motivation; Mortality salience; Alienation; Therapeutic benefit; Personality; Ethnicity

1. Introduction

COVID-19 spread rapidly around the world (Xia & Feng, 2020), causing millions of deaths (www.bjcdc.org). Mandatory travel instructions are announced by governments successively, strongly prohibiting leisure and unnecessary travel activity. However, tourism as one of the most popular social interaction ways in modern society is instinct and primary needs of human beings (Baumeister & Leary, 1995; Kim & Jang, 2017) and staying home in a state of isolation from the society and other people could cause tremendous spiritual pressure and suffocation (Nair & Vohra, 2009). Under this dilemma, whether people still have travel motivation?

Researchers have well discussed with comprehensive research results of travel motivation and its antecedents and consequences, especially regarding the tourists' positive obtain like psychological well-being (Konu & Laukkanen, 2010) in various types of tourism settings, such as heritage tourism (Su et al., 2020), dark tourism (Zheng et al., 2018), educational tourism (Lin & Liu, 2020), and the impact of motivation on emotions (Lin & Nawijn, 2019). However, those previous studies are conducted in the normal tourism context. While when it comes to social crisis situations, such as the current COVID-19 pandemics, travel motivation and the potential effects seem complex and vague which need carefully exploration. Therefore, this article first of all will explore what and how the travel motivations demonstrated in current special situation. Secondly, What and how it is affected by other factors and what the consequent it induces?

Regarding the factors which could influence travel motivation, given the special state of the pandemics, appropriate variables need be selected accordingly rather than simply adopting from previous studies directly despite the identified antecedent effect links (Lin & Liu, 2020; Lin & Nawijn, 2019; Park et al., 2019; Su et al., 2020; Khan, Chelliah, & Ahmed, 2017; Khan et al., 2018). First of all, mortality salience caused by pneumonia is adopted in this study since it has been reported by Oren et al. (2019) that mortality salience is an important motive in understanding why people visit dark places.Secondly, alienation caused by the restriction and has been used into tourists' motivation studies (Vidon & Rickly, 2018) is employed as well. Thirdly, motivation as the stable travel characteristics that are presupposed to be influenced by deeper personality factors (Lin & Liu, 2020; Yiannakis & Gibson, 1992), especially in confronting this global outbreak of COVID-19, people with differentiated personalities could show completely different response patterns regarding those variables. Thus, personality is used in this study as well to explore the potential existed difference. On the other hand, regarding the consequence of tourists' motivation, Kim and Jang (2017) have confirmed that travel motives enable people to obtain therapeutic benefits from travel experience. Therefore, this study chosen tourists' therapeutic benefit as the final variable to analyze whether and how the tourists' motivation influence on it.

Meanwhile, ethnicity was also selected as the control variable in this study to explore the potential difference for different ethnic group with different idea and cultural value regarding those above mentioned structural links. The research site of this study is America with purpose sampling to obtain qualified respondents.

2. Literature Review

2.1. Travel motivation

Travel motivation is defined as the psychological/biological needs that awaken, guide and integrate personal behavior and activities (Park & Yoon, 2009). Among research, push-pull theory (Dann, 1977), the feeling of seeking escape (Ross & Iso-Ahola, 1991), and the travel career approach (Pearce & Lee, 2005) are considered to be commonly used explanations model of tourism motivation. Under the pandemic circumstance, the antecedents of travel motivation may quite different from the push factors promoted in previous studies; thus, in terms of tourism motivation, this study merely discusses the pull aspect of the destination.

2.2. Antecedents of motivation

2.2.1. Mortality salience

Mortality salience evolved from the theory of terror management (TMT), which indicates the very thought and meaning of death (Greenberg, Pyszczynski, Solomon, & Breus, 1994). Research illustrates that mortality salience is considered as the core of the conceptualization of tourists' behavior (Mikulincer & Florian, 2000), and its purpose of conceptualizing the effort to overcome the fear of one's own death (Pyszczynski, Solomon, & Greenberg, 2003). Therefore, we believe that mortality salience may have impacts on travel motivation during the pandemic, hypothesis 1 thus proposed:

***H1**: Tourists' mortality salience has significant influence on their travel motivation.*

2.2.2 Alienation

Alienation describes the psychological and social conditions that people are in when they are strongly disconnected from daily life and habitat (MacCannell, 1976), its development has experienced a shift from a one-dimensional concept of powerlessness or lack of control overwork (Nair & Vohra, 2009) to a multidimensional systematic organization (Seeman, 1959). In tourism, alienation becomes an important feature of modern tourism and known as a strong driver force of tourism (Tribe & Mkono, 2017), which prompts people to search for the real thing through travel (MacCannell, 1976). Due to the alienation and feeling of emptiness caused by the travel bans of the pandemic, eagerness to travel becomes an important driving force.

Therefore, hypothesis 2 is proposed:

***H2**: Tourists' alienation has significant influence on their travel motivation.*

2.3. Therapeutic benefits

Therapeutic benefits are related to compensatory consumption and Effort-Recovery Theory (Atalay & Meloy, 2011; Meijiman & Mulder, 1998; Kim & Jang, 2017). According to the Effort-Recovery Theory, relaxation and psychologically getting rid of life problems can help recovery, people obtain such therapeutic benefits through travel (Kim & Jang, 2017). Generally, therapeutic benefits have two dimensions, namely positive mood reinforcement and negative mood reduction. Therefore, when people are isolated from loneliness, they will actively seek ways to dispel negative emotions and obtain therapeutic benefits through travel. In sum, we assume that:

***H3**: Tourists' mortality salience has significant influence on their therapeutic benefits.*
***H4**: Tourists' alienation has significant influence on their therapeutic benefits.*
***H5**: Tourists' motivation mediates between their mortality salience and alienation and therapeutic benefits.*

2.4. Personality and ethnic difference

Personality has been extensively studied in various fields of psychology and tourism and has been fairly formed completely a documentation system (Moghavvemi, 2017). According to Jani (2011), personality is described as "distinctive and enduring patterns of thoughts, emotions, and behaviors that characterize each individual's adaptation to life's situations", it distinguishes each individual from every. other individual (Walters, 1974). Therefore, traveling during pandemics varied based on the individual's personality. Furthermore, people of different ethnicities would behave differently; hypothesis 6-9 is thus proposed (Figure 1):

***H6**: Tourists' different personality induced different perception of mortality salience.*
***H7**: Tourists' different personality induced different perception of alienation.*
***H8**: Tourists' different personality induced different travel motivation.*
***H9**: The variable of ethnicity moderate the whole hypothetical model.*

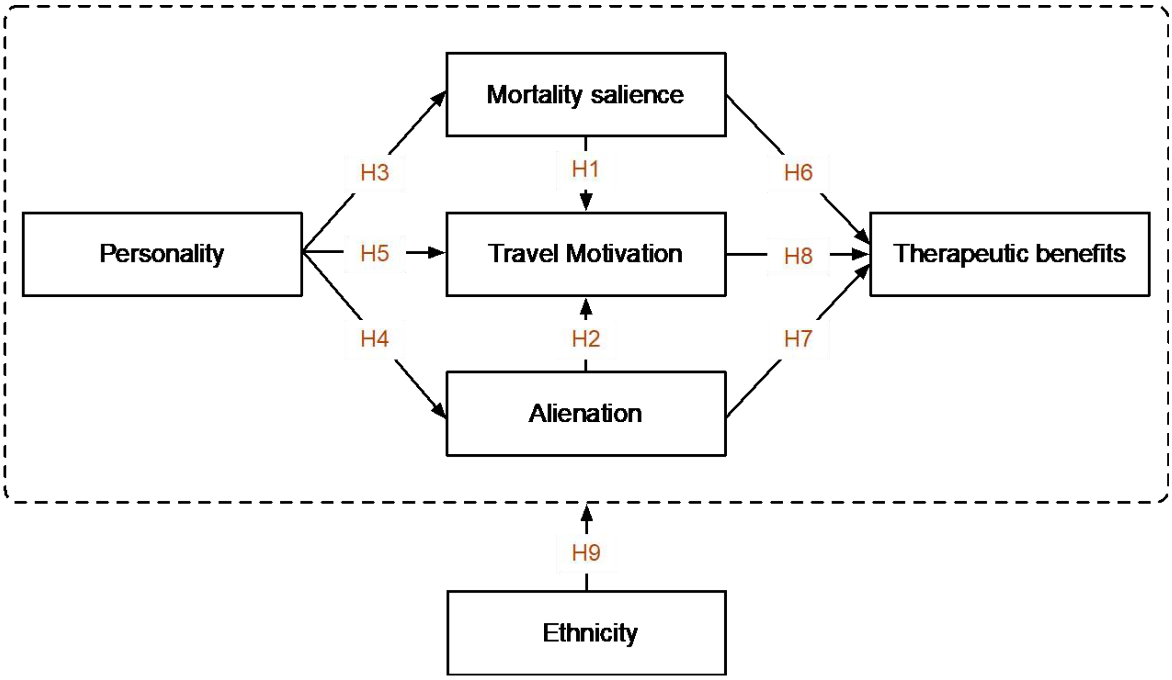

Figure 1. Hypotheses model

3. Methodology

3.1. Measurement

To achieve high content validity, the measurement items for variables will be obtained from previous research and sufficiently modified to suit the research context. Mortality salience has three items sourced from Oren, Shani, and Poria (2019). Alienation includes seventeen items adapted from Seeman (1959) to measure the degree of alienation. Travel motivation has 9 items proposed by Li and Brent (2019). Therapeutic benefit has two dimensions namely positive mood reinforce and negative mood reduction and each dimension has 2 items (Kim & Jang, 2017). For the evaluation of personality, we adapted from Gosling et al.'s (2003) Big-Five model. All items will be measured on a 7-point Likert scale, ranging from “strongly disagree” (1) to “strongly agree” (7).

3.2. Data collection

Subject to regional restrictions and the effect of the pandemic, the survey will be conducted through the Amazon Mechanical Turk (MTurk), a paid online platform for surveys that most popular among Americans. Purposive sampling will be used in this research to conduct the questionnaire survey on Americans who have traveled during the pandemic of COVID-19.

3.3. Analytical methods

This study will use Smart-PLS to analyze the collected data. Confirmatory factor analysis (CFA) and structural equation modeling (SEM) will be used to verify the goodness of fit of the model as well as what assumpted before. In addition, in response to the previously proposed hypothesis 9, this study conducted a multi-group analysis (MGA) on the data according to ethnicity (Chinese Americans and Anglo-Americans), and try to find out the differences in research models.

4. Results

Since this study is still ongoing, the expected results of this study could be as below points. We predict that the results of the study will propose that mortality salience negatively and significantly affects travel motivation while, in contrast, alienation will have a positive effect on motivation, which acting from both pros and cons. Second, the results will indicate that traveling after being suffocated during the pandemic will produce therapeutic benefits. Thus, the effect of mortality salience and alienation on motivation and therapeutic benefits are more prominent under elevated pandemics. Third, people with different personalities will perform motivations and gain therapeutic benefits on different aspects. Finally, the result of multi-group analysis will reveal the cross-ethnicity difference in travel motivation and therapeutic benefits under the specific situation of the COVID-19 pandemic.

5. Discussion and Conclusion

This research will enrich the literature of tourists' motivation and its link with travel behavior and results by investigating travel motivation and its antecedents and consequences under the specific social crisis. Besides, the results will contribute to cross-ethnicity study and provide insight into ethnic differences regarding this topic.

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Flying nowhere: Insights into a grounded travel industry

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Abstract:

This study explores the insight into the COVID-19 crisis and business continuity responses in the domestic aviation industry of Bangladesh. Empirical data revealed the vulnerabilities of a local aviation industry and reactive strategies of the airlines to cope with the unprecedented crisis in the travel industry and the ongoing challenges of regulatory interventions. Findings of this study contribute to the existing literature on organisational crisis and recovery management in the travel industry and inform the policy and practice for sustaining business continuity during and after a crisis.

Keywords: COVID-19, Tourism, Aviation industry, Vulnerability, Bangladesh

1. Introduction

In the aftermath of the coronavirus outbreak, all countries around the world took a range of measures to control the spread of the virus, including lockdown, travel restrictions, and the closure of borders. The travel and tourism industry is among the most affected sectors (Albers & Rundshagen, 2020); International Air Transport Association (IATA) estimated a 55% drop in revenue by $314 billion in 2020 (IATA, 2020a) with a forecast of a delayed recovery (IATA, 2020b). While most of the available reports and literature in this regard highlight the relevant issues on relatively large scales (e.g., regional and global), a deeper understanding of the domestic aviation industry could provide critical insights into the many and varied challenges of the COVID-19 crisis in the aviation industry and the related responses to survive and recover. This qualitative study explores the COVID-19 impacts on and business continuity responses of all domestic airlines in Bangladesh.

2. Literature Review

General business planning is underpinned by the expectations – indeed the hope that – the scenarios contained within the plan will arise (Elliott et al., 2002; Faisal et al., 2020). Organisational crisis is conceptualised as "any action or failure to act that interferes with an (organisation's) ongoing functions, the acceptable attainment of its objectives, its viability or survival, or that has a detrimental personal effect as perceived by the majority of its employees, client or constituents" (Faulkner, 2001, p. 136). Mitroff (2016) reviews the generic crisis typology model by Shrivastava et al. (1998) and proposes a more comprehensive model to understand the source and cause of crises systemically. He argues that any crisis is not well-contained; typically, every crisis set off a series of multiple crises. Mitroff's matrices of types and causes of crises classify crises according to two primary dimensions: (i) originating source (crises that arise external to an organisation and those that arise within it) and (ii) cause of the crisis (whether the crisis is caused by technical/economic breakdowns and those that are caused by people/organisational/social breakdowns.

Parsons (1996) categorised crisis into three types: immediate - crises with little or no warning; emerging - crises growing slowly; and sustained - crises lasting for a considerable time. The potential for failure is incubated in the pre-crisis stage, whereas the second stage refers to the immediate organisational handling of an incident and includes the immediate period of the crisis, between the crisis taking place and the recommencement of operations or activities. An organisation seeks to consolidate and then re-position itself in the final stage of the crisis (Faisal et al., 2020).

Crisis management as a systematic and strategic response to such unexpected events comes to the fore as it is believed to provide a coping mechanism to respond effectively and efficiently and ensure business continuity (Elliott et al., 2002; Faisal et al., 2020). In this regard, the role of the regulatory environment is important as this external force may put the businesses in further crises. Typical crisis management strategies usually range from retrenchment to persevering, innovating, and exit (Wenzel et al., 2020). The travel industry seems predominantly vulnerable due to its multidimensional consumption and production process (Faisal et al., 2017). Ritchie (2004) provides a comprehensive strategic framework for crises and disaster management for this industry, incorporating Faulkner's (2001) crises life cycle and categorising those under three broader management techniques, including crises/disaster planning, strategic implementation, and resolution evaluation and feedback. Nonetheless, there remains a question of whether these traditional coping mechanisms effectively works within the context of a pandemic.

The contemporary aviation industry survived several pandemics, including SARS, avian influenza, and swine influenza (Dube et al., 2021). However, the COVID-19 pandemic has appeared as a truly global concern with severe impacts at all levels. To date, the studies relevant to airlines and COVID-19 mostly reflected on the crises at a relatively large scale (e.g., global and regional) (see Albers & Rundshagen, 2020; Dube et al., 2021). However, there is a dearth of knowledge on the pandemic-induced crises in the domestic aviation industry, specifically in the context of a developing country.

3. Methods

Within a single-holistic case study design (Yin, 2014), the primary data have been collected through eight semi-structured interviews (Patton, 2002) with the executives representing all of the four domestic airlines in Bangladesh. Alongside the semi-structured interviews, framing analysis technique was employed to gather data from 'mass media narratives' (Santos, 2005), where the frames of reference have been inculcated by the various codes as derived from the preliminary analysis of the interview data. The preliminary analysis has been conducted adopting the thematic analysis (Braun & Clarke, 2006) complemented with a 'textual procedures' that consider the latent content or implicit meaning in the mass media reports (Hsieh & Shannon, 2005; Santos, 2005).

4. Findings

COVID-19 has appeared as a global pandemic representing a number of threats with multidimensional negative impacts not only to human health but also to the economies at all levels (global, national and local) with disastrous impacts on different industries, including travel and tourism. Bangladesh government suspended all domestic passenger flights from the 31st March 2020 while the restriction on international flights was imposed a bit earlier with a few exceptions. The demand for domestic airlines experienced rapid growth in the pre-COVID-19 period. For example, participants reported a significant growth in air traffic in the most popular tourism destination Cox's Bazar in the pre-COVID-19 period, as reflected in earlier research (see Hoque et al., 2021). However, the sudden halt of air travel due to the regulatory measures of the government has brought an abrupt end to such a high growth. The findings reveal that the domestic aviation industry was in unprecedented crises due to the uncertainty related to government interventions and radical changes in travel pattern and health and safety requirements. The fleet maintenance and human resource costs emerged as the key areas of critical attention. One of the research participants noted:

> *We have not yet gone for employee cut. But if this situation continues airlines must have to do that. This is particularly important since this ensures a fixed source of cost, and we do not know exactly when we are going to open the flights again.*

In the aftermath of domestic travel restrictions, airlines reinforced the need for cost reduction, including suspending employee overtime, announcing salary cut etc. For example, one of the four airlines planned 20–30% salary cut. However, with no earning and uncertainty of resumption, they demanded government support in the form of interest-free loan or bailout. One of the leading airlines reported a loss of (Bangladeshi Taka) BDT 130 million in the first quarter of 2020 and applied for a government support package of BDT 150 million. A representative of another airline reported: *"We have estimated a potential loss and approached the government to provide assistance"*. Moreover, they demanded policy interventions from the government in terms of exemption of the civil aviation charges and tax rebates to survive the crisis and cope with the fundamental changes in the aviation industry.

5. Conclusion and Future Research

Preliminary results of this longitudinal study revealed that during an unprecedented crisis in the domestic aviation industry, immediate attention goes to human resource and fleets maintenance cost. Preparation for any immediate and sustained crisis is not a priority for most domestic airlines; the potential for failure is incubated in the pre-crisis stage, and they tend to rely on their business/professional experience and government support to devise reactive strategies to cope with the adverse business environment and ensure business continuity. Nonetheless, the completion of this study will provide a more comprehensive understanding of the pandemic-induced crises in the aviation industry and inform the related strategies to survive, recover and thrive.

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Centennials and their motivations for environmentally responsible travel: Evidence from international students in Japan

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Abstract:

Responsible tourism has been on the trend, especially among the young generation and widely discussed as one of the future forms of travelling. This paper aims to discuss about how centennials in the case of international students perceive the concept of environmentally responsible travel and tries to understand their decision-making process of whether to opt for environmentally responsible behavior. The findings show a fluctuation of level of green behavior throughout a trip, ranging from the planning to post-trip stage. The results also indicate that centennials are generally well informed of environmentally responsible travel, but their perception of this phenomenal has mixed effect on determining their actual behavior, and that various factors come to play during the decision-making process.

Keywords: environmentally responsible travel, international students, choice process, decision making, travel motivations.

1. Introduction

Together with the development of tourism industry, various negative impacts on the environment have been proved to be associated with tourism activities including the huge emission of carbon dioxide in travelling, accommodation and other recreational activities (Dwyer, Forsyth, Spurr, & Hoque, 2010). In addition, tourists' inappropriate behaviors at the destination such as littering or damaging the sites have contributed to environmental degradation. The present study aims to tackle the issue of environmental sustainability, particularly at: 1) the extent to which centennials (specifically international students) involve in environmentally responsible travel; 2) how they perceive it; and 3) their motivations for such kinds of behaviors. Even though there is no common agreement on the born year of centennials, this study takes the view that centennials are born in the year 1996 onwards (Gaidhani, Arora, & Sharma, 2019). The reason for choosing this target group is that centennials have been quickly contributing to the travel industry of the world and are updated with the new trend and tend to travel differently from previous generations. As centennials are beginning to care more about the environment, they appear to be the most suitable research target of this study. This research bears great significance because once having a proper understanding about travelers' motivations or barriers for environmentally responsible behaviors, relevant stakeholders such as governments and tourism organizations can focus on triggering those motivations and at the same time eliminating constraints for such behaviors. Research questions include:
What motivates or demotivates centennials to travel in an environmentally responsible manner?
How does their perception of environmentally responsible travel influence their decision-making process?

2. Literature Review

2.1. Motivation theory

Discussions about motivation theories have largely suggested that motivational incentives can be divided into *intrinsic* and *extrinsic* incentive (Frey, B.S, Jegen, 2001). While intrinsic motives deal with internal elements such as morals, values and obligations, extrinsic motives include incentives like money, status and power (Line, Hanks, & Miao, 2017). Baker, Davis, and Weaver (2014), on the other hand, studied about tourists' barriers to adopt pro-environmental behavior. Visitors may avoid pro-environmental behavior due to its inconvenience, discomfort and decreased enjoyment.

Push and pull motivations have widely been accepted as a concept to explain travel motivations. Push factors are related to socio-psychological motives (Crompton, 1979) and are considered as internal and emotional variables that drive tourists to a destination (Saito & Strehlau, 2018). Examples are relaxation, social interaction, search for knowledge, social recognition, and adventure. Pull factors, on the other hand, come from the destination itself (Crompton, 1979) and are linked to external variables that attract tourists to visit it (Saito & Strehlau, 2018). For example, natural environment, social environment, shopping, gastronomy, and cultural and historical attractions are some pull motives.

2.2. Goal frames

Lindenberg and Steg (2007) suggested that people take certain course of actions depending on their goal, and in the case of green behavior, those motivations can be divided into three goal frames namely *normative frames*, *gain frames* and *hedonic frames*. Normative frames are associated with the concept of appropriateness – the right thing to do and are in line with the expectations of a social group (Line et al., 2017). Normative frames are therefore related to intrinsic values. Gain frames, on the other hand, deal with extrinsic values and are set for "guarding and improving one's resources", in which individuals engage in pro-environmental behavior while seeking for certain forms of gains such as financial gains. Hedonic frames also have intrinsic values but exist in intangible forms. Hedonic frames explain pro-environmental behavior as a result from one's seeking for pleasure, enjoyment, happiness, self-esteem or avoiding additional effort and negative thoughts.

2.3. Environmentally responsible behaviors

Environmentally responsible individuals are those who are concerned about the environmental issues and thus would behave in a way that avoid damages to the environment (Chiu et al., 2014). Barber and Deale (2014) argue that there is a close relationship between environmental awareness and environmentally responsible behaviors. Thus, individuals who are concerned about environmental issues are more likely to take environmentally responsible actions (Leonidou, Leonidou, & Kvasova, 2010).

There have been numerous researches attempting to explain tourists' motivations for environmentally responsible behaviors. Empirical study by Kormos and Gifford (2014) takes into account the role of personal norms in determining their intentions. The result infers that the Theory of Environmentally Significant Behavior suggests a direct impact of individuals' personal norms on their intentions to opt for environmentally sustainable behaviors. Many other studies on personal norms such as study by Dolnicar and Leisch (2008) also indicate norms as a reliable reference for environmentally sustainable behaviors by tourists. Study by Juvan and Dolnicar (2014) makes use of Cognitive Dissonance Theory and find out that tourists with pro-environmental beliefs who do not end up involving in environmentally sustainable behaviors will find themselves overwhelmed with the sense of guilt, which once again places importance on how personal norms work and affect individuals' feeling and actions.

2.4. Measuring environmentally responsible behaviors

There have been many studies conducted with an attempt to measure environmentally responsible tourist behavior. Smith-Sebasto and D'Costa (1995) defined six categories of environmental actions including *civic action* (voting, protest), *educational action* (watching TA programs, reading books about environmental issues), *financial action* (purchasing eco-products, donating to conservation organizations), *legal action* (lawsuit, injunction), *physical action* (cleaning up, recycling) and *persuasive action* (motivating others to behave environmentally friendly). In addition to the above indicators, site-specific environmentally responsible behavior can be used to measure tourists' environmentally responsible behavior (Lee, Jan, & Yang, 2013). This construct includes *sustainable behavior* (respecting the local culture, conserving natural environment and reducing the interference of local environment), *pro-environmental behavior* (voluntarily reducing the visit frequency to a destination while the destination is recovering from environmental damage) and *environmentally behavior* (contributing to reduce the damage to a destination). In a bibliographical study by Juvan and Dolnicar (2016), they found out that frequently used indicators of sustainable behavior are *paying carbon offsets, transport choice, the choice of environmentally sustainable accommodation* and *using an environmentally sustainable tourism provider*. Other forms of pro-environmental behavior include *recycling, picking up litter or reusing towels at hotels*.

2.5 Decision making process

In a study by Sirakaya and Woodside (2005), they pointed out that the selection process can be considered as a funnel-like one in which tourists try to narrow down the alternatives to select the best option. This process is influenced by both sociopsychological and non-psychological factors. There are two main approaches in explaining the choice process namely *behavioral approach* and *choice set*:

Behavioral approach: This approach attempts to explain the choice process through different stages and various factors that influence that process. These factors can be categorized into *socio-demographic background* (age, income, life cycle, etc.), *psychographic profiles* (benefit pursued, preference, attitude, etc.), *marketing variables* (product design, pricing, advertising, etc.), *destination-related attributes* (attractions, situational variables, etc.) and *destination awareness* (Lang, O'Leary, & Morrison, 1997).

C*hoice set*: This approach assumes that tourists construct their initial choice sets and make the final decision after eliminating some of them. This approach is therefore, much simpler and practical and focuses more on psycho-behavioral variables and how tourists start to have cognitive, affective judgements, intentions and commitments (Saito & Strehlau, 2018). Decrop (2010) suggests a formation of destination choice sets through a sequence of *consideration*, *evaluation*, *constraints* and *choice* (Fig. 1)

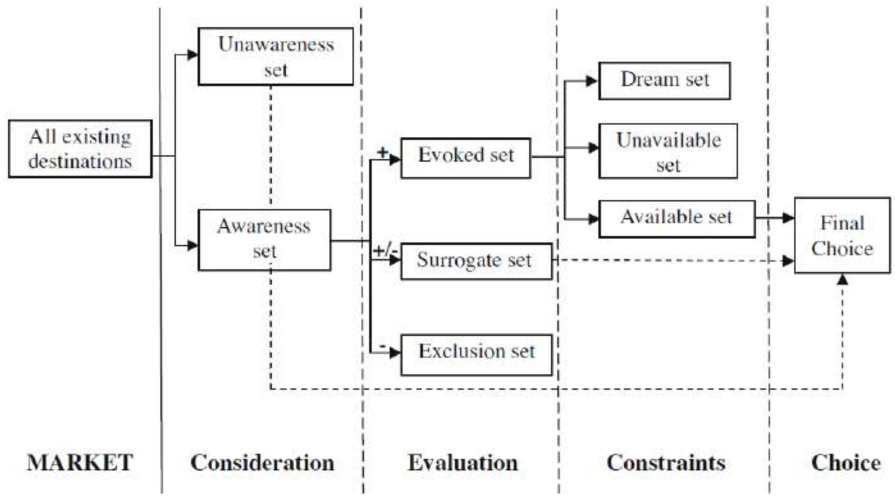

Figure 1. The formation of destination choice sets (Decrop, 2010)

3. Methodology

3.1. Research method

This study adopts a qualitative research method with an exploratory objective. The reason for choosing this method is that it allows the author to have a deep insight into the problems by constant comparison, coding and memos. Through in-depth interviews with participants, the author can gather additional information, seek for patterns and eventually develop theories without taking prior assumptions. However, where relevant patterns have already been discovered and covered in previous researches, the study will either dig deeper into those theories or makes use of them to partly explain and develop other new concepts and theories in the discussion chapter.

This study focuses on studying centennials' choice process during the three stages of a typical trip: pre-trip, on-site and post-trip and how the concept of environmentally responsible travel affect this process. The reason why the author divide the sets of questions into time frame is that it allows the author to identify and compare the degree of existence and significance of environmentally responsible concept in each stage and spot any change of perceptions during the transmission of stages.

3.2. Data collection

A sample of 23 participants (n=23) was invited to take part in the study in June 2020, 12 of which were conducted in the form of in-depth interviews via Zoom and the rest were through online survey with the same open-ended questions. When conducting this study, the author was an international undergraduate student in Japan and due to limited connection, convenience sample was used.

4. Results

Overall, centennials are to some extent familiar with environmentally responsible travel, but the degree of actual involvement in such kinds of behavior varies along the trip from the planning stage to post-trip stage. A closer look at the bigger picture reveals that environmentally responsible behaviors can be most clearly observed during the on-site stage compared to the pre-trip and post-trip stage.

4.1. Pre-trip

The author began the interview by asking for a list of factors that they consider when selecting a destination to travel (Fig. 2):

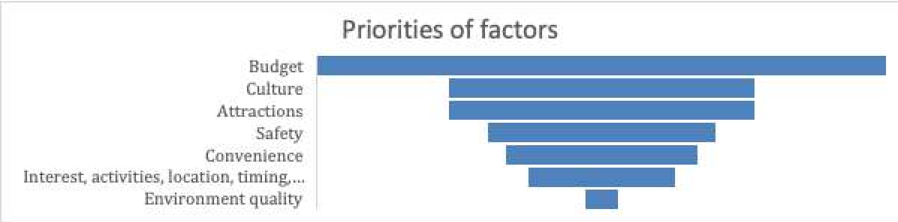

Figure 2. Funnel chart of factors that respondents consider when selecting a destination
Source: author

It is understandable to see "budget" and related terms including "cost, price, fees" as the first element that comes to mind of a majority of participants, considering the fact that the target group is young international students living in Japan. The term "culture" is used by the author to represent a number of associated key words during the stage of axial coding which includes "local culture, cuisine, people, architecture". The participants also tend to do prior research on available attractions and famous tourists spots on deciding the destination. The next factors to be considered consist of safety, convenience (accessibility, amount of paperwork needed, language), interest, activities, location, timing (schedule, season) and novelty (no prior experience). What stands out in the answers is that the least mentioned factor is environment quality of the destination. Also, none of the indicators of environmentally sustainable behavior (*the choice of environmentally sustainable accommodation*, *using an environmentally sustainable tourism provider*) by Juvan and Dolnicar (2016) were found during the trip planning stage of the participants. Overall, environmental factors have little influence on how they plan their travel.

Upon digging into the extent of how much the participants are aware of green tourism and their motivations or demotivation to opt for green travel, even though 77% of them are aware of green travel, none of them have actively involved themselves in this form of travel. Their behavior rather exists in the form of what the author call "passive green", "constrained non-green" or "neutral non-green":

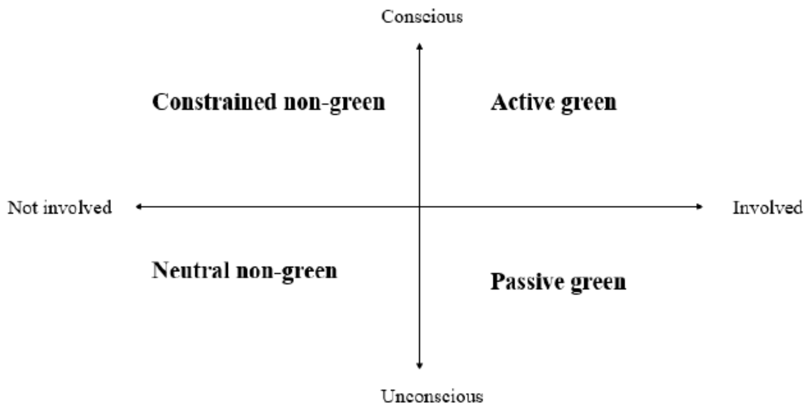

Figure 3. Green trip planning chart (Source: author)

This model takes into account the importance of two constructs: *The awareness or consciousness of pro-environmental behavior* and *actual involvement in pro-environmental behavior.*

Active green: This group of people intentionally opt for green travel which include considering environmental factors while planning their trip, choosing eco-friendly destinations to travel or choosing green hotels to stay. However, none of the participants belong or find themselves belong to this group.

Passive green: People in this group consume ecotourism by traveling to natural tourist attractions such as jungles, national parks and mountains but mainly because of their interest rather than intentionally going green or caring about the environment.

> *Even though most of the destinations that I choose is basically nature, I'm not particularly going green. If that place has less people and less environmentally affected, I would go there. It's more like my interest.*

Constrained non-green: Participants are conscious of green travel, but never had a chance to get involved due to certain constraints which can be classified as *economy, knowledge, availability* and *dependence* in the case of participants under study.

> *I may consider going green in the future, but till now I have never been to any place that is considered green, because I know green tourism costs more money than the mass tourism. I feel personally green tourism is for high-class people. So no, not now, maybe in the future.*

Neutral non-green: This group of people simply do not think much about environment factors when travelling, but it's hard to say that they bear no interest in protecting the environment because none of them declared that in their answers. To put it simply, the reason why they do not go for green travel is not because of external constraints as in constrained green group, it is rather due to the lack of a an incentive that make them take a step closer to green travel. It's interesting to notice that this group of people accounts for the majority of the participants in the research:

> *Yeah probably. Actually, I never thought about that before, but in those destinations that I want to go, if they offer some green tourism activities that*

> *I can join, I may prefer to join that. But at the time of selecting the destinations, I don't really think about that much.*

4.2. On-site

The author began the interview on on-site travel behavior by asking the participants' choice of transport and the rationale behind that.

Table 1 *Respondents' choice of transport and reasons* (*Source: author*)

Means of transportation	Reasons	Means of transportation	Reasons
Airplane	Fast No choice when travelling abroad	Car	Get to far places Convenient Control of the trip
Grab, taxi	Save time Get to the exact place	Bicycle	Near place
Public transport (bus, train, subway)	No driving licenses Cheap Cover lots of area Eco-friendly Convenient in Japan Wide network Online schedule available	Walking	Near place (within walking distance) Within small destination Enjoy sightseeing Hobby
Motorbike	Driving license in home country Control of the trip Used by local people		

The final decision on transport choice is determined by different variables which can be classified into *personal trait*, *accessibility*, *legal system*, *cost*, *time* and *distance*. Some travelers prefer to walk simply because they love walking and more like a choice for pleasure. Accessibility is also a critical factor that limits the choice of transport within that area. Many participants reported that they find it easier to opt for bus or train in Japan rather than in their home country thanks to the developed public transport system and network. At the destination where the local people mainly use motorbike, some participants find themselves inclined to use motorbike as well because the motorbike rental service is fully available. Cost also crossed the mind of many participants when it comes to choosing the means of transport. Thus, many choose to save a bit of money by taking the bus when the option of taxi is available. Legal system to the scope of this research, is mainly about the driving license. Considering the fact that participants in the research are international students without driving license or their own car in Japan, the option of public transport and taxi are the main alternatives to private vehicles back in their home country. Distance to or between spots at the destination and time appear to be of great importance. When travelers are short of time, they may prefer to set priority on spending time at the tourist spots rather than moving between them.

The study finds out that almost all of the participants identify themselves as green tourists at the destination. The most received answer on the reason why the participants act green while travelling such as cleaning up their trash, is associated with their morals. Relevant patterns found in the answers from the participants can be grouped into *previous background* and *values*. Other motives are found in the form of *gains* and *feasibility*. While some of them seek for profits such as saving some cost by using public transport, others find themselves constrained by external factors such as *legal system* and *availability* of public transport.

4.3. Post-trip

Participants are welcome to address their concerns about environmental issues when travelling. The most common concern is related to the trash problem (littering, overuse of plastics, cleanness of the tourist spots). Many stated that cleaning up your own trash is the lowest level of being green while travelling, but the fact that many tourists still litter annoys them the most. Other sorts of concern are overcrowded destinations, air quality and the use of transport. Their concerns can be seen as a two-layer model as followed:

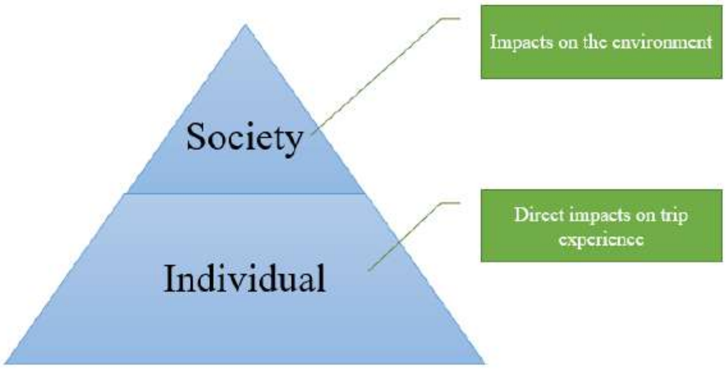

Figure 4. Layers of environmental concerns (Source: author)

Tourists believe that environmental issues generate direct negative trip experience, thus this can be categorized in the *individual* layer of concern. Even though the individual layer can be found in some answers, most of the participants address that their concerns originate from their care for the environment and Mother Earth as a whole, which can be classified in the *society* layer. This pattern proves that these two layers are not mutual exclusive.

The last objective that the study focuses on is what motivates or demotivates these people to encourage other people to be green travelers. Generally, respondents tend not to actively get involved in encouragement action after their trip. Below is the grouping of common reasons:

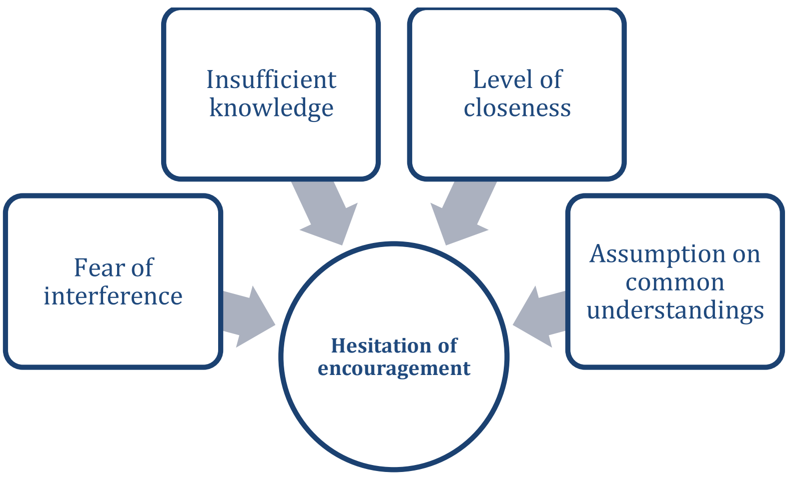

Figure 5. Constraints of green encouragement (Source: author)

Many respondents refer to this matter as “private thing”, “their own trip” and “their money” and that they prefer not to *interfere* with their travel decision. Respondents with *insufficient knowledge* on green travel as well as proper ways to encourage others also find themselves hesitant to freely talk about this issue. Others find it uncomfortable to encourage other people to go green if they are not *close* enough. The next pattern which constitutes a great number of answers is related to one’s *assumption on common understandings*. These respondents regard environmentally friendly behavior like cleaning up our own trash as “basic manners” and “everyone knows it”, thus do not go into great lengths to discuss about it. People then assume their partners to behave accordingly to their expectation rather than active discussion on the matter. In short, centennials may engage in the encouragement while travelling rather than after the trip, but only when asked about it or travelling in intimate group like family or close friends.

5. Discussion

5.1. Goal frames in relation to transportation choice

The author suggest the model below (Fig. 6) that takes into account the key concept that was mentioned the most during the data collection stage – “*convenience*”. This model makes use of the goal frames suggested by Lindenberg and Steg (2007) to group the respondents’ incentives, then the borders emerged from the data are set to separate between green and non-green groups:

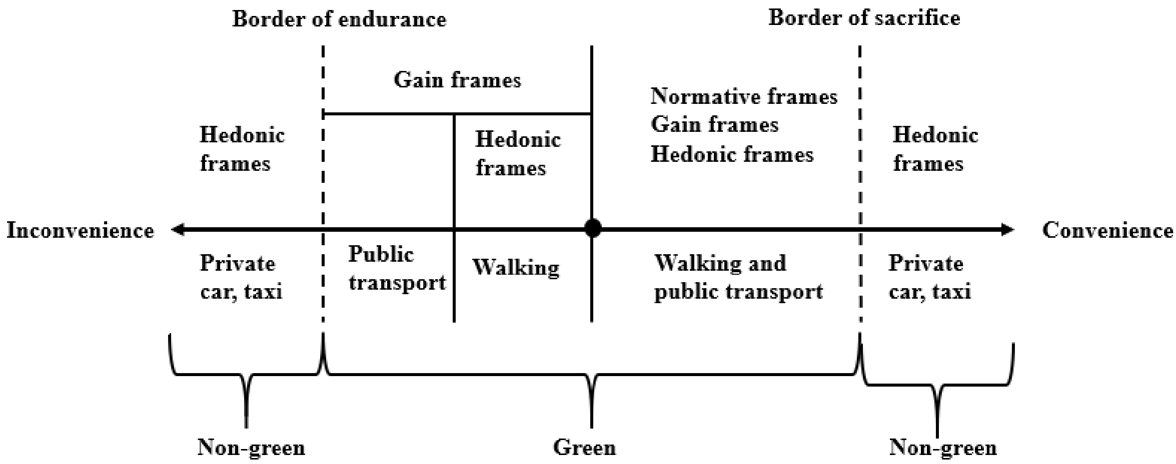

Figure 6. Border of transportation choice
(Source: author with the use of goal frames by Lindenberg and Steg (2007))

Generally, as the travelers go further to the left or right side, they are looking for certain frames in accordance with transportation choice, and at the same time the degree of inconvenience and sacrifice increases. For example, travelers who choose to walk are in search of hedonic frames which consists of “enjoyment”, “pleasure”, or “hobby”. These people together with those who opt for public transport may be found to be seeking for gain frames – cost saving. As long as they stay within those borders, they are considered as being green travelers. However, there are cases when travelers go for the taxi option in the very first place, that is when they prioritize their convenience over other options such as bus or train during the selection process.

5.2. Reasons for environmentally friendly behaviors

On-site stage is an important stage of the trip when the travelers are already at the site, meaning their behaviors assert direct impacts on the local environment. Results reveal that the level of greenness observed in centennials are most visible during this stage, so it bears great significance to investigate onto their reasons for such kinds of behaviors. The author attempt to contribute to the motivation theory by Frey, B.S and Jegen (2001) in the context of environmentally friendly behaviors, with the addition of the third element – *attached image* (Fig. 7).

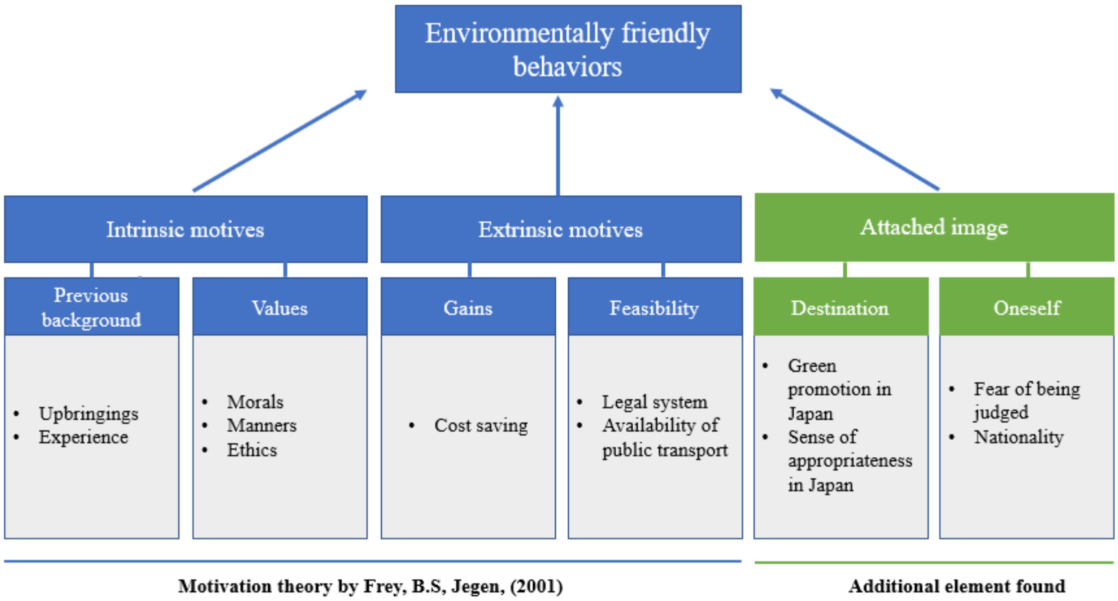

Figure 7. Reasons for environmentally friendly behaviors at the destination
(Source: author's contribution to motivation theory by Frey, B.S, Jegen, (2001))

With a significant amount of accumulated experience of living in Japan, international students are expected to develop certain images about Japan and adopt the new sense of appropriateness in their behaviors when travelling. This was found to be the product of media promotion and participants' experience at the host country. Their behaviors, therefore, are headed towards maintaining that image. At the same time, these international students tend to form an image about themselves or associated to a larger group such as nationality, and thus tend to act greener in order not to getting judged by their nationality.

5.3. Implications

Theoretical implications

In general, centennials pay more attention to their actual behaviors at the destination rather than when they are off-site and planning their trip. Regarding the research question about the degree of influence of perception on environmentally responsible travel on the decision-making process, the conclusion is that a high or low level of perception does not determine the existence of environmentally friendly behaviors, but rather manipulated by other factors during the decision-making process. This is because there are cases when high influence of perception was seen with environmentally responsible behaviors, but usually with little effort. Most of the these behaviors are at the site such us cleaning up your own trash, not damaging the site. These kinds of behaviors require little effort because it does no harm to the tourists and tourists only need to refrain from causing damage to the site such as littering. Most centennials regard these behaviors as norms, basic ethics and demonstrate a high awareness towards environmental conservation. There are also cases when the degree of perception does not matter much because actual behaviors require much effort. The clearest example can be witnessed in the pre-trip stage. Whether centennials are aware of green travel or not when planning their trip does not make much difference to their plans because they are either not thinking much about environmental factor or not willing to put more effort to make their trip green such as paying more for green hotel. Finally, sometimes environmentally responsible behaviors were still seen with little influence of perception. These are usually the outcomes of various variables. The choice of transport discussed above can be a good example in this case.

The study also reveals some characteristics of centennials in the case of international students when travelling which may be significant in studying centennials' behaviors. First, many of them have a decent background and are familiar with pro-environmental behaviors. They view protecting the environment as the basic ethics and usually expect others to have to behave in the same manners while travelling. Second, centennials tend to value time and convenience while travelling. Nevertheless, as budget remains to be a matter to consider to most of them, they have the tendency to find a balance between their convenience and how much they have to pay or sacrifice. They are also seeking for a sense of independence and control when travelling, that is why some of them opt for private vehicle instead of public transport. Lastly, centennials are greatly concerned about privacy and tend not to interfere with someone else's trip by telling them to be green while traveling. They prefer to evaluate the relationship and intimacy level before engaging in encouraging action.

Managerial implications

Public transportation system: Many participants find it much easier to go for train or bus in Japan than in their home country, which implies the need for upgrading transport infrastructure that meet the demand of tourists. Looking closer at the border of transportation choice (Fig. 6), it is ideal that destination managers and tourism developers can keep tourists in the middle area within the border of endurance and border of sacrifice. The only way to do that is to increase and trigger the goal frames (Lindenberg & Steg, 2007) to a point where tourists do not have a feeling that they are crossing the border. For example, destination managers can target at tourists who love walking by making and decorating walking zones between spots for them to enjoy or creating customized bus route for tourists to save time and cost for those who are seeking for economic gains.

Promotion of destination image: This study also reveals the role of attached image (Fig. 7) in international students' decision-making. Relevant authorities can emphasize on promoting the green image of the destination, to a point where tourists relate it with greenness and act towards sustaining that image.

Spread of knowledge: Respondents find it hard to tell others because they are either not well versed with the topic or not know how to encourage them. This is probably because when green travel becomes a trend, almost everyone would have heard about it but not knowing in detail. Hence, spread of information on acting for the environment when travelling should still be under focus for tourism developers, especially via the means of mass media.

6. Conclusion

It is undeniable that the present study faces several limitations. Convenience sample with small size was used, so the result may not reflect the characteristics of all centennials in the case of international students. Also, online surveys with the same open-ended questions were additionally used to collect data which may result in an imbalance amount of data between survey and interview because respondents tend to give longer answers with interview.

With that in mind, the study suggests further research on centennials' motivation for environmentally responsible behaviors with a larger sample size of respondents from more diverse backgrounds. Further researches can also dig deeper into the relationship between the destination image and environmentally friendly behaviors at the site.

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Will food neophobia influence tourists' perceptions of a food tourism destination?

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Abstract:

Discussion about tourists' local food consumption in an overseas tourism destination has been omnipresent among researchers in recent times. Food does not simply provide a functional role to individuals but it also serves as an experiential aspect of a destination's cultural appeal (Bjork & Kauppinen-Raisanen, 2016). While some tourists derive many pleasurable experiences from local foods, others become reluctant to try new local foods because they are not familiar with the taste of a destination's local food or they find it uncomfortable with a new local food culture. This tendency is termed as food neophobia (Fischler, 1988; Pliner & Hobden, 1992). Food neophobia is significant in tourists' food behaviours and understanding how it impacts their local food perceptions or experiences in a tourism destination is essential for theoretical and practical applications (Ji, Wong, Eves & Scarles, 2016; Okumus, Dedeoglu & Shi, 2021). Nonetheless, little is known about how food neophobia informs the interrelationships among tourists' local food tourism experience, their attitude toward local food, their wellbeing, and loyalty behaviours. Thus, this study, first, sought to examine the interrelationships among tourists' local food tourism experiences and the aforementioned outcome variables, and second to examine the moderating role of food neophobia on the associations among the research constructs.

Data was collected from a sample of 900 US tourists who had local food tourism experience in European countries and Asian countries since 2017 through Qualtrics. Questionnaires were used and contained items measuring food neophobia, local food experiences, attitude toward local food, subjective wellbeing, future intention and destination loyalty on a 7-point Likert-type scale. Respondents background characteristics and travel-related characteristics were also collected.

Result of an initial EFA revealed eight domains of local food tourism experience: refreshment (Mean= 5.70), hospitality (Mean = 6.01), servicescape (Mean =6.00), food cultural knowledge (Mean =5.99), taste and authenticity (Mean =6.21), hedonism (Mean = 6.10), socialization (Mean =5.83), and local food novelty (Mean=5.99). Analysis of the direct effects of the variables showed that hospitality (β=0.19, t=3.52, p<0.001), servicescape (β=0.28, t=5.34, p<0.001), taste and authenticity (β=0.29, t=5.77, p<0.001), hedonism (β=0.37, t=6.40, p<0.001), and local food novelty (β=0.13, t=2.22, p<0.05) had a significant direct effect on attitude toward local food. Attitude toward local food directly affected subjective wellbeing (β=0.70, t=16.98, p<0.001), future intention (β=0.79, t=15.40, p<0.001), and destination loyalty (β=0.26, t=5.49, p<0.001). Lastly, subjective wellbeing directly influenced future intention (β=0.05, t=1.11, p>0.05).

A multigroup analysis was used to examine the moderating role of food neophobia on the relationships among the variables and the result shows that the path coefficients from hospitality to attitude toward local food (High neophobia t-value= 1.68, Low neophobia t-value=3.37), servicescape to attitude toward local food (High neophobia t-value= 2.28, Low neophobia t-value=4.24), taste and authenticity to attitude toward local food (High neophobia t-value=0.77, Low neophobia t-value=5.90), hedonism to attitude toward local food (High neophobia t-value=2.19, Low neophobia t-value=4.78) and subjective wellbeing to destination loyalty (High neophobia t-value=4.66, Low neophobia t-value=9.55) was significantly greater in the low neophobia group than the high neophobia group. The moderating role of food neophobia on the constructs was partially verified.

This study shows that tourists' local food tourism experience is important in explaining their attitudes toward local food. Pleasant local food tourism experience results in an overall favourable evaluation of local food. Furthermore, pleasant attitudes toward local food is significant in generating a favourable evaluation of an individuals' wellbeing as well as loyalty behaviours. Positive evaluation of tourist's wellbeing can lead to positive loyalty behaviours toward a food tourism destination. It is important to highlight that tourists with low neophobia tend to appreciate both the food aspects and service aspects better than tourists with high neophobia. Furthermore, positive attitudes toward local food, their subjective wellbeing and loyalty behaviours toward a food tourism destination is higher among tourists with low neophobia than those with high neophobia. The result supports previous studies (Hsu & Scott, 2020; Kim et al., 2010; Mak et al., 2017) on how food related personality trait informs tourists' preferences and behaviours in a food tourism destination. This study however presents insights by revealing how food neophobia informs tourists' local food tourism experience, attitude toward local food, subjective wellbeing and loyalty behaviours. As tourists with low food neophobia have higher chances of trying local foods they tend to have a higher appreciation or perceptions about their food tourism experience than those with high neophobia. The study offers practical suggestions for tourism destination marketers in terms of market segmentation strategies.

Keywords: Food neophobia, local food, perceptions, consumption, attitude, intention

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Do attractions attract tourists or simply satisfy needs?

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Abstract:

Debates are still ongoing about whether tourism attractions are built as demand generators or need satisfiers. This study aims to examine the relationship between destination attributes and tourist needs with the framework of McKercher's attraction taxonomy and Pearce's TCP model. An in-depth analysis of two source markets (China and the United States) is conducted by an overview of the trip patterns, tourist behaviours, and interested activities towards three destinations (Hong Kong, Singapore and United Kingdom). The findings reveal that the role of individual attractions as key drivers seems to be overstated and the level of attractiveness depends on what tourists expect from the destination.

Keywords: Attractions; Motives; Travel Career Pattern; Products

1. Introduction

The role of attractions in attracting tourists has been identified and discussed for several decades in tourism research. Although many scholars claim that attractions are built as tourism demand generators (Jafari, 1974; Lew, 1987; Mill & Morrison, 1987), tourists make their decisions to travel for many reasons (Peters & Weiermair, 2000). Since Dann (1977) attempted to investigate the relationship between tourist's motivation and the destination with the model of "push-pull", a wide range of research has been conducted to explore the various motives of tourists to a destination. However, most work in tourism academia still fails to reveal the essence of destinations in influencing tourists' decisions (McKercher & Koh, 2017). In this context, this study manages to examine the relationships between motives of tourists and attributes of destinations indicated by Pearce's Travel Career Pattern (TCP) model and McKercher's taxonomy of tourism product.

In order to answer the question "do attractions attract tourists or simply satisfy needs", the present study will attempt to investigate whether the destinations attract different source markets in different ways and whether the same source market is attracted by the same attractions. Thus, it is necessary to define and classify attractions, then attach them to motives for examining. Qualitative reports from the four destination countries have been reviewed by an in-depth analysis of the two different source markets (China and the United States). Tourist demographics, trip patterns, key drivers as well as most interested activities or attractions have been identified from different data sources such as national tourism report, statistical review, and market insights. Then, content analysis has been used to clarify visitors' motives in Pearce's TCP model, which contributes to the further investigation on the relationship between needs and experiences.

2. Literature Review

2.1. Motivation

Motivation is an internal factor considered as the cause of human behavior (Mook, 1996; Snepenger, King, Marshall, & Uysal, 2006) and the stimulus of tourist loyalty and satisfaction (Yoon & Uysal, 2005), yet the reasons why people travel is difficult to explore (Crompton, 1979). What's more, benefits, values, and expectations are also used to explain travel motivation (Pearce, 2011). Those concepts can be clearly differentiated from the example proposed by Pearce, who explains that travelers may be motivated by spending quality time with the family, however, the enhancement of relationships with their children might be the positive outcomes of tourism (Pearce, 2011). Value is a kind of summarized statement of people's attitudes which can be linked to cultural and social motivation to shape the visitor's behavior. The concept of expectation has also been employed, often in destination studies, to address the consequences of motivation (Pearce, 2011).

During the last decades, there have been many theoretical and empirical studies from a number of disciplinary areas, including sociology, psychology, anthropology, and the economy to define motivation. Psychological theories such as instinct theory, drive theory, and incentive theory contributes a lot to motivation disciplines in tourism. Instinct theory refers that behaviors are "biologically determined rather than learned" (Feldman, 2005, p. 301). However, psychologists hold different views on the explanation of specific behavior patterns. Drive theory and Incentive theory have been thereafter proposed to understand the internal and external values respectively in order to clarify "push" and "pull" behaviors (Gnoth, 1997; Ryan & Deci, 2000). The push-pull model has become one of the most popular disciplines among the fundamental models of travel motivation, which facilitates the examination of visitor's behavior and decision-making (Klenosky, 2002; Dann, 1977; Pearce & Lee, 2005).

Previous empirical studies have examined push and pull factors from different perspectives and employed numerous methods ranging from in-depth interviews to factor analysis (Uysal & Jurowski, 1994; Crompton, 1979; Dean & Suhartanto, 2019; Wang, Yi, Wu, Pearce, & Huang, 2018). In particular, push factors are viewed as stimulus of travelers' needs, such as the desire for rest and relaxation, seeking adventure, prestige, social interaction, etc. While pull factors are inspired by attractions, or attractive constructs within the destination, such as sea, fresh air, and natural beauty (Yoon & Uysal, 2005; Klenosky, 2002). From an anthropological perspective, to escape the daily life routine and to seek authentic experiences are the major motivations of traveling (MacCannell, 1977). Similarly, the escape-seeking dichotomy explains that the reason why individuals travel is that they perceive traveling as a satisfier of two types of needs—the desire to escape from the daily routine and the need to seek mental rewards in a different place (Iso-Ahola, 1982; Iso-Ahola & Allen, 1982).

Although the "push-pull" model has been largely applied in academia, it is still challenging to define the intricate relationship between push factors and pull factors (Caber & Albayrak, 2016; Klenosky, 2002). Dann (1981) notes that push and pull factors are presented in two aspects in a travel decision making process, where push factors precede and influence pull factors. Mannell and Iso-Ahola (1987) put forward a developed version and suggest that an optimal level of arousal generally exists in the model of escaping and seeking. However, Pearce (1993) argues that the measures of optimal arousal are of limited use.
Unlike the dualism frameworks, "Maslow's Hierarchy of Needs Theory" focuses on individual needs from a hierarchical view rather than a dichotomy perspective (Maslow, 1968). Maslow proposes five patterns including "physiological needs", "safety needs", "belonging and love

needs", "social needs" or "esteem needs", and "self-actualization" to describe human motivations in a generally moving way (Maslow, 1989). Based on Maslow's theory, many scholars have attempted to build motivation theories and concepts, among which Travel Career Ladder/Pattern proposed by Pearce is one of the most accepted models (Pearce & Lee, 2005). The theory highlights the importance of travelers' motivational needs which are changing over time with more travel experiences (Pearce, 2011). TCP (Travel Career Pattern) consists of five levels with a range of relaxation, stimulation, relationship, self-esteem, development and fulfilment (Panchal & Pearce, 2011). Moreover, the pattern assumes that visitors starting at different levels can move to different directions without following a hierarchical order (Pearce & Lee, 2005; Ryan & Glendon, 1998).

Pearce's work on TCP has inspired and sparked many academic discussions (eg. Wang, Yi, Wu, Pearce, & Huang, 2018; McKercher, 2016, 2017; McKercher & Koh, 2017; Ngwira & Kankhuni, 2018). Travel motives, according to Pearce (2011), "is a push factor, a patterned summary of the social, cultural, and biological forces driving travel behavior" (p. 50). Three different layers, core-, middle and outer layer, are also clarified to explore the nature of motives. More specifically, the core layer motives refer to those which are less affected by traveling experiences, such as escaping and relaxing, experiencing novelty and building relationships. Contrarily, the middle and outer layer motives are more likely to be generated by experienced travelers (Pearce, 2011). This concept is developed by McKercher (2016, 2017) for the tourism product taxonomy, in which the influence of individual attractions in appealing visitors to destinations has been identified. Despite the emerging applications and implications of TCP theory, Pearce (2005, 2011) argues that investigating various levels of tourist experience is of great importance, and also, the travel motivation patterns are encouraged to be examined in cross-cultural backgrounds. Therefore, this study will be conducted with a comparison between tourists from China and the United States in four different destination countries in terms of their travel experiences and motivations.

2.2. Attraction

2.2.1. Tourist attractions

The academic community conceptualizes attractions as "non-home" places (Lew, 1987) or single entities in a wider attractions' system comprising tourists, sights, and markers (Leiper, 1990). Nevertheless, it is suggested that almost anything could be considered as attractions only if they are visited by travelers (UNWTO, 2008). According to Pearce (1991), an attraction can be viewed as a named site with some featured cultural or natural attributes. Besides, he also proposes a different definition of single attractions and set of attractions (Pearce, 1991). As explained in his work, an attraction should be defined for its named, managed and built features rather than its original scenic view (Bhati & Pearce, 2017; Pearce, 1991). According to the definition proposed by Hu and Wall (2005), an attraction, mainly developed and managed to attract travelers, is a permanent resource which may either be natural or artificial.

However, there is still argument about how to conceptualize attractions (Ngwira & Kankhuni, 2018). Numerous studies have shown that tourists travel for common reasons such as experiencing different cultures, gaining a sense of achievement, relaxing and escaping. However, the relationships between other trip purposes, such as visiting friends and relatives as well as staying healthy, and the corresponding motivations have few discussions in previous studies. Thus, there is a need for researchers continuing to explore tourist motivations with practical significance in order to increase the appeal of physical attractions.

2.2.2. Classification and system

For a long time, attractions have been regarded as the core to attract tourists and promote tourism development (Jafari, 1974). Scholars attempt to develop comprehensive typologies in which every possible attraction could be classified (Wall, 1997). Lew (1987) notes that attractions can be classified into Ideographic, Cognitive and Organizational perspectives. The ideographic perspective refers to attractions' uniqueness. The cognitive perspective focuses on the perceptions of tourists towards whether an attraction is risky or not. Lastly, from the organizational perspective, the characteristics of attractions are defined by capacity, location, scale and durability. Lawton and Weaver (2010) provide a more practical way of understanding attractions, which are suggested to be classified based on a wide range of factors, such as ownership, authenticity, carrying capacity, accessibility, and etc.

The shift to a systematic classification has occurred in tourism product taxonomy. A seven-tiered taxonomy of 27 Product Families and 90 Product Classes are developed to clarify tourism products (Kotler & Keller, 2012; McKercher, 2016). After that, McKercher (2017) argues that the attractiveness of attractions for visitors is not so significant as previous studies stated (McKercher, 2017). On the basis of TCP with the emphasis on core-layer, middle-layer, and outer-layer motives (Pearce, 2011; Pearce & Lee, 2005; McKercher & Koh, 2017), McKercher (2016, 2017) proposes an attraction-need framework, which has clarified that the features (e.g. quantity, specificity) of tourists' needs have some relationships with the attributes (e.g. particularity, interchangeability) of attractions. In his work, McKercher believes that if tourists' motives are particular and singular, the number of attraction sets may not be a determined factor in the process of decision-making as to where to go and what to do. As illustrated above, the question still remains pending that if attractions are just demand generators. Thus, the relationships between motives and destinations are worth to be further discussed (McKercher, 2016). The aim of this study is to examine the relationship between attractions in destinations and the needs of tourists with the framework of McKercher and Pearce.

3. Methodology

To address the question "do attractions attract tourists", qualitative analysis is a valid method that can provide a large amount of information with consistent results and enough details about various destinations and markets (McKercher, 2017). Therefore, secondary data generated from public websites of the destination government and a number of journal articles have been reviewed to examine the relationships between the motivations and the destinations.

Hong Kong, Singapore and the United Kingdom have been employed as the sampling destinations whose marketing reports with plenty of information are of great accessibility. Overall, statistics from official websites such as HKTB (Hong Kong Tourism Board), STB (Singapore Tourism Board) as well as VisitBritain (Britain Tourism Board) are collected in this study. Since China leads the way of the world in terms of the total number of outbound tourists (154.63 million) and spending (262.1 billion dollars) in 2019, followed by the United States which is the second outbound tourism market, this study will take them as two representative source markets by a general overview of their visitors' trip characteristics, behaviors and activities.

4. Findings

The objective of this part is twofold: (1) to illustrate visitor characteristics of the two representative source markets in Hong Kong, Singapore and the United Kingdom respectively; (2) to support the examination of the relationship between the appeal of attractions and needs/motives of tourists. Table 1 shows the demographic profiles and summarizes the qualitative contents of each considered countries from multiple sources.

Table 1 *Visitor profile of markets in Hong Kong, Singapore, and the United Kingdom*

Country and area	Hong Kong		Singapore		United Kingdom	
Source market	**China**	**USA**	**China**	**USA**	**China**	**USA**
Visitor arrivals (2019)	43,774,685	1,107,165	3,627,000	729,300	883,073	4,499,000
Female (%)	58	42	59	44	48	42
Male (%)	42	58	41	56	49	57
Average age	36	44	38	26	-	-
Repeat visitors (%)	86	64	57	45	29[a]	58[a]
Trip Purpose (%)						
Vacation	60	47	45	47	58	49
VFR	21	18	15	9	13	23
Business	10	22	23	27	13	18
Others	9	13	17	17	16	10
Travel Pattern (%)						
Packaged tour	2	1	-	-	15	11
Non-packaged tour	98	99	-	-	85	89
Average length of stay	3.3	3.7	3.8	3.2	16.4	6.4
Top 3 drivers/needs	1.Shopping 2.Dining & Sightseeing 3.Theme parks	1.Dining & Sightseeing 2.Shopping 3.Entertainment and Activities	1.Discovery and enlightenment 2.Keep up with their peers 3.Break from routine and stress	1.Authentic experiences 2.Good hygiene factors 3.Value for money	1.Cultural attractions, 2.Local food/drinks, 3.Natural beauty	1.Visit a different part of the country 2.Experience something different 3.Sightseeing new attractions
Top 5 activities/attractions	1.Shopping 2.Tsim Sha Tsui Harbourfront Area 3.The Peak 4.Hong Kong Disneyland 5.Open-air Market-Ladies' Market	1.Shopping 2. The Peak 3.Tsim Sha Tsui Harbourfront Area 4.Lan Kwai Fong / Soho 5.Stanley / Stanley Market	1.Shopping 2.Visiting a well-known landmark or tourist icon 3.Casino 4.Visiting a nature or animal-related attraction 5.Visiting a museum or gallery	1.Chinatown 2.Gardens by the Bay 3.Little India 4.Marina Bay Sands-The Shoppes 5.Sands Skypark	1.Going shopping 2.Dining in restaurants 3.Visiting parks or gardens 4.Visiting museums or art galleries 5.Visiting castles or historic houses	1.Dining in restaurants 2.Sightseeing famous restaurants monuments/buildings 3.Going shopping 4.Going to the pub 5.Socialising with the locals

[a] Statistics from holiday visitors.

4.1. Hong Kong

As the leading source of travelers to Hong Kong, mainland China has accounted for 78% share of the total in 2019 (Hong Kong Tourism Board, 2020b). The majority of them (81%) traveled for "leisure," consisting of 60% for vacations and 21% for visiting friends and relatives. Nearly all of them (98%) have chosen non-guided tours. China also recorded the largest share of repeat tourists (86%). Not unexpectedly, Hong Kong is more welcoming to female Chinese visitors (58%) with a strong preference for shopping.

As the most significant long-haul market, the United States is Hong Kong's third source market, with 1.1 million visitors in 2019 (Hong Kong Tourism Board, 2020a). Although most Americas (65%) came for "leisure" as well, a doubled proportion of business visitors (20%) showed the difference between Mainland China and the United States. Other marked differences lie in the visitors' gender distribution and age on average.

Most Chinese travelers in Hong Kong engage in shopping (81%), dining & sightseeing (34%), and visiting theme parks (17%) (Hong Kong Tourism Board, 2020a). The most visited attractions in 2019 is Tsim Sha Tsui Harbourfront Area, followed by the Peak and Hong Kong Disneyland when they travel. Likewise, most American visitors prefer visiting well-known attractions such as the Peak and Tsim Sha Tsui Harbourfront Area. However, they have engaged in many attractions, such as Hong Kong Park, Stanley, Aberdeen, and Repulse Bay, which are not very popular among Chinese travelers.

4.2. Singapore

Visitors from China hit the highest number to Singapore in 2019 (Budget Direct Insurance, 2020). Due to the few language barriers and cultural differences, Singapore has been an attractive outbound destination for Chinese visitors (Budget Direct Insurance, 2020). Indeed, most of them (60%) visited for leisure, either for vacations (45%) or for visiting friends and relatives (15%). What needs to be emphasized is the share of Chinese business tourists in Singapore is the largest among the markets under consideration. Besides, they typically travel in packaged tours, stay nearly 4 days (Singapore Tourism Analytics Network, 2020).

As the eighth-largest source market of Singapore, tourists from the United States travel primarily for leisure purposes (56%). Business travel (27%) is also a significant market share of American visitors in Singapore. Different from tourists in Hong Kong, visitors from the USA to Singapore are much younger than those from China.

Shopping seems to be a must-do for Chinese travelers wherever they are. As mentioned above, most Chinese tourists consider Singapore as a safe, familiar and suitable destination especially for families (Singapore Tourism Board, 2013). Iconic landmarks as well as natural or animal-related attractions are the most welcoming places visited. Overall, visitors from China seek enlightenment and relaxation, followed by self-development when they travel. American tourists show their needs for 'authentic experiences' by visiting places such as Little India and Chinatown.

4.3. United Kingdom

Unlike other destinations, China is not the leading source of the United Kingdom and even not the top 10 markets by volume. However, in terms of the expenditure, China is the second valuable market of the UK in 2019, just behind the United States and has contributed 6% of all inbound spending (VisitBritain, 2020a). Comparatively, the USA is not only the top one inbound source market for the UK regarding the number of visits (4.5 million), but also the number one by value (5,459 million dollars) in 2019 (VisitBritain, 2020b).

Chinese visitors in the United Kingdom are mostly for holidays (58%), aged 16-34 (43%), and travel independently (85%) (VisitBritain, 2020a). American non-packaged travelers (89%) and holiday (49%) visitors continue to be the largest groups in the UK. Also, more female tourists from the United States prefer to visit the UK (VisitBritain, 2020b). There is a significant difference between Chinese and Americans in the length of stay, showing an average of 16.4 nights and 6.4 nights respectively (VisitBritain, 2020a, 2020b).

Cultural attractions, local food or drinks, and natural beauty are the top three drivers of Chinese tourists for visiting the UK (VisitBritain, 2020e), while visiting a different part of the country, experiencing a new activity, enjoying the sights and attractions seem to be more attractive to Americans (VisitBritain, 2020d). Chinese visitors frequently engage in activities such as shopping, dining, going to parks/gardens, followed by visiting museums/art galleries and castles/historic sites (VisitBritain, 2020e). It seems that Chinese tourists are always motivated by shopping, no matter in which destination. However, it should be inadequate to state that travel motivation is a stabilised psychological term, since a number of studies have evidenced that shopping motives can be influenced by many factors, such as socio-demographics (Bojanic, 2011; Moscardo, 2004), trip intentions (Park et al., 2010), as well as product attributes (Wong & Wan, 2013). As for American tourists, dining, sightseeing famous monuments or buildings, and shopping are the core motives. Comparing with Chinese tourists, they are satisfied by socializing either with the locals or in the pubs (VisitBritain, 2020c, 2020d).

5. Discussion and conclusion

Attractions cannot be isolated from motivations in tourism. Indeed, many scholars have observed the association between the appeal of attractions and the driver of different motives (Fyall, 2008; Pyo et al., 1989; Richards, 2002). The Hong Kong Tourism Board reveals that the top 10 most visited places and pursued activities have similar appeal to visitors from China and the United States. As shown above, both Chinese and American visitors travel for entertainment, resting and relaxing, being close to nature, and experiencing different cultures, aligning with Pearce's core layer motives. However, having the most popular places visited in common does not mean that they share the same reasons to travel. American visitors show a variety of self-achievement and isolation reasons that can be recognized as middle- and outer- layer motives. According to McKercher (2016), visitation dominated by core- and middle- layer motives can be met by generic and multiple products, while specific attractions will play an important role on satisfying outer layer motives. This view is supported by American visitors, who prefer exploring self-actualization in Hong Kong.

Likewise, a variety of iconic attractions in Singapore provide the impetus for both eastern and western tourists. American tourists are motivated by a combination of core-layer (authentic experiences) and middle-layer motives (self-development). Singapore Tourism Board has noted that American tourists prefer to choose "culturally distinctive" destinations, and also, they expect to be "intellectually stimulated" when they are traveling aboard (Singapore Tourism Board, 2016, p. 11). In accordance with their authentic needs, exotic enclaves such as Chinatown and Little India have become the most popular places among US leisure visitors to Singapore. As a result, specific attractions play a significant role in satisfying needs. Contrarily, Chinese have shown a wide range of travel needs including discovery and enlightenment, break from routine and stress, keeping up with peers, sense of achievement that align with the core-layer, middle-layer and outer-layer motives. It seems that except for the "must-dos" identified by STB (2013), such as visiting well-known attractions, Chinese visitors have also begun to seek various activities as other mature outbound markets usually do. As such, with a wide range of attractions and activities, Singapore provides the impetus for visitors to generate needs.

Chinese tourists to the United Kingdom mainly travel for core layer motives (cultural attractions, local food and drinks, natural beauty). While American visitors have shown a combination of core- layer (sightseeing, experiencing something different) and middle- layer (experiencing new activities) motives. Differences are also identified between eastern and western tourists in terms of their preferred activities or attractions. Iconic attractions generate more drivers to Chinese tourists, whose most interested activities include visiting recreational, artistic, and historic places. As for American tourists, the pubs they prefer to go are satisfying their needs of socializing with the locals. Shopping is clearly a dominant driver for Chinese tourists. According to Pearce (2011) and McKercher (2016), shopping is a generic need in high order taxon that can be satisfied by any attraction. Thus, it can be concluded that destinations offer broad products for shopping as attractions to satisfy needs.

Inspired by Pearce's TCP model as well as McKercher's previous work, this study presents a systematic attempt to explore the relationship between motivation and destination using an approach of secondary data analysis. The tourism theory and practice has given enough attention to the appeal of attractions as basic tourism resources (Fyall, 2008; Leiper, 1979; McHone & Rungeling, 1999). There is little argument that attractions are playing a significant role in attracting tourists. However, the duty of iconic attractions as key drivers seems to be overstated (McKercher & Koh, 2017). According to the findings, both the two representative markets with a diverse range of needs expect to be satisfied with various activities or experiences offered by the destination. Do attractions attract tourists? This study proposes the answer that attractions are not so much demand generators as need satisfiers. In other words, it depends on what tourists expect from a destination.

Further studies should focus more on tourists with specific needs or attractions in specific parts in order to clarify the attractiveness of attractions and also to examine the model of McKercher in a different way, since most conducted studies are placed in the context of large countries with various attractions. Empirical implications for the potential tourism beneficiaries, including destination managers and marketers as well as various sectors in tourism industry, can also be seen by comparing the marketing initiatives of destinations with the motives and interested activities of tourists. The findings will help destination authorities to develop and modify strategic plans by examining the availability of attractions set and targeting different segments' needs. To assure the potential tourists being satisfied with adequate services and products, destination marketers should understand their customers as much as possible through various channels. Besides, the above findings illuminate some general vital motives of tourists from different backgrounds in different destinations, which implies that an attractive tourism destination should be able to satisfy not only the niche but also the generic needs of the potential customers in the market. By establishing an all-welcomed but specifically-targeted image, the destination can achieve enhanced tourist satisfaction and thus, increased competitiveness compared with other destinations.

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Developing and validating a peer assessment scale for college students' food aesthetics course

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Abstract:

This study aims to develop and validate a peer assessment for a dining aesthetic experience design course. Data collection was conducted under students' presentations in a food aesthetic course. Six hundred fifty-two questionnaires were received. After data analysis, the peer assessment scale was generated and divided into two dimensions: environment and food & beverage, employees and other customers, and twenty-four items. Moreover, the scale and aesthetic emotion and emotion demonstrated positive relationships. More details are demonstrated in the manuscript.

Keywords: Aesthetic appreciation, peer appraisal, aesthetic experience design, aesthetic emotion, memory

1. Introduction

Since the experience economy was launched by Pine II and Gilmore (2011), relevant discussions and implements started rising not only in the industries but also in the educational field. In Taiwan, all of the colleges with hospitality or food & beverage departments provide aesthetic-related courses (Course Information website, 2020) for delivering a better dining experience to customers. Indeed, Starbucks, a role model of experience economy practitioner, designed their customer experience by the décor, the music, environment, service, the demeanor of the baristas, and so on (Kalnins & Stroock, 2011) that should consider many aesthetic stimuli that affect customers emotions, memory, and even behavior intentions (J.-S. Horng & Hsu, in press). Therefore, students' ability to design dining aesthetic experiences is crucial for cultivating a practitioner who can catch the global trend.

Jeou-Shyan Horng and Hsu (2020) developed a holistic dining aesthetic experience model that includes entire aesthetic stimuli that include physical environment (sub-dimensions: architecture, restaurant's name, signage, interior design and decor, furnishing and equipment, layout, lighting, temperature, aroma, music), product and service (sub-dimensions: the appearance and flavor of food and beverage, plating, the items and design of the menu, tableware, performance and activity, employees' expressions, employees' physical movement and gesture, employees' introduction, communication, and storytelling), employee's aesthetic traits (sub-dimensions: employee's physical appearance, employee's voice, employee's body smell), other customer's aesthetic traits (sub-dimensions: customer's physical appearance, customer's voice, customer's behavior, and etiquette) within a restaurant. According to the development of the previous research purpose mentioned above, students could follow these indicators to design a dining environment for providing an aesthetic experience to the customer.

Peer assessment plays a vital role to enhance students' learning effectiveness through viewing other classmates' works and making reflections (Lai & Hwang, 2015). "peer assessment is defined as an arrangement in which individuals consider the amount, level, value, worth, quality, or success of the products or outcomes of learning of peers of similar status (Topping, 1998, p. 250)." Peer assessment is defined as students grading the work or performance of their peers using relevant criteria. Also, it demonstrates two main purposes: a certification (or summative) purpose and a learning (or formative) purpose (Liu & Carless, 2006). Viewing and appreciating others work are always an important element under the aesthetic education and also can be applied to contemporary aesthetic (Makino, 2018). However, guiding and leading students to reflect themselves properly, a peer assessment scale may bring the learning in a correct direction during the appreciation stage (Ohland et al., 2012). Rarely previous studies discussed or developed the peer assessment for aesthetic education. Therefore, this research aims to develop and validate a peer assessment scale for college students' dining aesthetic experience to enhance learning effectiveness in the aesthetic appreciation session.

2. Methodology

2.1. Item development

The study referred to the procedure of scale development (Churchill Jr, 1979). After a comprehensive literature review, the items for developing a peer assessment scale were mostly extracted from J.-S. Horng and Hsu (in press) study that developed the customers' aesthetic experience scale to figure out the customers' dining aesthetic experience model and based on the holistic dining aesthetic experience model mentioned above. The study invited two experts and two students to conduct the content validity, and the authors revised the items' descriptions based on the previous experts' and students' opinions. After revising, 24 items were obtained. Moreover, for examining the criterion validity, the authors adopted three items, include variety, simplicity, harmony relates to aesthetic pleasantness (Rozendaal & Schifferstein, 2010) and a items "The level of the dining environment that you can leave a memory." All the items were measured on a seven-point Likert-type scale, from 1 (strongly disagree) to 7 (strongly agree).

2.2. Data collection and analysis

The research was conducted during an on-site final presentation in a dining aesthetic experience design course. Totally ten groups presented their dining aesthetic experience design through PowerPoint in 15 minutes. While each group conducts one's presentation, other students in other groups reviewed the presentation and filled in the peer assessment scale for dining aesthetic experience. Eventually, six hundred fifty-two questionnaires were received from students.

After data collection, this study conducted exploratory factor analysis (EFA) and reliability analysis to reduce items, validate construct, calculate coefficient alpha, linen regression, and so on with SPSS, version 23, to achieve the research purpose.

3. Results

The demographic results showed that all the data from the participants who are in Food & Beverage department. Next, this study conducted the EFA and received a good result in the beginning, including the Kaiser-Meyer-Olkin (KMO) test value was .96 and Bartlett's test is at a significant level, showed the data were appropriate for factor analysis. Then, EFA was conducted with Varimax, and items were deleted if their loadings were smaller than 0.5 for achieving a more meaningful solution (Hair, Black, Babin, Anderson, & Tatham, 2006).

Finally, two dimensions and 24 items were left (Table 1), which explained 61.48% of variances. Moreover, the Cronbach's alpha of each factor shows good reliability .90 and .95 separately. After the EFA, the peer assessment scale for college students' dining aesthetic experience was divided into two dimensions- Environment and food & beverage stimuli, and employees and other customers' stimuli. The former dimension includes all the stimuli elements not relating to humans; the latter dimensions include employees and other customers (details as Appendix 1).

Finally, this research conducted linear regressions to confirm the criteria validities. First, all the two dimensions positively affect aesthetic pleasantness (Environment and food & beverage stimuli: β=.746, $p<0.001$, R2= .556; employees and other customers stimuli: β=.656, $p<0.001$, R2= .430). Moreover, all the two dimensions also affect positively affect customers' memory (Environment and food & beverage stimuli: β=.753, $p<0.001$, R2= .566; employees and other customers stimuli: β=.576, $p<0.001$, R2= .331). Therefore, the results show that the peer assessment scale relates to aesthetic experience and memory and can be used to examine the aesthetic experience scale as a useful tool to integrate into the dining aesthetic experience design.

4. Discussion and Conclusion

According to aesthetic education, aesthetic appreciation is an important teaching strategy to form students' sense of aesthetics. The dining aesthetic experience design for the food aesthetic course is also under the scope of aesthetic education. Students can learn through appreciation. For enhancing the deep of aesthetic appreciation, the peer assessment developed by this study can provide a more effective way to extend the learning effectiveness. Future research can be suggested to test in a different context and even extended to different courses under aesthetic education.

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Destination experiencescape for Hanfu tourism : An exploratory study

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Abstract:

The experiencescape of Hanfu tourism in a destination, either organized or Non-organized, is co-created by different stakeholders. This study first introduces experiencescape into destination of Hanfu tourism and proposes a new framework to understand the environment of Hanfu tourism destination by depth interview on four types of stakeholders in Chinese communities worldwide. Through content analysis, the results reveal the destination experiencescape of Hanfu tourism includes seven dimensions: social, functional, cultural, natural, sensory, hospitality culture and technological components. There are also associated categories with these dimensions to describe the categorization of the experiencescape of Hanfu tourism in a destination. The conclusion can be effective suggestions for cultural heritage revival and revitalization, destination experiential design and marketing for Hanfu tourism.

Keywords: Hanfu Tourism, Experiencescape, Destination experience, Servicescape

1. Introduction

Hanfu (漢服) is a traditional Han nationality costume in Chinese culture. It was once lost in heritage because the Qing Dynasty (1644-1912AC) forced Han people to shave their hair to retain the pigtail and turn Hanfu into Manchurian Cheongsam (剃發易服). Within ten years, Hanfu lovers have been encouraged to perform and learn Hanfu culture in several ways by the Hanfu Movement. As a result, Hanfu tourism advocated by Hanfu associations and lovers, becomes widespread among Chinese communities worldwide. Hanfu lovers,also known as Tongpao(同袍) tend to travel and engage in Hanfu-related activities in a destination by wearing their own Hanfu, in order to experience and popularize Hanfu culture to the public through body performance. After a journey, they like to post photos, travelogue, and short video clips on social networking sites like YouTube, Facebook, bilibili, and Weibo. These online data have illustrated the unique experiencescape of Hanfu tourism and Tongpao’s cognition on various components of experiencescape in a destination. Distinct from traditional clothing tourism merely offering costume rental service, Hanfu tourists, Hanfu association organizers and destination managers have co-created the destinations to be a Hanfu attraction by experience design,ie. Hanfu festivals&parade, traditional arts and performance, archery and house-riding. So far,Hanfu tourism has witnessed a robust growth in cultural destination development. Taking Xitang ancient town of China (renowned as The pilgrimage site for Tongpao worldwide) as an example, it attracted 225 thousand tourists and received 3.5 billion RMB in tourism and hospitality sectors by hosting the Annual Hanfu festival in 2019 within 4 days (Zhejiang Daily, 2020-1-07).

Following this trend, many destinations began to practice similarly in developing Hanfu tourism projects. These historical and cultural destinations are recognized as a Hanfu tourismscape with potential resources to explore. On the basis of prior researches, different forms of tourism in destination display a distinct experiencescape from the lens of stakeholders. The components of the destination experiencescape act as a marketing benchmark in positioning and in-depth preparation for destination management and tourism suppliers (Lemon & Verhoef, 2016). There is no exception for Hanfu tourism in the process of destination development. For Hanfu tourism, destination managers and tourism suppliers must (re)design the destination experiencescape. Hanfu tourists choose destinations based on their preferences and travel motivations, with some also being involved in the co-creation of the Hanfu tourism experiencescape in a destination through Hanfu activities. After assessing the consistency of the experiencescape for Hanfu tourism, the organizers also play a critical role in coordinating Tongpaos to travel as tour leaders. In response to Hanfu-related destination marketing, the research questions are proposed as follows: (1) What dimensions or components constitute the destination experience for Hanfu tourism? (2) What categories are attributed to the dimensions of the destination experience for Hanfu tourism?

While experiencescape has been studied in a few tourism fields, Hanfu tourism experiencescape has remained as a research gap at the destination level. To enrich the experiencescape studies, the aims of this paper are to: (1) describe the definitions of Hanfu tourism, Hanfu tourism destination, and destination experiencescape for Hanfu tourism through literature review and phenomenal observation; (2) explore the dimensionality and associated categories of destination experiencescape for Hanfu tourism to enrich experiencescape studies. The conclusion can facilitate an overall understanding on experiencescape of Hanfu tourism and its components, thus offering both theoretical and practical guidance to destination development for developing Hanfu tourism.

2. Literature Review

2.1. Hanfu tourism

Driven by Hanfu Movement, the Hanfu activities were represented by Hanfu cultural festival, pilgrimage, Hanfu shows & performance, services from Hanfu experience center in a destination and generated a numerous revenue from Hanfu industries and service (Shi, 2021).As a result of the large number of Hanfu lovers who travel in Hanfu, destinations have begun to offer a range of Hanfu-based activities such as festivals, house-riding&archery as well as traditional leisure events. Hanfu tourists may opt to travel alone, with friends, or join in a group trip coordinated by local Hanfu organizations. *Hanfu tourism* can be described as any form of tourism activity based on Hanfu culture and promoting Hanfu tourists' experience at the destination level, whether organized or unorganized. Organized Hanfu tourism is primarily comprised of the Hanfu festival, parade, and Hanfu fashion show as well as tours arranged by tourism suppliers and organizers (e.g., Xitang Hanfu festival, Traditional Chinese etiquette and music festival). Non-organized Hanfu tourism refers to self-guided tours of historical and cultural sites that individual Hanfu tourists are drawn to by wearing their Hanfu attire (e.g., cultural heritage, ancient cities, towns & streets, landmarks, museums).

The term Hanfu tourism destination refers to the locations and landscapes that appeal Hanfu tourists to travel and participate in Hanfu-related activities. Despite of the classification of organized and Non-organized types of Hanfu tourism, the Hanfu tourism destinations are regarded as must-visit places through tourists' WOM and destination promotion for Hanfu tourism attractions. Based on the authors' earlier research and pilot interview, Hanfu tourism destinations are classified into 5 categories:(1) Hanfu festival destinations (e.g., Xitang ancient town, China; Tomb of Ningjin Princes at Kaohsiung, Taiwan; Wenshufang at Chendu, China); (2) cultural destinations only for Hanfu tourists (Xiyuan as Confucius Zhuxi's residence, China); (3) popular cultural heritage sites and temples pertinent to Hanfu history and culture(e.g., Forbidden city in Beijing, China; Zhenhe Temple, Malaysia; Nara temple, Japan); (4) domestic and outbound landmark cities; (5) natural scenic area perfectly for Hanfu photography (e.g., Crescent Lake at Dunhuang, China, Snowscape at Hokkaido, Japan).

2.2. Experiencescape

Experience is defined as a process where people undergo the influence of things, environments, situations, and events, and a wide range of materials play active roles as mediators of experience (Svabo, Larsen, Haldrup, & Bærenhold, 2013). In the tourism context, the experience is highly associated with the surrounding environment (Larsen, 2007) and has been examined in the framework of tourism destination (Huseynov, Costa Pinto, Maurer Herter, & Rita, 2020). Overall experience is generated by the interplay of resources, products and service in a destination where all stakeholders participate in co-creation (Campos, Mendes, Valle, & Scott, 2018). A majority of researches applied the exploratory and quality methods to analyze the components of the destination experience. In the Istanbul case, the cultural tourists' experiences were comprised of social interaction, local authentic cues, service, culture & heritage and challenge (Cetin & Bilgihan, 2016). While exploring the tourist experience of destinations in China, overseas Chinese tourists have shown the experiential components include cultural connectedness, affective response, and image creation (Weaver, Kwek, & Wang, 2017). Therefore, destination experience can be categorized into different dimensions due to resources, individual experience, and types of destination. As a whole, the dimensions of experience in a destination can be generalized given these dimensions are closely linked to natural, social and cultural context.

Being a prior concept for experiencescape, servicescape is referred to as a physical setting in which a marketplace exchange is performed, delivered, and consumed within a service organization (Bitner,1992). Based on Bitner's (1992) conceptual framework of servicescape, Rosenbaum and Massiah (2011) extended the servicescape framework to include four dimensions: physical, social, socially symbolic, and natural (Rosenbaum & Massiah, 2011). The dimensions of servicescape are varied with a different service organization in the hospitality context. As an example, the servicescape of cruise tourism is constructed with the dimensions of the facility and décor, natural scenery, onshore excursions, onboard entertainment, social interactions, and dining services (Lyu, Hu, Hung, & Mao, 2017). Later on, the concept of servicescape was introduced from service sectors to destinations co-created by tourists and suppliers. For instance, destination physical servicescape is categorized into two main dimensions: destination ambiance and destination harmony (Kucukergin, Kucukergin, & Dedeoglu, 2020). As an example of a resort destination, the servicescape of Macau was discussed in the 12 dimensions such as interior decoration and artifacts, technological effects, cleanness and so on (Chan, Wan & Tam, 2019). However, the servicescape concept is replaced by the new concept of experiencescape for the reason that experiencescape is the construct more dimensional and fit for exploratory study at the destination level.

The experiencescape concept was earlier developed as "the entire experience environment where the production and consumption of experience occurs and facilitates connections between companies and customers" (Prahalad & Ramaswamy, 2004). O'Dell (2005) regarded the spaces or landscapes of experience as both organized by producers and actively sought out by consumers, which are spaces of pleasure, enjoyment, and entertainment, as well as the meeting grounds (O'Dell, 2005). Termed as a construct to describe the environment that consumers can interact to co-create their experience, experiencescape is a blend of both social and physical elements that influence the consumer's overall experience. To be specific, the physical elements in experiencescape encompass (1) cultural artifacts and symbols; (2) the use of technology; (3) atmospherics includes dimensions of five sensescape (Dixit, 2020). Social elements in experiencescape encompass the influence of employees on customers (Baker & Magnini, 2016) and the customer-to-customer interaction (Tombs & Mc-Kennedy, 2003).

Previous studies on experiencescape in tourism context have discussed the dimensions of destination experiencescape in a specific tourism form, including foodscape (Björk & Kauppinen-Räisänen, 2019), winescape (Bruwer & Lesschaeve, 2012), festivalscape (Lee & Chang, 2017), experienescape of cultural heritage (Chen, 2019) and nature-based tourism experiencescape (Fossgard & Fredman, 2019). In light of dimensionality in experiencescape from literature, the components of experiencescape varied with distinct destinations and forms of tourism. These components are also determined by the cognition on experiencescape from different stakeholders and co-creation through interaction between customers and suppliers. As a result, the experiencescape concept in the tourism context is defined as the sensory, functional, social, natural, and cultural stimuli in a product or service environment, surmounted with a culture of hospitality. These aforementioned components accrue to the experience for customers, employees, and other stakeholders (Pizam & Tasci, 2019).

2.3. Destination experiencescape of Hanfu tourism

On the basis of the aforementioned reviews and the authors' observation, the destination experiencescape for Hanfu tourism is not only themed with Hanfu culture but also involves participation and co-creation from multiple stakeholders. Obviously, managers, organizers, and suppliers usually design specific experiencescape for Hanfu tourism in a destination by means of Hanfu festival, arranged Hanfu tours, Hanfu experience store and Hanfu dining services, whereas many destinations experiencescape are sought and co-created by Hanfu tourists, thus reflecting their perspectives and cognition. In other words, stakeholders play various roles in shaping unique experiencescape. These stakeholders' cognitive and affective experiences should be considered in exploring the dimensionality of destination experiencescape.

3. Methodology

3.1. Constructive grounded theory

This study aims to explore the dimensions and categories of destination experiencescape for Hanfu tourism through interviews with different stakeholders. Distinct from positive and post-positive constructive grounded theory, the constructive grounded theory is emphasized as an iterative, comparative, interactive, and abductive method and this theory contribute to develop fresh insights about a phenomenon and offering theoretical propositions (Charmaz, 2011, p. 361). A lot of scape studies have applied grounded theory in the tourism context and previous study cases present a shred of robust evidence for adopting this method in our study. In this study, the meanful units of analysis are the experiential components that the Hanfu tourism stakeholders have gone through in a destination.These units are extracted from interview transcript and classified into upper level of categories.

3.2 Data collection and analysis

In view of the co-creation of experiencescape, four types of stakeholders representing supply and demand perspectives were selected as a pool of interviewees. The tourism service suppliers include destination managers and tourism suppliers, while Hanfu tourists stand for demand-side. The organizers are probably on both sides due to their dual role of being Hanfu tourists and tour leaders en route. With this in mind, theoretical sampling was adapted to the data collection and three stages of interviewees pooling were carried out as follows:

(1) Tongpao groups and Hanfu activities organizers were contacted through Facebook, Wechat, QQ and personal connections. Then, snowball sampling was used for the recruitment of interviewees.

(2) As this study explored the destination experiencescape for Hanfu tourism in multiple Hanfu stakeholders' perspectives, the criterion for selecting interviewees is those that have at least two years' experience being Hanfu tourists and Tongpaos. Even suppliers and managers, recommended by organizers, are all Hanfu tourists and Tongpaos working in Hanfu tourism destination. Besides of the experience of stakeholders in a destination, another consideration is the diversified components of experiencescape in a destination the interviewees have been to, which influence the composition of experiencescape dimensions. To sum up, the two vital criteria for selecting interviewees fit for research objectives are: (1) the authentic experience of Hanfu tourism interviewees have ever gone through, and (2) the diversified components of experience they have in a destination.

(3) In order to ensure the generalization of results, organized tourists (老袍子) and independent tourists (野袍子)were both put into a pool of interviewees. The pooling covered the interviewees from China Mainland, Taiwan, Malaysia, and Singapore, which shows geographical representativeness for Chinese Hanfu communities. All interviewees were selected based on the need for research. Finally, 25 interviewees constituted 4 types of stakeholders including 3 tourism suppliers,12 Hanfu tourists, 8 Hanfu organizers, and 2 destination managers (ie. Supplier=S, tourist=T, Manager=M, Organizer=O). All the stakeholders were Hanfu tourists meeting the two criteria mentioned above.The interviews were stopped at the reaching point of theoretical saturation.

Based on the scales proposed by Pizam & Tasci(2019),the formal interviews were conducted from January to March 2021. Within 45 minutes per an interview, each interviewee was required to answer the following questions: (1) Of all your experiences of travelling with Hanfu to destinations over the past three years, what kinds of experiencescape a destination offer made you feel impressive? Please recall and describe these six components of experiencescape in detail. The six components are social, functional, cultural,natural, sensory, destination hospitality culture experiencescape for your reference; (2) Is there any other experiencescape can you describe as supplementation? If there is, please add in details. After interviews were done, all recordings were transformed into verbatim transcripts, then double-checked by researchers. Next, qualitative data were collected, compared and categorized into a dimensional framework in an interactive and iterative way. The whole analysis process was undergoing followed with open coding, axial coding, and selective coding till theoretical saturation was reached (Strauss & Corbin, 1998). The interrater reliability rate (IRA)of the two researchers in the code-classification process was 0.95 (458/482) and 0.97 (33/34), indicating good reliability of the classification results. Finally, the researchers categorized the destination experience for Hanfu tourism as 7 dimensions and 34 categories.

4. Results

Most interviewees' Hanfu travel experience occurs in historical and cultural destinations well-resourced in temples, ancient places, cultural heritage, natural landscapes, museums, and so on. only a few interviewees tend to choose the Hengdian filming site of China as a Hanfu tourism destination for Hanfu photography.The results showed the seven components of destination experiencescape for Hanfu tourism were identified as social, functional, cultural, natural, sensory, hospitality cultural and technological dimensions(see Table 1).

4.1. Social component

Social component refers to "the perception of stakeholders based on perceivers' own social rules, norms, conventions, and expectations for behavior influence the perception of the sensory and functional component and vice versa" (Pizam & Tasci, 2019). The Hanfu activities are an important attraction involving the interest of all stakeholders and the other stakeholders' attitudes on Hanfu tourists are also described from interviews. The categories like "friendliness", "Tongpao identification", "atmosphere of social activities", "crowd level" and "authentic and noncommercial" represent the social component of the experience. For example, one Hanfu experience store owner stated: "I treat Hanfu tourists nice because we are all Tongpaos" (S1). An interviewed tourist mentioned: "The atmosphere of social activities is enjoyable; we can get to know each other and feel identification to Tongpao community at annual Hanfu festival in Xitang town" (T8). Similarly, most interviewees cared about the friendly attitudes of locals, suppliers, and other tourists. One tourist remarked: "We are a bit sensitive to locals' reaction on us. That's why we choose Chengdu as a destination for Hanfu tours, for many locals also wear Hanfu and smile at us" (T6).

4.2. Functional component

The functional component denotes "the amenities, signs, and furniture designed with the harmonious use of sensory components provide benefits that enable consumers, employees, and other stakeholders to function, relax, refresh, socialize, learn, relate, think, and self-actualize" (Pizam & Tasci, 2019). The categories like "user-friendly and accessible facilities", "layout for Hanfu tours", "Understandable tour routes" and "interesting signs" are the four meaningful categories for exploring the functionality of destination. For instance, the interviewees mentioned most: "We felt much better in the large-spaced and user-friendly restroom because changing Hanfu is not easy" (T5). Noticed the functional design, some interviewees said: "The tour signs read interesting, expressed in ancient Chinese language. Destination uses 如厕 instead of going to a restroom" (O4).

4.3. Cultural component

The cultural component is defined as "the perceived culture in the environment, based on values, norms and rules of different groups, nations and subgroups influence the perception of the sensory, functional and social component and vice versa" (Pizam & Tasci, 2019). Hanfu tourism is in fact a combination of Hanfu culture and tourism. Eight categories are primarily verified from qualitative coding and analysis, including "overall attractive cultural atmosphere", "cultural pride from activities participation", "historically nostalgic to cultural landscapes", "participatory Hanfu activities", "culturally performed Hanfu activities", "manners in line with Hanfu courtesy" and "All dressed in Hanfu". As an example, all interviewees remarked: "The hottest Hanfu tourism destinations like Forbidden city at Peking, Minxiao Mausoleum at Naking, Nightless City with Tang dynasty style at Xi'an and West Lake at Hangzhou represent different Hanfu culture of four dynasties. The overall cultural atmosphere invites Hanfu tourists to visit these places" (T9).

4.4. Natural component

The natural component is defined as "the integration of built environment with the natural elements (flora, fauna, terrain) influence the perception of the sensory, functional, social and cultural component and vice versa" (Pizam & Tasci, 2019). Three categories are developed as "cultural connected and nostalgic", "accrue to attractiveness" and "matched with Hanfu". For example, one interviewee stated: "Sitting in the pavilion and seeing the plum blossom, I evoke cultural connection and nostalgic to ancient poems" (O1).

4.5. Sensory component

The sensory component indicates perceivers' id and arouses sensory reactions by using colors, sounds, smells, shapes, figures, textures and tastes (Pizam & Tasci, 2019). Recent research on soundscape has focused on its influence on tourism experience (Jiang, 2020), which implies sensory component is part of the whole experiencescape. We found out soundscape, visualscape, touchscape and bodily sensescape were categories for sensory experience to all interviewees. Taking soundscape as an example, the auditory experience was shown in the meaningful units or Chinese phrases like"the birdsong of francolin" (鷓鴣鳴蹄),"pleasant-sounding Wu dialect" (吳儂軟語) and so on (T9,T10).

4.6. Destination hospitality component

The destination hospitality cultural component refers to the service cultural components performed by destination sectors. All interviewees have remarked on service quality and mode as well the relationship issue on stakeholders in a destination. The 5 categories are grouped as "detail-oriented service", "excellent service", "go beyond the call of duty", "meet tourists and suppliers' need" and "maintain and develop the good relationship with all stakeholders". For example, one manager and a tourist coincided on this view and both stated: "Destinations now positively consider the benefits of tourists and suppliers. The management in Xitang ancient town has been launched a smart tourism project. It really facilitates online booking through WeChat or Apps and give comments on remodeling of accommodations" (M2, T8).

4.7. Technological component

The technological components are the stakeholders' experience that influenced by technology applications in destination operation. The use of technology is one of physical elements in an experiencescape (Dixit, 2020) and the case of Macau identified the effects of technological application was part of dimensions of servicescape in a resort context(Chan, Wan, & Tam, 2019).Since Hanfu tourism was derived from online and offline Hanfu revival movement, destination managers and suppliers are prone to share Hanfu experiencescape by smart technology to accrue to technological experience. Although some of Tongpaos are unwillingness to accept technology application in creating Hanfu tourism experience, four categories are still developed as "advanced smart tourism technology", "technology-oriented product development", "AI-customized experience"and "VR technology-assisted landscape". An interviewee stated,"AI technology has been roughly applied in museum like National museum of China and National Palace museum in Taipei. Your face and body were well matched with several imperial styles of Hanfu by AI device to create a simulated experience of Hanfu selfie" (T11, O2).

Table 1 *Dimensions and categories of destination experiencescape for Hanfu tourism*

Dimension/Category	
1. Social component	**4. Natural component**
1.1 Enjoyable atmosphere of social activities	4.1 Cultural connected and nostalgic to natural elements
1.2 Friendiness of the tourism suppliers	4.2 Natural elements accrued to attractiveness
1.3Tongpao identification from Hanfu community	4.3 Natural landscape matched with Hanfu
1.4 Friendiness of the locals	**5. Sensory component**
1.5 Comfortable crowd level of Hanfu tourists	5.1 Soundscape
1.6 Friendiness of other visitors	5.2 Visualscape
1.7 Non-commercialized and authentic social activities	5.3 Touchscape
2.Functional components	5.4 Bodily sensescape
2.1 Accessible and user-friendly facilities	**6. Destination Hospitality component**
2.2 Proper spatial segment and layout planning	6.1 Meet tourists and suppliers' need
2.3 Understandable tour routes	6.2 Maintain and develop the good relationship with all stakeholders
2.4 Interesting tour signs	6.3 Detail-oriented service
3. Cultural components	6.4 Excellent service
3.1 Overall attractive cultural atmosphere	6.5 Go beyond the call of duty
3.2 Cultural pride from activities participation	**7. Technological component**
3.3 Historically nostalgic to cultural landscapes	7.1 Advanced smart tourism technology
3.4 Participatory Hanfu activities	7.2 Technology-oriented product development
3.5 Culturally performed Hanfu activities	7.3 AI-customized experience
3.6 Manners in line with Hanfu courtesy	7.4 VR technology-assisted landscape
3.7 All dressed in Hanfu	

5. Discussion and Conclusion

5.1. Discussion and implications

Even though Hanfu tourism has received few attention from academia for its spread only in Chinese communities, it definitely will become a focus of cultural tourism researchers due to its popularity and ripple effects for other related industries. In conventional development of cultural tourism, the locals demonstrate their own ethnic culture to tourists, whereas Hanfu tourists bring hanfu culture to the destination by body performance and social interaction with various stakeholders.Most destination experiencescape for Hanfu tourism are co-created by different stakeholders, thus comprising varied components of experience happened in historic and cultural destination.

To date, few previous studies have explored the experiencescape of a specific tourism form at a destination level, not to mention the empirical study on this concept. From theoretical level, this study introduced experiencescape into Hanfu tourism destination and multiple stakeholders were sampled for interviews on the basis of co-creation theory of experiencescape. A new framework of destination experiencescape for Hanfu tourism is presented as a case contribution to experiencescape theory and an evidence for Pizam & Tasci's (2019) scales and measurement (Pizam & Tasci, 2019). For destination management and local governance, the framework of destination experiencescape for Hanfu tourism can also be a tool to evaluate the effects for Hanfu tourism destination planning and development.

5.2. Conclusion

Besides of conceptualization of Hanfu tourism and its related definitions, our work abridged the research gap by exploring the dimensionality of destination experiencescape for Hanfu tourism through literature review, factual observation and constructive grounded theory. The findings show the destination experiencescape is composed of 7 dimensions. These dimensions are classified as social,cultural,natural,functional,sensory, destination hospitality cultural and technological component.Some categories are closely related to the status quo of Hanfu tourism destinations and the commonality of experience from stakeholders, thus these meaningful categories can be contributed to generalized scale development.

5.3. Limitations of this study and suggestions for future studies

There is a few limitations such as disproportional sampling in gender, a lack of enough suppliers and managers for pooling due to the unemployment in period of covid-19 and so on. Future researches will be directed at scale development and validation, further continued with exploring the potential research with other mediators or moderators in destination marketing. Hanfu tourism issues may be extended to the other related topics of cultural and creative design, the sustainability of cultural heritage, extending cultural intellectual property into tourism development and so on.

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Every employee is an experience designer: Competencies and barriers in hospitality experience design

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Abstract:

In experience economy, every employee is empowered to become an experience designer. Yet, existing service delivery skills relevant may not be enough when it comes to creating memorable experiences. Through a qualitative case study approach, this study explores employees' necessary competencies and potential barriers hindering employees from designing guest experiences. The paper extends the current knowledge on hospitality experience design by shedding light on the human factor of employees and their role in the intentional, situational, and dynamic facilitation of experiences. This study helps hospitality businesses with an understanding of the requirements to transform employees' process-oriented service-mindsets to empathy-led experience-mindsets.

Keywords: Experience Design; Employees; Hospitality Experiences; Enablers; Barriers

1. Introduction

The hospitality and tourism industry has undergone a significant transformation from service to experience based value propositions (Pine & Gilmore, 1999). Guests demonstrate different patterns of consumption behavior in terms of the importance given to leisure time pursuits. In the experience economy, guests become more demanding and diverse, and are in a constant search of quality, uniqueness, and multi-cultural experiences (Hemmington, 2007). In 1996, Jensen, in his seminal work "Dream Society", predicted a future, where spiritual needs prevail material ones and businesses who sell their products with stories, emotions, dreams, and imagination, would be the frontiers of the economy (Jensen, 1999).

In recent years, products and services receive less attention while the creation of positive emotions and long-term memories has taken center stage (Neuhofer et al., 2020). Pine and Gilmore (2017) argue that this is particularly applicable for hospitality and lodging businesses, which offer similar infrastructure, products and services that hardly differentiate from each other. To diminish the effects of commoditization, hospitality businesses need to transform ordinary service encounters into memorable experiences.

Experiences are described as a series of events co-created during customers and staff interactions. Hospitality businesses increasingly try to facilitate customized experiences specifically tailored and personalized to their guests. As Hemmington (2007, p. 749) states: "customers do not buy service delivery, they buy experiences; they do not buy service quality, they buy memories". In this experience co-creation process, the host-guest relationship is critical (Lashley, 2008; Hemmington, 2007; Kular, 2017; Sørensen & Jensen, 2015), as guests are highly involved (Kular, 2017) and tend to assess their experiences based on interactions with frontline employees (Lashley, 2008), characterized as close and personal (Sathish & Venkatesakumar, 2011).

While the focus in the literature has much been on the organisational level creating experiences, it is in fact the single employees who are the focal point of staging experiences for their guests in specific moments in time (Neuhofer et al., 2015). Several studies mention the importance of employees' involvement in guest experience design (Lashley, 2008; Baum, 2006). For example, recent studies point to the importance of employees' characteristics, such as empathy, competency, reliability and accessibility for creating guest experiences in hotels (Torres et al., 2014; Mhlanga & Tichaawa, 2017). Many of these studies however focus on the guests' perspectives. There is a gap in research that focuses on the employees' skills and competencies that are required for making guest experiences happen (Bharwani & Jauhari, 2013). In addition to potential enablers, little is known about possible barriers that may constrain or even prevent employees from successfully staging guest experiences. This study aims not only to contribute to exiting research knowledge on experience design, but also has a goal to develop an overview on employees' necessary skills and competencies. The latter could serve a guideline for industry practitioners during employees hiring or development phases. This study adopts a qualitative case study approach to identify employees' competencies and skills necessary for guest experience design and potential barriers constraining employees in designing experiences in the hospitality context.

2. Literature Review

2.1. Designing for personalized experiences in hospitality

Essentially, experience design is the intentional design process where humanness is placed at the center so as to occasion extraordinary experiences that have positive impacts on a personal level (Neuhofer et al., 2020). In the hospitality, guests are highly involved in their own experiences (Jahuari, 2017) and they tend to judge their experiences based on the overall interactions often facilitated by frontline staff (Lashley, 2008). Thereby it is not a standardized procedure that is followed, but experiences are co-created dynamically as guests and hosts meet and interact (Lashley, 2008). In recent years, it has become increasingly important to create experiences that are personalized for each single guest. Staging personalized experiences means accepting the uniqueness of each guest and designing services based on these guests' personal preferences (Pizam, 2015). Well-prepared, personalized experiences affect guests emotionally and give the feeling of being truly cared, thus the perception of a company staging experiences changes and remains in guests' memory. As a result, guests have become empowered to communicate their preferences in a more detailed manner, which can be observed in direct guest feedback, word of mouth and electronic sharing and reviews (Neuhofer et al., 2015). Peterson (2015) predicted that guest personalization would prevail in the future, mostly because of increasing commoditization, competition, and rising guest expectations.

Often personalized hospitality experiences are perceived as something difficult to achieve and become a price-intense activity. A close look into global best practice shows a different case. For instance, an example from Starwood Hotels shows that a guest posted on social media about the coldness in his room. Several days later, the guest completely changed his attitude when he discovered in his room a box of tea with a handwritten, personal letter. He shared his experiences again on social media; however, this time with the words 'Above & Beyond' describing his experiences. This example demonstrates how easy and effortless guest experiences could be personalized (Reitknecht, 2018). Personalized hospitality experiences help to gain loyal and dedicated guests. Experience practices can be found around the world, from leading global hospitality brands to family-run hotel operations. For instance, brands such as Ritz Carlton use big data to create personalized guest experiences (Kandampully & Solnet, 2019), while private hotels, such as Hotel Lugano Dante use a customer relationship management system that is accessed by every employee through mobile devices to create personalized experiences in real-time (Neuhofer et al., 2015).

All the above examples show undeniable importance of employees and their mindset and toolset in the design of experiences. If employees truly care about guests, show empathy, and listen actively, they can create highly personalized experiences through a smart combination of recorded guest preferences and dynamically emerging guest needs.

2.2. The employee's role as an experience designer

Benz (2014) refers to frontline employees as experience designers who can identify, understand, and fulfil human needs. The main factor for success is to develop a sense of empathy. Understanding how customers interact with each other and with their surrounding environment is essential for experience designers. Lusch et al. (2007) consider employees an essential resource for the co-creation of experiences. In the hospitality industry, frontline employees are involved in multidimensional, frequent interactions with guests, and critical guarantee factors for guest satisfaction (Kandampully et al., 2018). In the service literature, many service businesses are characterized by two levels: the front office and the back office. While it is common to view backstage activities separate from front-stage activities, Pine and Gilmore (1999) advocate the critical importance to regard both the back office and front office as a theatre. Backstage and frontstage employees need to work in symbiosis to deliver experiences that are based on information exchange, guest preferences and needs, and situational empathy to do the right thing at the right time.

What are the competencies and skills needed in order to facilitate such seamless experience facilitation? While tangible aspects of experiences, such as quality of food and drinks and offered facilities are foundational elements of many service deliveries, the literature shows that the personal interaction and emotional engagement of an experience that matters (Lashley, 2008). Zomerdijk and Voss (2010) describe an example of the Royal Caribbean Cruise line, where crew members are encouraged to interact, emotionally connect with their customers regularly. They can encourage them to get to know their customers and share their personal stories. Genuine connection and authentic understanding at an interpersonal level is a high skill that in the literature is referred to as emotional labor (Hochschild, 1983; Ngan & Yu, 2019).

In order to create memorable, authentic, and personalized experiences, Bharwani and Jauhari (2013) argue that hospitality front stage employees should possess a set of competencies and skills above the technical one. The authors propose a Hospitality Intelligence (HI) conceptual framework. Contrary to Rossman and Duerden (2019) service quality model, the Hospitality Intelligence framework assumes that employees already have the necessary technical competencies. The framework consists of three dimensions, such as Emotional Intelligence (including Intrapersonal and Interpersonal intelligence), Cultural Intelligence, and Hospitality Experiential Intelligence. According to Goleman (1996), Emotional Intelligence is an individual ability to recognize, understand, and manage his or her own emotions and emotions of others. There is a consensus in the literature that suggests a complexity of a unique combination of skills, knowledge, attitude, and behavioral competencies to ensure the successful staging of experiences.

This skillset may be trained but it requires human authenticity in each interaction. An interesting study conducted by Langhorn (2004) in UK popular restaurant chains demonstrates that employees capable of showing ‘service emotions’ are seen by customers as good service deliverers. On the contrary, the service of those employees who tried to hide their emotions or demonstrate artificial emotions were perceived as ‘surface actors’. Aydin et al. (2005) argue that intellectual intelligence is thus a foundation; however, this needs to be coupled with emotional intelligence and interpersonal and intrapersonal dimensions. For instance, the authors suggest interpersonal intelligence factors, such as self-confidence, perseverance, commitment, tolerance, optimism and positive thinking, honesty, and credibility. In terms of intrapersonal intelligence abilities, communication, collaboration, cooperation, motivation, influence and persuasion, and team capabilities are needed. Cultural intelligence is especially relevant to those who perform international related tasks (Livermore & Soon, 2015). As the hospitality industry is strongly related to culture and international guests, the ability of cultural intelligence is critical. Awareness of cultural and traditional differences and their appropriate handling can help create culturally adequate memorable experiences for guests. Ang et al. (2011) explain cultural intelligence as a person’s ability to handle diversity and adapt in a new culture.

Overall, it is the employee’s emotional connection, rather than simply functional connection with customers, that is crucial in experience encounters (Bærenholdt et al., 2004; Sundbo & Toivonen, 2011). While the skillsets in service encounters is well researched, little is known about the new requirements and skills necessary of employees when designing and staging experiences. A new emotional dimension is required, in other words, an experiential intelligence is required that builds on an experience mindset and toolset. This study is going to explore what these precise competencies are, and in addition, what factors may prevent these competencies from coming to full effect.

3. Methodology

3.1. Measurement

A qualitative case study approach (see Eisenhardt, 1989) was adopted to understand the necessary employees’ competencies enabling and barriers hindering guest experience design in the hospitality context. The choice of the case study approach is based on its ability to obtain an in-depth understanding of the research context in its natural environment (Eisenhardt, 1989; Yin, 2003; Saunders et al., 2009). The selection of the case study for this research was based on two criteria. First, the selected company should belong to the tourism and hospitality industry. Second, it had to specialize in guest experience design. The Sacher Hotels in Austria were selected as a case study due to their unique focus on guest experiences, long-standing tradition and recognition of excellence as one of the most traditional hotels in Austria, recognized for its focus and track record in high-quality personalized experience design. As in the past, today Sacher Hotels are a famous meeting place for popular politicians, artists, celebrities, and businesspeople. To provide context to the study, this research focused on two hotels located in Vienna and Salzburg. The Sacher Hotel Vienna includes 77 suites and 75 standard rooms and Sacher Hotel Salzburg 38 Suites and 72 standard rooms.

To develop a comprehensive understanding, multiple sources of data were used. The first step included an analysis and assessment of documentary materials, including corporate journals, presentations, annual reports, and internal communications. The purpose of this step was to get to know the hotel and its workflow more closely. The second step set out to conduct in-depth interviews with employees of the hotel, as the key unit of interest in this study.

With the aim of this study to better understand employees' perspectives on guest experiences, selecting respondents who were the most informative and have rich expertise in this field was essential. For this purpose, an expert sampling strategy was adopted. Expert sampling is a sub-type of purposive sampling. It enables a researcher to interview those who are especially knowledgeable, can bring to the study their expertise and experiences regarding the research topic (Frey, 2018). The main criteria for selecting expert-respondents were the following: a potential respondent should currently be employed in one of the Sacher Hotels and be actively involved in and have a recollection of personal active guest experiences design in the last 12 months. The interview instrument was guided by the presented literature and included questions around sociodemographic details, memorable experiences, successful experience incidences, personal skills and competencies, personalization and co-creation, barriers to experience design, and the future of hospitality experience design.

As a result of the sample selection process, potential respondents were identified, corresponding to the criteria mentioned above. To complement the case study analysis of the documents, a total of 10 in-depth interviews were conducted with an approximate duration of one hour each. The socio-demographic profile includes a diversity of age, gender, education range and work experience at Sacher hotels. A wide range of departments in the backstage and frontstage were interviewed, including general management, quality assurance, concierge, experience, reservation, events, front office, human resources, and guest services.

The collected data were analysed with a six-step (familiarizing, coding, defining initial themes, revising themes, naming, and reporting results) thematic analysis process (Braun & Clark, 2006). After reading and familiarizing with the data, initial codes were developed. The codes served a basis for the development of initial themes and subthemes. The selected themes were subsequently revised, defined and named accordingly. The goal of this case study is not to generalize the contextual findings (Eisenhardt, 1989). Instead, the aim is to develop analytical generalisations for employees' role in experience design and paint a picture that helps trigger further investigation in other organizations, which can test whether the findings are applicable to a wider context.

4. Results

4.1. Profile of the respondents

Figure 1. Description of respondents

Assignments of respondents in	Department respondents work	Age	Gender	Work experience in Sacher Hotels	Education	Interview Mode
Respondent A	Living	28	Female	4 years	Bachelor	Face-to-face
Respondent B	People	34	Female	4 years	Bachelor	Face-to-face
Respondent C	SSE & Quality	38	Male	4 years	Master	Online
Respondent D	Experiences	28	Male	3 months	College	Face-to-face
Respondent E	Concierge Desk	28	Male	1 years	College	Face-to-face
Respondent F	Reserv & Events	27	Female	7 years	College	Face-to-face
Respondent G	D General Manager	30	Female	2 years	Master	Online
Respondent H	Front Office	24	Female	9 months	Bachelor	Face-to-face
Respondent I	Front Office	26	Female	1year 8 month	Bachelor	Online
Respondent J	Guest Service	29	Male	2year 2 month	Bachelor	Online

The findings show that since guest experiences become more personalized and individually tailored, employees' characteristics required for guest experiences slowly adapt to personalization. The findings emerging from the thematic analysis of the case study were structured in two main areas, including 1) employee experience competencies and 2) employee contextual barriers. Each of these themes includes several subthemes. First, the Competencies theme comprises a series of sub-themes, including 1) attention to details, 2) active listening, 3) predictive thinking, 4) motivation, and 5) empathy. These factors reflect the main characteristics that are necessary for hospitality employees to possess in order to successfully design guest experiences. Within the second theme Barriers theme, two main sub-themes were identified, including 1) difficulties in getting information and 2) general lack, which compromises six further sub-themes, including 2.1 Lack of experience mindset, 2.2) Lack of coordination, 2.3) Lack of empowerment, 2.4) Lack of time, 2.5) Lack of consistency.

The findings indicate several key competencies, such as attention to details, active listening, predictive thinking, motivation, and empathy. The first key skill mentioned relates to attention to details when gathering information. This is not about asking information from the guests, but rather an environmental scanning and empathetic noticing of small details about the guests which could inform an experience. Some respondents say: *"Information is there, you just need to collect.*", or "*You have also a lot of possibilities to collect a lot of information about the guest because you see the rooms, you see how they live, you see what kind of products they are using, you see what phone there are using, so if they need charger or anything you can provide the right thing or you see what kind of books they read or anything I think we can collect a lot and look carefully.*" Attention must not only be paid to details, but active listening is needed in conversations when interacting with the guests, which may reveal some information of their personal preferences, likes or life: " *[...] sometimes you pick up one little information about their children or their pet maybe and then try to do the guest experience.* "

The third key competence is predictive thinking, here defined as the ability to think several steps ahead and predict guests' reactions to design guest experiences. This skill is about proactiveness and prediction of the real-life impact that an experience will have on a guest. "*We cannot just always do experience, experience, experience. Every employee behind has to think what is in it for the guest…Is it something the guest will appreciate, is it something the guest can use…is it something will think in 10 years…will the guest return because of this experience...is it only cost for the hotel, but nothing behind*."

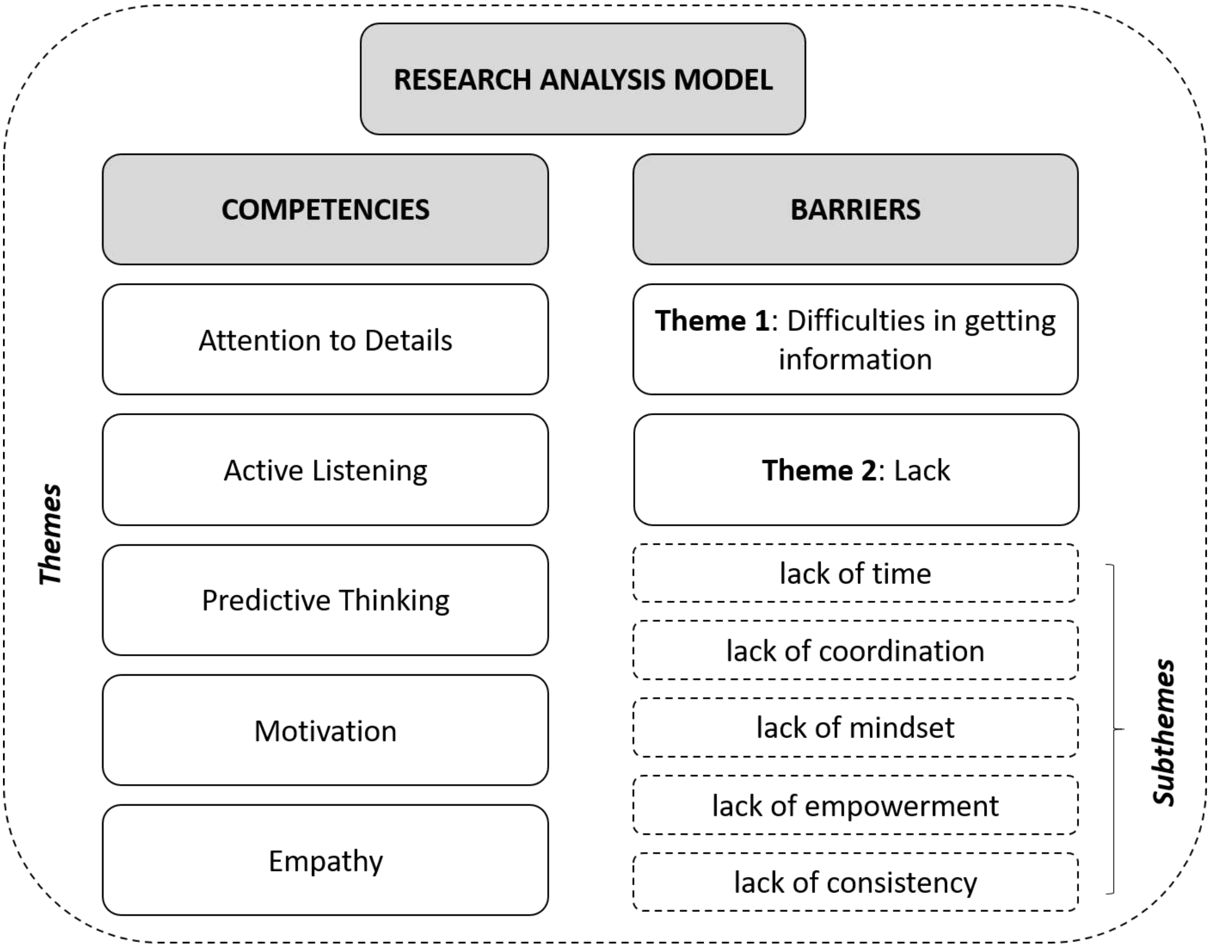
The fourth factor is motivation that emerged as a distinguishing characteristic of employees, who are staging design guests' experiences. Motivation needs to radiate from the organization to its employees and vice versa. There is a sense that if an employee is highly motivated but fail in other aspects for instance, lack of work experience or bad foreign language skills, these are all not that important. As guests' experiences require extra steps, extra effort and nonstandard approaches, motivation is vital for these experiences to take place. The comment of one respondent supports this idea: " *[…] you cannot put an experience in the file and give it just to staff to organize something for guests, you need inspired people behind every experience, who will ignite with their energy and make something special.* " The fifth factor, empathy is critical to have awareness about how guests think and behave and what they need in specific situations. This was determined as a key factor that may not be trained, but is a critical determinant in the hiring process, as one management respondent explains: "*It is starting with hiring the right people, because again you cannot train someone to smile or to be friendly, you need certain character traits, you either have them or you do not.*"

Having identified the key competencies of employees for experience design, the analysis revealed a series of potential barriers that are discussed next. First, the findings reveal the theme 'Difficulty of getting information', which relates to the barrier when employees do not have information about a guest pre-recorded, or have an opportunity to obtain information in small talk situations with guests, which would give cues and hints for experience design. One respondent describes the challenges: "*To find the right thing, it is very hard to find right information about the guest, not all the information that we will collect, is necessary or important, or you can create good guest experience with it*."

Beyond information deficits preventing informed planning of experiences, the theme 'lack' was identified, indicating a multi-layered lack of experience mindset, coordination, empowerment, time, and consistency. First, respondents reported a lack of time due to operational involvement in everyday business, making it difficult to have the empathetic bandwidth to stage memorable moments for their guest when time is scarce. The lack of time as a barrier for implementing successful guest experiences is closely connected with the "lack of coordination" theme, which was prevalent in the beginning of experience staging efforts and could since be overcome. "*We did not have one person or one department who was responsible…as I told you before everyone did what they think they would do, they have different budgets and all these stuff and they did what they thought about it."*

Third, the findings indicate a lack of experience mindset, which is defined as an ability to impress guests, customer oriented thinking, an ability think out of the box, desire to make something special for guests, to invest effort, time, energy. Such a mindset is critical to be visible and felt across the team, so everyone is on the same level with regards to staging experiences individually or across departments as a team. Relating to this constraint, is the lack of empowerment that could detrimentally influence experience creation activities. Employees indicated the need to feel not only encouraged but empowered in their autonomy to take decisions and create experiences. Bureaucratic systems could hinder this activity, as one respondent explains: “*not having the power to take a certain decisions on your own or if you have to ask five people before you are allowed to do something, is really challenging.*” The fifth and final theme mentioned a lack of consistency, referring to differing quality standards of experiences for new vs. returning customers. While returning customers are well known and experiences can be easily created, it is perceived as more challenging to create wow moments for first time visitors or short-stay guests, and often dependent on the individual staff who is on service. A systematic consistency is needed to avoid chaotic processes when experiences are designed in the moment to varying extents.

Figure 2. Competencies and barriers map for hospitality experience design



Previous studies have indicated the importance of "technical skills" or "operational skills" (for instance, serving a coffee, cooking dinner, cleaning and preparing a hotel room or checking in/out guests). This study adds to the view of hospitality experiential intelligence (Bharani & Jauhari, 2013) that hospitality employees should possess competencies and skills that encompass go above mere technical skills when it comes to designing memorable experiences. It is indeed a rich mix of personal, motivating and empathetic competencies that enable individual employees to create experiences that meet the needs of customers in a specific context. The study advocates for a holistic view of such scenarios and identified potential barriers that stand in the way of designing experiences. It appears that these barriers (except “lack of mindset” barrier) have less to do with the individual employee but rather emerge through the nature of the organizational context. An experience strategy in an organization could address these barriers by offering experience mindset trainings for incoming staff, create a culture of empowerment, time and motivation for employees to stage experiences, and create a systematic approach of information gathering, sharing so that experiences can be created consistently everyday, no matter the guest or the staff at service. Figure 1 offers a visual roadmap of experience design competencies and barriers in the form of a framework. It shall help hospitality and tourism businesses strategically and intentionally assess the prevalence of these factors and address these to enhance experience design efforts within the firm.

5. Discussion and Conclusion

5.1. Discussion

Every hospitality employee can be an experience designer, no matter the role, level or department they are working. This study adopted a case study approach to identify how experiences are can be intentionally created in a high-quality hospitality environment. With this aim in mind, the study set out to identify the enablers and barriers that employees face in the design of experiences in the hospitality context. By including both positive and negative factors in the inquiry, a holistic picture could be drawn of how the combination of individual employees and the organizational context create a (non)fruitful environment in which experiences are at the center stage. The study indicated that experiences are created best in an environment that is a) intentional, b) empowering, c) consistent to create guest experiences that can be facilitated in an a) empathetic, b) dynamic, and c) situational manner emerging from the employee-guest interaction.

5.2. Conclusions and implications

The theoretical contribution of the paper is twofold. First, the study adds to the existing body of service quality and experience design literature with employee-centric insights on guest experience design. The identified set of competencies and barriers might serve as a starting point for future research on the intersection of psychology, experience design, and emotional intelligence to understand employees as key actors and co-creators of personalized guest experiences and value. Further research is needed to identify a typology of experience designers across a staff base, leading perhaps to a better understanding of the integration of by the book job roles, and creative and empathetic skills each employees brings as an experience designer to the firm. Moreover, the question of leadership and organizational culture is worth investigating to understand the emergence of enablers and barriers in firms.

Besides the theoretical contribution, the paper offers several practical implications. The study helps practitioners assess current and potential employees’ competencies, skillsets, and mindsets. This awareness helps in both recruiting new employees and training existing employees to an organizationally shared experience space and mindset. Moreover, any identified barriers hindering guest experience design can be eliminated, while enforcing structural changes towards systematic experience design. The developed model could serve as a helpful guideline for hotel management, especially during hiring, training, and development phases. No matter the maturity level of an organization, and how prevalent experience design is currently, it can be used as a self-assessment and starting point for any firm wanting to intensify guest experience design efforts.

5.3. Limitations of this study and suggestions for future studies

This case study is of exploratory nature to understand employees’ competencies and barriers in designing experiences. The case study approach is limited in that the findings cannot be generalised, rather these need to be considered in context (Eisenhardt, 1989). A further drawback of this study is the risk of selection bias. The sample selection embraces an expert purposive sample strategy and focuses on those in the study population who are potentially more qualified to answer research questions. Thus, there is a risk to left behind those who can be a valuable source of information. Future research could benefit from looking closer into guest experiences in the hospitality context. Future research could adopt a comparative approach and can be carried out in other experience-based hotels and compare the results' similarities and differences.

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How does tourism dependence affect economic growth in West China? -- Based on the inspection and interpretation of the Resource Curse transmission mechanism

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Abstract:

Recently, work on the natural resource curse thesis has extended to testing the effects of tourism resources on the economic growth. Using the West China's data for 46 top tourist cities from 2000-2017, this paper reexamines the direct, indirect effects and transmission channels of tourism dependence on economic growth. At the city level, tourism boom has a positive impact on growth if considered in isolation, but a negative direct impact on growth if other explanatory variables, such as investment, openness, terms of trade are included. Moreover, the crowding-out effect of manufacturing is shown to be the main transmission channel, indicating that Dutch Disease symptoms may present as a consequence of high dependency on tourism industry.

Keywords: Tourism recourse curse, Economic growth, Transmission channels, Tourism-dependent economies

1. Introduction

Despite the potentially beneficial impact of natural resource wealth on economic prosperity, over the last two centuries, many countries rich in natural resources such as Russia, Nigeria, and some members of the OPEC have experienced growth of comparatively low of mediocre magnitude. In China, the western region rich in coal, oil, natural gas and other energy resources only created 20.47% of the national GDP in 2018. Except for Inner Mongolia and Chongqing, West China's GDP per capita was lower than the national average level, suggesting the rich resources have brought poor economic. The phenomenon that resource-rich regions develop less quickly, called the resource curse, was formally presented by Auty(1993), and has become one of the most intriguing puzzles in the field of resource and development economics (James &Aadland, 2011). This paradoxical result underpins While the initially studies in the resource curse literature focused on resource-rich countries in general, subsequent research found that not all resource-rich countries witness slower growth. Only countries that base their economies on natural resources tend to be examples of development failures.

However, in the tourism industry, similar problems also exist. In reality, many regions dependent on tourism and with a prosperous tourism industry suffer from adverse economic effects. For example, Lijiang City, Zhangjiajie City, Huangshan City, and Aba Prefecture located in Yunnan Province, Hunan Province, Anhui Province, and Sichuan Province, these tourism-dependent regions all inevitably demonstrated the worst performance in growth, for their GDP ranked nearly the bottom of the province economy. What is more serious is that years of tourism development and prosperity have made the economic growth fall into a stagnant dilemma, instead of having a positive marginal contribution in these regions.

It seems that the tourism industry in the above regions has not vigorously promoted economic growth in a long period of time, indicating the tourism-led economic growth hypothesis (TLGH) is conditional. If economic development relies too much on the tourism industry, it may worsen economic growth, and also lead to tourism recourse curse. Various recent studies have tested the relationship between the tourism and economic, and authors such as Dritsakis (2004) and Sequeira & Maças (2008) have affirmed that tourism can promote economic growth and enhance capital accumulation, also known as the TLGH. For a long time, it is believed that the TLGH is derived from the export-led growth (ELG) hypothesis, which claims that growth can be increased by expanding the level of export (Dash, 2009). Moreover, the TLGH indicates that tourism development may create the "economic spillover effects" (ESE) by generating employment opportunities, income and foreign exchange earnings (Tang & Abosedra, 2014; Comerio, Pacicco, & Serati 2020). However, a large body of literature have had disappointed results about the relation between tourism sectors and long-term growth (Capó, Font, & Nadal, 2007; Inchausti-Sintes,2015). Following Corden & Neary (1982), by analyzing the resource movement effect and the spending effect of the boom, Copeland (1991) and Chao et al. (2006) investigated the effects of an expansion of tourism on capital accumulation, sectoral output and resident welfare in the host country, and concluded that tourism boom increased the relative price of the no-traded goods and resulted in de-industrialization in the traded good sector, which subsequently lowered resident welfare. The finding that tourism can generate an economic "illness" known as Dutch Disease contradicts the TLGH, and **the key question is: if the TLGH is conditional, what are the main factors that influence the relation between tourism development and economic growth?**

To achieve this particular objective, the article attempts to answer the key question of the TLGH from the perspective of "resource curse" theory, which involves four major transmission channels: the Dutch Disease effect, the crowding-out effect, the terms of trade and the institutional quality. The next section consists of a literature review on tourism resource curse, and how it affects tourism development through the transmission mechanism to serve as a formal framework of analysis for subsequent chapters. It then turns to model specification and variable selection and operationalization in the "methodology" section, where we briefly review and describe West China's tourism profiles and explain why tourism resource curse is a problem here. Section 4 is devoted to our empirical results and analysis on the direct and indirect effects of tourism dependent on economic growth and the transmission channels. In section 5, we summarize our main findings, and conclude the paper with policy recommendations and future research directions.

2. Literature Review

2.1. Does the curse really exit?

The phenomenon resource curse - countries with great natural resource wealth tend nevertheless to grow more slowly than resource-poor countries – typically emerges when a country or region begins to focus its entire production means on a single industry, such as mining, neglecting investment in other major sectors (Sun et al., 2019). In testing the existence of the resource curse, empirical studies have devoted great efforts to debate resource measures, quantify institutional quality or quasi natural experiments (Cavalcanti, Da Mata, & Toscani, 2019; Cust, Harding, & Vézina, 2019; Qiang & Jian, 2020). More recently, many papers have looked beyond the traditional impact on economic growth (Battaile et al., 2014; Sachs and Warner, 2001), and instead focused on the effects upon broader human welfare indicators, like democratic transition (Mahdavi 2015; Ross et al. 2011), education spending (Sun et al., 2019; Cockx & Francken, 2016), and social stability (Akpolat & Bakirtas, 2020; Lee, 2018).

Regarding the causes of vulnerability of their economies and long-term growth perspectives, some similarities between tourism and natural resource exports occur, so we may believe the resource curse may also exit in tourism sector.

Theories and studies about the links between tourism development and economic growth are not new. At the beginning of the century, Lanza, Temple, & Urga (2003) have used cointegration techniques to illumine long run growth may not be harmed by tourism specialization for 13 OECD countries. Since then, works of Durbarry (2002), Dritsakis (2004), Brau, Lanza, & Pigliaru (2007) and Sequeira & Nunes (2008) also analyzed the contribution of tourism expansions to economic growth. Moreover, the work of Cárdenas-García, Sánchez-Rivero, & Pulido-Fernández (2015) verified the economic growth experienced in 144 countries was as a result of the expansion of the tourism activity, especially in more developed countries. These empirical studies on tourism and economic development has mainly focused on case studies of single countries or islands, most of them employ Granger causality analysis and provide evidence for tourism-led economic growth hypothesis(TLGH) (Holzner, 2011).

On the other hand, not all studies find a positive causal relation between tourism and economic growth. Important earlier findings of the failures of TLGH include several key works by Andrew (1997), Nowak, Sahli, & Sgro (2003), Chao et al. (2006), of **which the main finding is that the boom of tourism industry is associated with significant deterioration in economic growth, indicating the resource curse may also occur in tourism industry.** Kurecic & Kokotovic (2017) also found evidence for tourism resource curse by performing an individual time series analysis of a number of small economies, especially in those economics that are heavily dependent on tourism sector. While the mainstream studies conventionally centre development on economic growth, Croes et al., (2021) from the perspective of welfare and human development found that there was a weak negative link between tourism expansion and human development.

The contradiction of these above studies has suggested **that TLGH is conditional vary with time and across countries, and the relationship between tourism and economic growth is not linear** (Po & Huang, 2008; Adamou & Clerides, 2010; Chang, Khamkaew, & McAleer, 2012). Recently, there is a small existing empirical literature that has shed light on the determinants and consequences of tourism (Sokhanvar, Çiftçioğlu, & Javid, 2018), their findings encouraged the view that tourism is a sector that sometimes imposes adverse ecological, economic and environ-mental costs on a country's economy, and business environment factors are vital. More specially, non-linear relationship implies dynamic fluctuations and threshold effects due the constructs' interactions with potential relevant policy consequences, and researchers also noticed that **tourism specialization, also called the dependence of tourism resource played a key role in the disappointing performance of tourism-dependent economics.** (Kurecic & Kokotovic 2017; Pan, Liu, & Wu, 2014).

Moreover, as pointed out recently by Pulido-Fernández & Cárdenas-García (2021), for those countries that are committed to developing tourism, a matter of the greatest importance is not that this activity simply contributes to greater economic growth, but that this economic growth driven by tourism is translated into an improvement in the economic condition or welfare in the country. Following this view and the definition of resource curse, it can be concluded that **tourism resource curse is a phenomenon that countries with heavy tourism dependence tend to grow more slowly, or long-term tourism expansion have not improved people's wellbeing and accelerated the development of social programs than other countries, and**

the coexistence of tourism boom and slow economic growth is just one of the symptoms of tourism resources curse. Thus, the following hypothesis will be tested:

Hypothesis 1
There are significant negative direct and indirect effect of tourism dependence on the economic growth.

2.2. What explains the curse?
Empirically studies testing the tourism resource curse hypothesis in different countries have confirmed the occurrence of the phenomenon, although conditional. Influenced by Papyrakis & Gerlagh (2004), some studies have attempted to examine how tourism dependence affects economic growth and the mechanism of the "curse" in tourism-dependent economies, and these explanations of the tourism resource curse effect can be categorized into four transmission channels:

(1) Dutch disease: tourism expansion yields a gain in revenue by increasing the relative price of non-traded goods, which may cause a de-industrialization in the traded goods sector and decrease resident welfare through decreasing demand for the capital used in the traded sector (Chao et al., 2009).
(2) The crowding-out effect: the boom of tourism may crowd out other industries, or investment, human capital, innovation, education and other growth-promoting activities.
(3) The terms of trade: tourism development may result in the inflationary pressure, and then the exports of traded industries and openness are harmed by an appreciation of the local currency.
(4) The institutional quality: high dependency on tourism is associated with rent-seeking behavior, government size or highlights the vulnerability of countries with weak institutions.

A commonly cited example of the tourism resource curse transmission channel is the Dutch disease. According to Inchausti-Sintes (2015), tourism expansion tends to raise the demand for and hence the prices of non-traded sectors, which produces a reallocation of resources from tradable to non-tradable sectors and also converts non-traded goods into tradable goods. Based on the distinction between tradable and non-tradable goods, because of the prosperity of tourism, labour and capital will inflow into tourism sector from the tradable sector, causing the resource transfer effect (Holzner, 2011). The outflow of factors also dampens the demand for domestic capital by the manufacturing sector and leads to a continuous decline in the share of output value, employment and export of the traded sector, especially manufacturing industry, resulting in de-industrialization (Chao et al. 2006). Furth more, the boom of tourism increases the relative price of the nontraded good and cause the price effect, which results in a decrease in the demand for capital and therefore a reduction in output by the traded good sector (Zhang & Yang, 2019).

The boom of natural industry may also create a false sense of security and weaken the perceived need for investment and growth-promoting strategies, and natural resource abundant economies benefit less from the technology spillovers that are typical in manufacturing industries because the exports of these industries are harmed by an appreciation of the local currency (Papyrakis & Gerlagh, 2004). With the more labor-intensive and less physical capital-intensive features of the tourism sector (Liu & Wu, 2019), such mechanisms may also work in tourism industry, so we can draw the conclusion that tourism expansion may also wreck investment (Croes et al., 2021).

Natural resource depletion can be negatively associated with human capital because it increases non-wage income in the economy such as social spending, dividends and low taxes (Henry, 2019). Tourism is well-known for being a low value-added and labor productivity sector owing to its transient, seasonal, temporary and low-skilled workers and high levels of labor turnover (Kim et al., 2021). As the tourism sector expands relative to other sectors, the returns to human capital decrease and investments in education decline, and then private and public actors are much less incentivized to invest into human capital accumulation (Henry, 2019), which has been proved by the work of Croes et al. (2021).

Since tourism sector is dominated by micro and small enterprises, and that most of them are owned and operated by a single person or family. However, according to R&D studies, innovation capacity is closely and positively correlated with the size of enterprise (Hjalager, 2002), so the expansion of tourism may have adverse effects on innovation capacity.

As for the third transmission channel, higher tourism demand raises both the demand and consumption of tourism goods as well as complementary traded goods, which pushes up the relative prices, resulting in an appreciation of the exchange rate, and exports being more expensive/less competitive and imports being less expensive(Pratt & Alizadeh, 2018).When the tourism sector grows to surpass other sectors as the largest generator of export revenues for the tourism-dependent economy, any disturbances to tourism sector can easily spillover to aggregate fluctuations and hence do great damage to the terms of trade (Zhang & Yang, 2021).

One of the major transmission channel is the so-called rent-seeking behavior, affecting the quality of institution. The prosperity of tourism both requires and causes the government to increase public expenditure on related infrastructure construction (Wheeler, 1984), which makes it easily for government to get more corrupt. By investigating all the institutional quality dimensions including control of corruption, government effectiveness and so on, Lee, Lee, & Har (2020) verified institutional quality significantly affected the relationship between tourism and economic growth.

Hence, the following hypothesis are proposed:

Hypothesis 2

There is a significant effect of tourism dependence on manufacturing, which represents the first transmission channel-Dutch disease.

Hypothesis 3

There is a significant effect of tourism dependence on investment, human capital, innovation and education, which represents the second transmission channel-the crowding-out effect.

Hypothesis 4

There is a significant effect of tourism dependence on openness, which represents the third transmission channel-the terms of trade.

Hypothesis 5

There is a significant effect of tourism dependence on government size, which represents the final transmission channel-the institutional quality.

In conclusion, many previous researchers have noted that the failure of TLGH, and some of them have tested the tourism resource curse in the case of cross-country comparative studies, but as pointed by Fleming, Measham, & Paredes (2015), within-country analyses provide more robust evidence as they reduce the unobserved heterogeneity generally given by institutional, cultural and historical background across countries. Though to the best of our knowledge, little has confirmed the adverse effects of tourism resource dependence on growth on the basis of a city level. A recent and fascinating paper by Deng & Ma (2016) is similar in spirit to this paper, and also points to the adverse role of tourism resource dependence on growth and manufacturing exports. Furth more, research on the mechanism of how tourism dependence influence economic growth are also booming, but there are few indications as to how, and to what extent, these transmission channels contribute. Motivated by aforementioned shortcomings, **this study contributes to the literature on the links between the potential risk of tourism booms with resource curse theory, and focuses specifically on tourism-dependent economies at the city scale, and analyse the mechanism of several transmission channels based on the tourism resource curse hypothesis.**

3. Methodology

3.1 Study area

Our study is based on the empirical context of China, a country where tourism has grown to become an important economic force since 1999, and for 24 out of 31 Chinese provinces have officially declared tourism to be the backbone of their regional economies and a leading growth industry (Wu, Zhu, & Xu, 2000). In West China, due to the relative lack of investment and human capital, tourism industry in most provinces is still resource-driven. Especially for the 46 top tourist cities here, tourism seems to be the single most important sector of the city's economy, resulting in heavy dependence on tourism and it's still increasing.

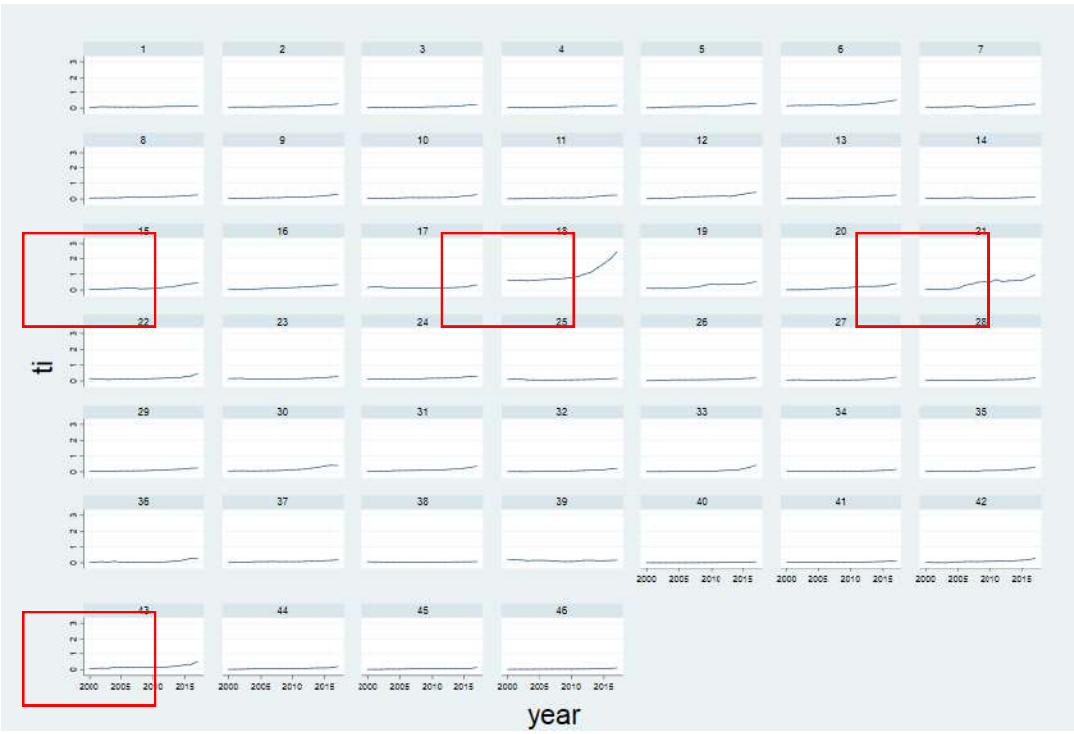

Figure 1. The levels and trends of tourism dependence of 46 top tourist cities from 2000 to 2017

Figure 1 shows the levels and trends of tourism dependence of 46 top tourist cities from 2000 to 2017. As time went by, the dependence of tourism varies greatly from city to city. For example, the tourism dependence of Lijiang, the 18th case site, has continued to rise since 2000. By 2017, its tourism total income has exceeded its GDP, ranking first among the 46 case sites. In addition to Lijiang, the tourism dependence of the 15th case site, Guangyuan City and the 21st case site, Zunyi City and the 43th case site, Hulunbuir City, has also been greatly increased in recent years.

3.2. Measurement

First, for the measurement of economic growth and tourism dependence, following Deng (2016), the real GDP per capital and the percentage of total tourism revenues to GDP have been used (Table 1). Regarding factors that can influence the relation between tourism and economic, in the same way as Sachs and Warner (2001), manufacturing, investment in fixed assets, human capital and so on variables have been used to test the mechanism of the tourism resource curse (Table 1).

Table 1 *Variables of the model*

Variable	**Abbreviation used**	**Measuring**	**Function**
Real GDP per capita	PGDP	Gross Domestic Product divided by the index of GDP and the population at the end of the year (China ¥).	Dependent variable
Tourism dependence	TD	Total tourism revenues as a percentage of GDP (% of GDP).	Independent variable
Manufacturing	MA	Adding value of second industry as a percentage of GDP (% of GDP, vaule0-1).	Control variables
Investment in fixed assets	INV	Investment in fixed assets as a percentage of GDP (% of GDP, vaule0-1).	
Human capital	HUM	Number of students in higher education as a percentage of total population at the end of the year (% of population, vaule0-1).	
Innovation inout	RD	Financial expenditures for science and technology as a percentage of general government budget expenditures (% of government budget expenditures, vaule0-1).	
Education input	EDU	Education expenditures as a percentage of the general government budget expenditures (% of government budget expenditures, vaule0-1).	
Openness	OPE	Import& Export amounts as a percentage of GDP (% of GDP, vaule0-1).	
Government size	GOV	General government budget expenditures as a percentage of GDP (% of GDP, vaule0-1).	

3.3. Empirical model

In accordance with the aim of this article, our empirical study comprises of two independent stage:

Stage 1: To examine the direct and indirect effect of tourism dependence on economic growth, the approach developed by Ekanayake & Long (2012) provide a panel growth model specified in equation (1):

$$lnPGDP_{i,t} = C + \alpha lnTD_{i,t} + \beta Z_{i,t} + u_i + \varepsilon_{i,t}$$

(1)

where subscripts i and t index city and time respectively, $lnPGDP_{i,t}$ is the dependent variables and the log of real GDP per capita, $lnTD_{i,t}$ is the independent variables and the log of total tourism revenues as a percentage of GDP, and $Z_{i,t}$ is a set of control variables including $MA_{i,t}$, $INV_{i,t}$, $HUM_{i,t}$, $RD_{i,t}$, $EDU_{i,t}$, $OPE_{i,t}$, $GOV_{i,t}$. α, β denote the coefficient respectively, C is the constant, and u_i is the individual fixed effect, $\varepsilon_{i,t}$ is the error term.
Stage 2: To examine the mechanism of tourism dependence on economic growth, we employ the transmission channel model developed by (Papyrakis & Gerlagh, 2004), and the augmented model takes the following form:

$$lnZ_{i,t} = C + \alpha lnti_{i,t} + u_i + \varepsilon_{i,t} \quad (2)$$

where $lnZ_{i,t}$ is the log of a vector of control variables, α denote the coefficients.

3.4. Data source
We used the annual data of prefecture-level cities and collected data from published public statistical yearbooks and statistical bulletins. Investment in fixed assets, number of students in higher education, adding value of the second industry, the general budget expenditures of local finances, financial expenditures for science and technology, and educational expenditure indicators are from the 2001-2018 China City Statistical Yearbook; inbound tourism revenue, domestic tourism revenue are from the statistical yearbook of each province or city; the import& export amounts come from the individual City Statistical Yearbooks; the data source of the GDP index and the average exchange rate of RMB against the US dollar in each year is form the China Statistical Yearbook.

In addition, some indicators such as inbound tourism revenue, total tourism revenue, and total import and export amounts data are missing in the statistical yearbook of the corresponding year, and the author will check the national economic and statistical bulletins of each city for that year to fill in. All measurement analysis in this article is completed by the software Stata15.

4. Results

4.1. Basic cross-city regressions
In order to avoid the "pseudo-regression" problem caused by the instability of the data series, before further econometric model regression, a series of unit root tests including the LLC test, IPS test, Fisher-ADF test, Fisher-PP test was conducted. The result shows that the original data of all variables have passed the unit root test, and the stationarity of the time series exists, and the next step of modeling analysis can be carried out.

We choose the Hausman test as the means to choose between random and fixed effects estimators, and present our empirical estimations in Table 2. First, we estimate the direct effect of tourism dependence on economic growth, and the result is shown in column (1) of Table 2. The direct effect of tourism dependence on economic growth is positive because the coefficient is 0.082, which is significantly positive at the 5% level. In column (2), we add investment as explanatory variable, and the result provides evidence of a tourism resources curse (significant at the 5% level)—growth is associated with 0.145 units drops in the percentage of tourism revenues. In the following regression model, we continue to add additional explanatory variables, and the results are shown in column (3)– (8) of Table 2, and all of the regressions point to a negative link between tourism dependence and economic growth. This adverse effect of tourism dependence shill holds true even after controlling for the variables that found to be important for economic growth, and the coefficient remains negative and statistically significant.

Table 2 *Results of the basic cross-city regression*

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
lnTD	0.082** (1.99)	-0.145*** (-3.44)	-0.210*** (-5.60)	-0.077*** (-2.88)	-0.114*** (-4.07)	-0.112*** (-4.00)	-0.117*** (-4.19)	-0.097*** (-3.53)
lnINV		0.771 (13.65)	0.498*** (9.38)	0.274*** (5.8)	0.255*** (5.55)	0.287*** (5.81)	0.306*** (6.04)	0.400*** (5.55)
lnHUM			0.381*** (20.15)	0.316*** (15.68)	0.274*** (13.17)	0.263*** (12.45)	0.251*** (11.00)	0.243*** (10.25)
lnMA				1.244*** (13.66)	1.094*** (12.08)	1.053*** (11.36)	1.050*** (11.27)	1.007*** (10.18)
lnRD					0.183*** (5.14)	0.195*** (4.98)	0.195*** (4.97)	0.196*** (4.89)
lnEDU						-0.188*** (-3.66)	-0.178*** (-3.53)	-0.189*** (-3.66)
lnOPE							0.032** (2.19)	0.023 (1.48)
lnGOV								-0.132* (-2.23)
Constant	9.662*** (105.76)	9.556*** (115.33)	11.100*** (105.86)	11.963*** (117.53)	12.505*** (89.2)	12.166*** (72.27)	12.223*** (73.78)	11.949*** (52.77)
Model estimators	FE	FE	FE	FE	FE	RE	FE	FE
R^2	0.0071	0.1698	0.4512	0.5739	0.6016	0.6097	0.6116	0.6150
Observations	828	828	828	828	828	828	828	828

Note: The t or z statistics for the coefficients are reported in parentheses. *, **, *** indicates level of significance at 10%, 5% and 1% respectively. FE represent the fixed effects estimators, RE represent the random effects estimators.

Figure 2. Change in economic growth and tourism dependence: 2000-2017

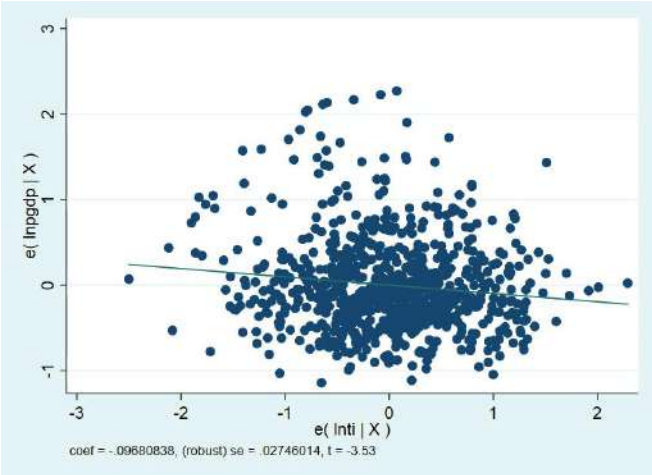

Figure 2 more intuitively shows that after adding all of the additional explanatory variables, and the slope of the regression line is obviously negative, which fully shows that the relation between tourism dependence and economic growth tends to be negative, and we can conclude the tourism dependence in the West China may cause a resource curse effect. Hence the basic cross-city regressions provide evidence for the first hypothesis, and the direct effect is shown to be positive, the indirect effect is shown to be negative.

4.2. The transmission channels

Table 3 checks for the relative importance of transmission channels, and column (1) show us **tourism dependence may cause Dutch disease in West China** (significant at the 5% level), for manufacturing is associated with 0.034 units drops in the percentage of tourism revenues, which is in line with the earlier findings from this stream of the literature. However, unlike with extraction industries (Papyrakis and Gerlagh, 2004, 2007), the results in Table 3 show that tourism dependence is significantly positively correlated with the variables of physical investment, human capital, innovation, education input, terms of trade, and government size. The reason may lie in the current situation of these factors in West China, such as the infrastructure is urgently needed to be developed there, but transportation, post and telecommunications, communications are considered prerequisites for the survival and development of the tourism industry, thus tourism development can effectively drive fixed assets investment.

Table 3 *Results of the transmission channels regression*

Variables	lnMA	lnINV	lnHUM	lnRD	lnEDU	lnOPE	lnGOV
lnTD	-0.034***	0.293***	0.381***	0.291***	0.064***	0.101**	0.340**
	(-2.65)	(18.11)	(7.28)	(8.83)	(4.38)	(1.97)	(18.86)
Constant	-0.874***	0.138***	-3. 960***	-4.580***	-1.671***	-2.988***	-1.144***
	(-30.52)	(3.40)	(-31.09)	(-60.30)	(-56.62)	(-23.60)	(-27.30)
Model estimators	Fe	Fe	Fe	Fe	Re	Re	Fe
R^2	0.0124	0.2519	0.0695	0.0775	0.0181	0.0048	0.2683
Observations	828	828	828	828	828	828	828

Theoretically, because the development of the tourism has driven the rapid economic growth of the destination, the tourism industry has naturally become a local priority industry. At this time, tourism industry absorbs a large number of factors such as capital and labor, hence the development of the manufacturing industry does not receive sufficient element support, resulting in the restraint of the development of the tourism industry on the evolution of the regional industrial structure. Secondly, in an open economy, the income effect brought by the prosperity of the tourism will also increase the relative value of non-tradable goods. Prices have led to the appreciation of the local currency and the appreciation of the real exchange rate, further increasing the relative prices of inputs of production factors, and compressing manufacturing profits, making the manufacturing sector's exports less competitive in the international market, resulting in the deindustrialization of the regional economic structure. What's more serious is that there are functional locks, cognitive locks, and political locks in economic development in highly specialized areas of tourism, and the resulting rigid specialization locks. At the same time, under the action of the government's short-sightedness and financial illusion, cities with heavy dependence of tourism are likely to lose the best time for industrial transformation, eventually solidifying their industrial structure, hindering industrial upgrading, and falling into the trap of continuing to rely on tourism to maintain economic development.

5. Discussion and Conclusion

5.1. Discussion and implications

According to the above empirical analysis results, the tourism resource curse has become a practical problem facing the development of tourism and even economic growth in West China. However, it should be noted that this study is not intended to demonstrate and emphasize the absolute adverse effects of tourism dependence on economic growth in West China, but to reiterate the advice of development economists that resource abundance and the corresponding resource industry dependence are not sufficient conditions for economic growth, that is, the tourism industry's dependence on and ratio will definitely lead to a "curse" effect. That is to say, the dependence of the tourism will not necessarily lead to the "curse" effect. The optimization of factors such as investment, human capital, manufacturing development, technological innovation, education input, openness, and government size can make the tourism dependence becomes the "gospel" of the regional economy. For the West China, we should pay special attention to the improvement of the transmission mechanism of the tourism industry's dependence on the crowding-out effect on the manufacturing industry, and strengthen the cultivation of diversified industrial structure.

Regional and industrial policies are the main reasons for the formation and strengthening of the curse of tourism resources. Therefore, scientific and reasonable adjustment of the regional industrial structure is the specific focus of regulating and controlling the curse of tourism resources. Therefore, economic measures such as the collection of reasonable tourism taxes and appropriate industrial support should be adopted to realize the control and redistribution of tourism revenue, and promote the transformation and upgrading of the regional industrial structure.

5.2. Conclusion

During the past decades, the paradox of a negative impact of tourism development on economic growth has been widely observed, while exceptions to this phenomenon can also be found, which indicates the fact that tourism expansion may stimulate growth but only under certain conditions. However, there are some examples that years tourism development has made the economic growth fall into a stagnant dilemma, instead of having a positive marginal contribution in these regions, and this phenomenon is more common for tourism-dependent economies.

Our empirical analysis indicates that tourism dependence has positive direct effect on growth in West China, however, if these transmission channels are included, the overall effect is strongly negative. Moreover, the manufacturing channel is shown to be the most important channels, suggesting the Dutch disease effect symptoms may present in West China.

5.3. Limitations of this study and suggestions for future studies

Limited by the availability of prefecture-level city data, there are inevitably some defects in the selection of some indicators. For example, for the measurement of human capital variables, our study selects the ratio of the number of higher education students to the total population, but the conversion rate of human capital of higher education students in West China is still uncertain. What's more, the mechanisms behind the transmission channels have not been investigated thoroughly in the study, so a better understanding of these mechanisms is essential for developing policy measures to reduce the negative impact of tourism dependence on economic growth.

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Antecedents and consequences of tourists' empathy on destination loyalty: A conceptual model

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Abstract:

Empathy plays an effective role in reducing conflicts and promoting positive behavior. Applying this concept in tourism research, this study develops a conceptual model to explore the antecedents and outcomes of tourists' empathy, and to examine the effect of tourists' empathy on loyalty. A quantitative method approach was used, and data was collected from 280 Mainland Chinese tourists who traveled in Macau. Findings confirms that social identity and cultural distance are important antecedents of tourists' empathy. Tourists' empathy increases destination trust, trip satisfaction and destination loyalty. The results of this study provide suggestions for Macau tourism managers to improve tourists' loyalty and to develop effective strategies.

Keywords: Tourists' empathy, Destination Loyalty, Social Identity, Cultural Distance, Mainland Chinese Tourists.

1. Introduction

Before the COVID-19 pandemic, overtourism was a prominent phenomenon in many destinations worldwide (Dodds & Butler, 2019). In 2019, the number of international tourist arrivals reached a total of 1.5 billion and their spending was a total of US$ 1,480 billion (UNWTO, 2020). Even though the growth of tourism brought benefits to destinations, the influx of inbound tourists challenged destinations' carrying capacity. Overtourism causes negative tourism impacts to many famous international destinations, and increases the risk of potential conflicts between hosts and tourists. The differences in cultural backgrounds, social norms, customs, and identities is also a major contributor to tourist-host conflicts. Hosts show hostile attitudes and aggressive behaviors toward tourists, and reduce their support for tourism development. Tourists are disrespected and discriminated by hosts and are struggled with overcrowded destination environments, which results in low trip satisfaction, less revisit intentions and even stops overseas traveling behaviors.

Tourists and hosts are important stakeholders in sustainable tourism development, understanding their impacts and attitudes is critical for successful destination management. It is necessary to reduce the potential risk of tourism conflicts, and create a harmonious tourist-host relationship and peaceful tourism environment (Tucker, 2016). Tourists are at the very heart of the tourism industry and they determine the successful of tourism management. Therefore, destination managers must understand how to improve tourists' trip quality, satisfaction and loyalty toward the destination. Empathy, a concept widely developed in sociology and psychology research, reflects the ability and attitude to understand what other people are feeling and thinking (de Waal, 2008). It is an effective skill in facilitating social agreement, reducing potential risks, and successfully navigating personal relationships by adopting other people's perspectives (de Waal, 2008; Hollan & Troop, 2011). Therefore, empathy could be applied to tourism as a potential tool to reduce the potential risk of tourism conflicts, improve tourist-host relationships, and promote positive tourist behaviors (Li & Wang, 2020; Tamborrel & Cheer, 2019). However, empathy has not been received much attention in tourism studies.

This study develops empathy in tourists' aspects to explore its role in travel decision-making process. While examining the effect of tourists' empathy, it is necessary to explore important antecedents and outcomes of this concept. Social and cultural factors are effective in determining empathy. This study used social identity and cultural distance as the predictors of tourists' empathy. Similar social identity (Awaluddin & Hamid, 2019) and the perception of fewer cultural differences (Cheon, Mathur & Chiao, 2010) can promote empathy toward others. Increasing empathy toward others can result trust and understanding, attitude change and pro-social behavior (Batson & Ahmad, 2009; Crossley, 2017; Li & Wang, 2020). Therefore, this study adopted destination trust, trip satisfaction and destination loyalty as the outcomes of tourists' empathy.

The purpose of this study is to adopt tourists' empathy to examine its effects on tourists' destination loyalty. Specific objectives are: (1) to explore important determinants of tourists' empathy, and (2) to examine how tourists' empathy affect travel behavior, including destination trust, trip satisfaction, and destination loyalty. This study aims to fill the research gap of empathy and develop a conceptual framework to emphasize the role and effect of tourists' empathy in influencing tourist behaviors. Findings can be utilized to give suggestions to destination managers to better plan the tourism development, and to provide tourism programs for tourists to increase their satisfactions, and eventually enhance their destination loyalty.

2. Literature Review

2.1. Tourists' empathy

Lipps (1903) first used empathy to describe people's tendency to imitate when observing another person. Empathy was developed in sociology and psychology studies and applied in various disciplines. It is defined as an ability to sense others' thoughts and feelings, to share others' emotional experience, and to react to others' observed experiences (Wieseke, Geigenmüller & Kraus, 2012). Under the influence of empathy, people first react to others' emotions, and adopt other person's perspectives, and finally, take empathic actions (Gerdes, Lietz & Segal, 2011). Empathy plays an important role in understanding others' feelings and opinions, improving relationships and promoting pro-social behaviors (Batson & Ahmad, 2009; Gerdes et al., 2011). From a macro perspective, empathy can act as a 'pro-social' element (Tamborrel & Cheer, 2019) and create a peaceful global environment and strong social change and connections (Serino & Marzano, 2007; Tucker, 2016).

This study develop tourists' empathy as tourists' ability to understand the differences between themselves and hosts, and their attitudes toward hosts and local communities. Tourists' empathy can evoke their engagement, influence their feelings and emotions (Laing & Frost, 2018), promote mutual connections between them and hosts (Li & Wang, 2020; Tamborrel & Cheer, 2019; Tucker, 2016), enhance their understanding and positive attitudes toward the destinations (Adongo, Taale & Adam, 2018), and even show pro-social behaviors during their travel (Crossley, 2017). This study adopts tourists' empathy to reflect Mainland Chinese tourists' feelings toward the differences between them and Macau hosts, and their understanding of Macau hosts.

2.2. Social Identity

Social identity reflects people's self-image (Zhang, Pearce & Chan, 2019) and perceived status in society (Hornsey, 2008). People classify themselves and others as in-group and out-group members based on different identities (Tajfel & Brown, 1979). In tourism studies, social identity influences tourists' behaviours (Zhang et al., 2019), tourist-host relationships, and tourists' and hosts' attitudes toward each other (Chen, Hsu & Li, 2018). Similar identity between tourists and hosts improve the acceptance and liking behaviour, which in turn creates harmonious relationships and improve their support for tourism (Palmer, Koneig-Lewis & Jones, 2013). However, salient differences in identity may cause misunderstanding (Ye et al., 2014). The upward or downward comparison can also influence impressions and feelings between tourists and hosts (Chen et al., 2018).

Social identity plays an important role in determining empathy. Similar social identities allows people to understand each other and perceive a strong group awareness, which increases their empathy (Stephan & Finley, 1999; Zhao, Abrahamson, Anderson, Ha & Widdows, 2013). People who have a stronger national identity increase empathy toward domestic products and eventually promote purchase intentions (Awaluddin & Hamid, 2019). However, Tamborrel and Cheer (2019) found that the perceived different identities between tourists and hosts becomes an obstacle for tourists to promote empathy. This study applied the relationship between social identity and empathy in tourism discipline to explore how tourists' perceived identity of themselves and hosts influences their empathy toward hosts. The following hypothesis is proposed:

Hypothesis 1: Tourist perceived social identity influences their empathy.

2.3. Cultural Distance

Cultural distance reflects the similarities and differences between tourist and host cultures (Shenkar, 2001) and plays an important role in influencing tourist behaviors. Fewer cultural differences encourages tourists to visit the destination (Ng, Lee & Soutar, 2009) and promotes tourist-host interactions (Fan, Zhang, Jenkins & Lin, 2017). However, greater cultural distance may cause resistance and increase tourists' perceived risks (Fan et al., 2017; Goeldner & Ritchie, 2008). Although cultural differences can increase tourists' novelty seeking (Ng et al., 2009), differences in cultural values, norms and attributes may cause discomfort and misunderstanding, which subsequently results negative attitudes between tourists and hosts (Sharma, Tam & Kim, 2009).

Culture influences people's understanding about empathy. Similar cultural backgrounds encourage people to share common experiences, which facilitates increasing empathy toward each other (Cheon et al., 2010). The greater the cultural distance, the less empathy people are willing to show (Suanet & Van de Vijver, 2009). Tamborrel and Cheer (2019) indicated that the differences in language between international tourists and Cambodian residents was a barrier to promoting empathy, as language barriers prevented tourists from contacting hosts and understanding local society. This study measures cultural distance with social and cultural attributes and proposes that tourists who perceive less cultural distance enhance their empathy toward residents. The following hypothesis is:

Hypothesis 2: Tourists' perceived cultural distance influences their empathy.

2.4. Destination Trust

Destination trust describes the confidence and certainty a tourist attributes toward a specific product or service in tourism destinations (Mariano, Chasco & Torres, 2012). Tourists who trust the destination reduce their perceived risk, develop a positive destination image, and increase their positive traveling experience and loyalty (Aboubaka, Ilkan, Al-Tal & Eluwole, 2017; Han & Hyun, 2015). Destination trust is critical for destinations to create long-term relationship with tourists, to improve destination reputation, and lead to sustainable tourism development.

Trust could be considered as an individual's ability to deeply experience the same feelings as others (de Oliveria & Rabechini, 2019). Empathetic communication can enhance trust toward each other (Miller & Wallis, 2011). Empathy allows people to believe that they benefit from the relationship, which in turn increase trust toward their exchange partners (Bahadur, Khan, Ali & Usman., 2020). Therefore, this study proposed that empathic tourists show more trust toward the destination. The hypothesis is:

Hypothesis 3: Tourists' empathy positively influences their destination trust.

2.5. Trip Satisfaction

Satisfaction reflects a positive reaction resulting from favourable appraisals of consumption experiences (Babin & Griffin, 1998). This study adopts an overall aspect of trip satisfaction, which reflects tourists' evaluation about whether the destination fulfills their desires, expectations and needs (Chen & Tsai, 2007; Huang, Weiler & Assaker, 2015). Trip satisfaction is critical for the destination to increase competitiveness, which results in sustainable tourism development, and creates continuous growth of the tourism business (Lee, Kyle & Scott, 2012; Shaykh-Baygloo, 2021).

Empathy is an important factor in increasing satisfaction. Early studies regarded empathy as a concept in service quality which leads to consumer satisfaction (Parasuraman, Zeithaml & Berry, 1988). Customers' empathy positively influence their satisfaction toward the hotel based on the evaluation of service performance (Bahadur et al., 2020; Wieseke et al., 2012). This study used destination as the predictor of trust. Han and Hyun (2015) found that destination trust reduces tourists' perceived risk, provides positive experiences and allows them to believe that they get benefits during their trip, which in turn increases their satisfaction. Therefore, the hypotheses are presented as follows:

Hypothesis 4: Tourists' empathy positively influences their trip satisfaction.
Hypothesis 5: Tourists' destination trust positively influences their trip satisfaction.

2.6. Destination Loyalty

Loyalty is one of the most important issues for the success of marketing strategies (Bayih & Singh, 2020). In most studies, destination loyalty is referred as tourists' future behavioural intentions including revisit, recommendation and positive word-of-mouth referrals (Chen & Rahman, 2018; Chen & Tsai, 2007; Prayag & Ryan, 2012; Su, Hsu & Swanson, 2017). Destination loyalty determines destinations' future strategies (Prayag & Ryan, 2012) and sustainable competitive advantages (Eusébio & Vieira, 2013). Loyal tourists are more profitable and they are more willing to engage in or maintain long-term relationship with the destination (Wang, Liu, Huang & Chen, 2020).

Loyalty is an important outcome of empathy. Empathy can eventually increase customers' brand loyalty (Umasuthan, Park & Ryu, 2017; Wieseke et al., 2012) and reduce their negative intentions (Pera, Viglia, Grazzini & Dalli, 2019). Empathetic tourists develop an understanding attitude toward the hosts (Li & Wang, 2020) and promote caring about local community and preserving local environment behavioural intentions (Adongo et al., 2018). The direct causal relationship between destination trust and loyalty (Loureiro & González, 2008; Su et al., 2017) and trip satisfaction and loyalty (Chen & Rahman, 2018; Eusébio & Vieira, 2013; Lee et al., 2012; Su et al., 2017) have been confirmed as positive relationship in most studies. Therefore, the following hypotheses are presented:

Hypothesis 6: Tourists' empathy positively influences their destination loyalty.
Hypothesis 7: Tourists' destination trust positively influences their destination loyalty.
Hypothesis 8: Tourists' trip satisfaction positively influences their destination loyalty.

Based on the above hypotheses, the research model of this study is proposed in Figure 1.

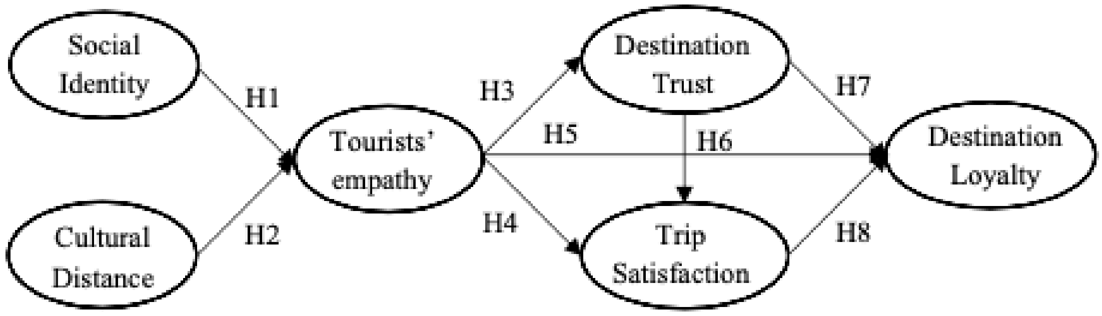

Figure 1. Hypothesized Model

3. Methodology

3.1. Study Site

Macau is one of the fastest growing international tourism destinations in the world. Its mixed-culture, the abundant tourism resources and luxury hotels and products attracts a large number of international tourists every year. In 2019, 39.4 million tourists visited Macau and the tourism revenue reached 64.1 billion MOP (DSEC, 2020). Mainland Chinese tourists ranks as the top tourist market with 27.9 million inbound tourists (70.9% of the total). Macau is regarded as an ideal tourism destination with a good reputation (DSEC, 2020). Moreover, local governments and tourism organizations are attempting to diversify tourism offerings and develop Macau as sustainable tourist destination.

The overtourism phenomenon in Macau was serious before COVID-19. Macau is a small city with the area of 32.8 kilometer square and 0.69 million of population (DSEC, 2021), its tourism carrying capacity is very limited. Two criteria, namely tourism density (bed-nights/km^2) and tourism intensity (bed-nights/per inhabitant) provided by Peeters et al. (2018) can be used to assess the degree of overtourism in destinations. The results showed that Macau faced serious overtourism phenomenon with the tourism density of 568,070 and tourism intensity of 27.4.

3.2. Research Instrument

A self-administered questionnaire was developed as the survey instrument. The questionnaire consisted of eight sections and 50 questions: (1) Six questions about Macau travel characteristics, such as tourists' length of stay in Macau and their major purpose of traveling to Macau; (2) social identity, understanding how Mainland Chinese tourists think about themselves with Macau hosts, developed with five items derived from Palmer et al. (2013), Ellemers, Kortekaas and Ouwerkerk (1999), and Ye et al. (2014); (3) cultural distance, focusing on Mainland Chinese tourists' perceived cultural similarities and differences between their own and Macau hosts, including eight items from Yu, Li and Xiao (2020), and Lee, Chen, Liou, Tsai and Hsieh (2018); (4) tourists' empathy, measuring how tourists show empathy toward Macau hosts, developed with ten items from Batchelder, Brosman and Ashwin (2017), and Gerdes et al. (2011); (5) destination trust, examining the level of tourists' trust in Macau, developed from Liu, Wang, Fang and Zhang (2019). Kumar and Kaushik (2017), and Boger, Ritter and Charmchian (2020) with nine items; (6) trip satisfaction, which measures Mainland Chinese tourists' overall evaluations of traveling in Macau, includes three items from Su et al. (2017), and Shaykh-Baygloo (2021); (7) destination loyalty, which tests tourists' potential behaviours, developed by three items from Su et al. (2017); and (8) demographic information, including six questions about respondents' socio-demographic characteristics. A five-point Likert scale (from 1=strongly disagree to 5=strongly agree) was used to measure constructs and items in the hypothesized model. Macau travel characteristics and demographic information were measured on a categorical scale. The questionnaire was initially developed in English and translated into Chinese. Back translation method was used to ensure the accurate expression of each questions (Brislin, 1970).

3.3. Sampling and Data Collection

The target sample population of this study comprised Mainland Chinese tourists who travel to Macau, and all respondents should be 18 years old or above. A convenience sampling method was used for data collection. Using the sample size equations provided by Sample Size Calculator (Soper, 2021), the recommended minimum sample size was 256.

Prior to data collection, a pilot test was conducted to refine and clarify the questionnaire. Data for the survey was collected from January to April 2021. The questionnaire was distributed to Mainland Chinese tourists face to face in Senado Square, Venetian Hotel, Parisian Hotel and the Border Gate in Macau. The respondents were given a souvenir as an incentive after finishing the survey. 300 questionnaires were collected from Mainland Chinese tourists and a total of 280 usable samples (93.3%) were used for data analysis.

3.4. Data Analysis

Descriptive analysis were first conducted to examine the social demographic information of respondents. Next, Structural Equation Modeling (SEM) was used to examine the proposed model. Confirmatory Factor Analysis (CFA) was manipulated to assess the overall fit of the measurement model and constructs. SEM analysis was carried out to estimate the goodness-of-fit of the structural model, and to test the proposed hypotheses. SPSS 25.0 and AMOS 24.0 were used in data analysis.

4. Results

4.1. Profile of the Respondents

As shown in Table 1, 55.4% of respondents were female. The majority of the respondents (85.3%) were between the ages of 18-40. 40.4% of respondents came from Guangdong province, followed by Fujian (11.4%) and Jiangsu (10.7%). Slightly more than half of the respondents were married (57.1%). Most respondents (77.9%) had a bachelor's degree or above, and 89.3% earned more than 16 000 Yuan for monthly family income.

Table 1. Sociodemographic Profile of Respondents (n=280)

Demographic	Amount	%	Demographic	Amount	%
Gender			Education		
Male	125	44.6	High School	41	14.6
Female	155	55.4	Undergraduate	20	7.1
Age			Bachelor	145	51.8
18-29	130	46.4	Master or Higher	73	26.1
30-39	109	38.9	Other	1	0.4
40 or over	41	14.6	Monthly Income		
Province (Top 5)			8 000 Yuan~16 000 Yuan	30	10.7
Guangdong	113	40.4	16 001 Yuan~20 000 Yuan	48	17.1
Fujian	32	11.4	20 001 Yuan~24 000 Yuan	86	30.7
Jiangsu	30	10.7	24 001 Yuan~30 000 Yuan	75	26.8
Zhejiang	26	9.3	More than 30 000 Yuan	41	14.7
Sichuan	20	7.1			
Marital Status					
Single	115	41.1			
Married	160	57.1			
Other	5	1.8			

4.2. Measurement Model

Confirmatory Factor Analysis (CFA) was manipulated to test the overall fit of the measurement model and constructs. Individual CFA was run first for each constructs. Two items, namely 'Mainland Chinese tourists and Macau residents are different in historical backgrounds' in cultural distance, and 'Macau is honest and sincere in addressing my concerns' in destination trust were deleted due to the factor loading being below 0.60 (Hair, Black, Babin & Anderson, 2010). Afterwards, a total of 6 latent variables and 35 observed variables were included in the revised measurement model.

The overall goodness-of-fit statistics for the measurement model showed acceptable fit (χ^2/df =1.598, CFI=0.941, GFI=0.917, AGFI=0.905, RMSEA=0.046, SRMR=0.043). Table 3 presented the result of the construct validity. All factor loadings were greater than 0.5 (Hair et al., 2010). The squared multiple correlations (SMC) of all the items exceeded 0.4 (Taylor & Todd, 1995). Moreover, the composite reliabilities (CR) ranged from 0.81 to 0.92, which corresponds to the suggested value of greater than 0.7 (Fornell & Larcker, 1981). The range of average variance extracted (AVE) was 0.54-0.70, which showed that all the values were above the suggested value of 0.5 (Bagozzi, 1994). Therefore, the convergent validity of the measurement is confirmed.

Table 3. Result of CFA

Constructs and observed items	FL	SMC	CR	AVE
Social Identity (SD)			0.91	0.67
When I travel in Macau, I identify myself as a Mainland Chinese tourist	0.86	0.74		
I am proud of being a Mainland Chinese tourist in Macau	0.78	0.61		
Being a Mainland Chinese tourist is an important reflection of who I am	0.78	0.61		
I identify with Macau residents as a Chinese like me	0.83	0.69		
I show more respect to Macau residents	0.84	0.71		
Cultural Distance (CD)			0.89	0.54
Languages	0.74	0.42		
Religious beliefs	0.65	0.61		
Social customs	0.78	0.53		
Lifestyles	0.73	0.43		
Living standards	0.65	0.59		
Communication styles	0.77	0.65		
Interaction between strangers	0.81	0.55		
Tourists' empathy (TE)			0.92	0.55
I understand what Macau residents feel about Mainland Chinese tourists	0.82	0.67		
I can understand Macau residents who are different from Mainland Chinese tourists by observing their expressions	0.74	0.55		
I can tell the differences between Macau residents and my own feelings' toward tourists	0.71	0.51		
I try to imagine how I would feel about Mainland Chinese tourists if I were a Macau resident	0.71	0.51		
When I feel disappointed with Macau residents, I usually try to "put myself in their shoes"	0.76	0.57		
Before I take part in tourism activities, I try to consider how Macau residents will react	0.74	0.55		
Even though Macau residents do not show negative reactions towards tourists, I can sense that I am intruding	0.75	0.56		
I care how much tourism development affects Macau residents' life	0.71	0.50		
I understand Macau residents more when they are talking about problems caused by tourism	0.70	0.48		
I am happy to see Macau residents gain benefits from tourism development	0.77	0.60		
Destination Trust (DT)			0.92	0.59
Macau provides comprehensive and customized service for me	0.83	0.69		
The tourism product and service in Macau is worthy and valuable	0.75	0.56		
I feel a sense of security when travelling in Macau	0.73	0.53		
I can rely on Macau to solve problems during my trip	0.77	0.60		
I think Macau takes responsibility for tourism management	0.80	0.64		
I think Macau is trustworthy	0.74	0.55		
I feel confident that Macau is an ideal tourist destination	0.77	0.59		
Macau makes every effort to satisfy tourists	0.77	0.59		
Trip Satisfaction (TS)			0.81	0.58
Overall, I am satisfied with my trip in Macau	0.77	0.59		
The experience of my trip to Macau is beyond my expectation	0.80	0.64		
I enjoy myself very much while participating in activities in Macau	0.72	0.52		
Destination Loyalty (DL)			0.88	0.70
I would like to revisit Macau in the future	0.85	0.72		
I would positively recommend Macau to other people	0.78	0.61		
I would give positive comments about Macau on the Internet	0.88	0.77		

FL = Factor Loading.

Discriminant validity was examined by comparing the square root of AVE for each construct with the correlations between pairs of constructs (Fornell & Larcker, 1981). Table 4 showed that the square roots of AVE ranged from 0.74 to 0.84, which were all greater than the absolute value of the standardized correlation of each pair of constructs. Hence, the discriminant validity was ensured. The measurement model meets all the validity and reliability requirements.

Table 4. Result of discriminant validity

Construct	SI	CD	TE	DT	TS	DL
SI	**0.82**					
CD	-0.40	**0.80**				
TE	0.49	-0.57	**0.74**			
DT	0.45	-0.40	0.41	**0.78**		
TS	0.45	-0.45	0.51	0.48	**0.76**	
DL	0.36	-0.35	0.41	0.41	0.47	**0.84**
AVE	0.67	0.64	0.55	0.61	0.58	0.70

4.3. Structural Model

The overall goodness-of-fit statistics for the structural model showed an acceptable fit of the data to the model ($\chi2/df$=1.63, GFI=0.912, AGFI=0.907, NFI=0.923, CFI=0.937, RMSEA=0.048, SRMR=0.058). A summary of the result of eight hypotheses is presented in Table 5. The relationship between social identity and tourists' empathy ($\beta = 0.332$, $p < 0.001$), cultural distance and empathy ($\beta = -0.446$, $p < 0.001$), tourists' empathy and destination trust ($\beta = 0.580$, $p < 0.001$), tourists' empathy and trip satisfaction ($\beta = 0.376$, $p < 0.001$), tourists' empathy and destination loyalty ($\beta = 0.263$, $p < 0.05$), destination trust and trip satisfaction ($\beta = 0.259$, $p < 0.001$), destination trust and destination loyalty ($\beta = 0.172$, $p < 0.05$), and trip satisfaction and destination loyalty ($\beta = 0.302$, $p < 0.001$) were all significant, which supported hypothesis 1 to hypothesis 8. Moreover, the result showed that social identity positively influenced tourists' empathy and cultural distance had a negative impact on tourists' empathy.

Table 5. Summary of the Hypotheses

Hypothesis	Hypothesized Path	Path coefficient	Results
H1	Social Identity → Tourists' empathy	0.332***	Supported
H2	Cultural Distance → Tourists' empathy	-0.446***	Supported
H3	Tourists' empathy → Destination Trust	0.580***	Supported
H4	Tourists' empathy → Trip Satisfaction	0.376***	Supported
H5	Tourists' empathy → Destination Loyalty	0.163*	Supported
H6	Destination Trust → Trip Satisfaction	0.259***	Supported
H7	Destination Trust → Destination Loyalty	0.172*	Supported
H8	Trip Satisfaction → Destination Loyalty	0.302***	Supported

*p < 0.05; ***p < 0.001

5. Discussion and Conclusion

5.1. Discussion and Implications

The findings of this study showed that social identity and cultural distance are important antecedents of tourists' empathy. Mainland Chinese tourists who perceive similar identities between themselves and Macau residents show more empathy. Most Mainland Chinese tourists identified Macau residents as Chinese like them, and showed respect attitude toward residents. The impact of cultural distance on tourists' empathy is negative, which indicates that the fewer cultural differences perceived by tourists, the more empathy they show toward local residents and communities. The respondents generally perceived a short cultural distance between themselves and Macau residents, which reflects that tourists encounter fewer obstacles and barriers while traveling in Macau, or interacting with local people. Fewer cultural differences allow tourists have a better understanding of local society and communities. Therefore, as social identity and cultural distance are tourists' characteristics, Macau governments, tourism organizations and DMOs can provide activities and relevant tourism products for tourists in order to let them perceive similar identities and common cultural attributes. This will increase their empathy and understanding toward Macau, and eventually improve their travel experiences and loyalty.

The findings also confirm that empathy plays an important role in improving tourists' attitudes and behaviors, which confirmed the results from previous studies (Bahadur et al., 2020; Wieseke et al., 2012). Empathetic tourists engage more in local society and evaluate the destination positively. Therefore, once tourists raise their empathy toward Macau residents, they understand more about local people's feelings, emotions and attitudes toward tourism development and tourists, which in turn increases their trust toward Macau their overall evaluation about traveling in Macau, and eventually influences their revisit and recommendation intentions. This study provides a new direction for Macau tourism managers to understand tourists' attitudes and behaviors through exploring their empathy toward Macau residents. Destination managers and marketers should identify the key components of increasing or maintaining tourists' destination loyalty.

This study measured tourists' empathy through Mainland Chinese tourists' understanding of Macau residents' feelings and attitudes about them and tourism development, tourists' emotional responses toward residents, and their cognitive ability for putting themselves in the residents' places. Empathy could be influenced by the psychological states of the observer, and could magnify the outcome of empathetic feelings (Rawal & Torres, 2017). Destination managers can develop strategies to provide opportunities for tourists to be closer to the local society, which subsequently evokes their empathy and let them experience more from imaging what residents are experiencing.

5.2. Conclusion

This study aimed to explore the formation of tourists' empathy and its effect on improving tourist behaviours. Eight hypotheses were developed to examine the predictors and outcomes of tourists' empathy. Findings revealed that empathy is influenced by social and cultural factors, tourists' empathy can be an important factor in increasing their destination trust, trip satisfactions and destination loyalty.

This study makes both theoretical and practical contributions. Theoretically, this study fills the research gap by investigating empathy from social and cultural aspects in tourism studies. Conceptualizing tourists' empathy advances the theoretical understanding of empathy and its role in tourism travel decision-making process. Second, this study developed a new model for tourist satisfactions and destination loyalty. The relationships between empathy, satisfaction and loyalty have been examined in hospitality studies, but these studies focused on how employees improve customer satisfaction and loyalty by showing empathy to them. This study, reversed the relationships and regarded tourists as the ones who show empathy to hosts, which provided a new direction for understanding tourists' attitudes and behaviours. Moreover, this study contributes to exploring the relationship between social and cultural predictors and empathy in tourism disciplines.

From a practical perspective, as tourist is an important stakeholder and a major participant in tourism activities, an understanding of tourists' travel decision-making process and their travel behaviours is critical for destinations managers. This study, from tourist's aspects, develops sustainable tourism management and requires destination managers to make significant efforts to improving tourists' behaviors and attitudes while traveling in destinations. For Macau tourism industry, Mainland Chinese tourists are among the largest segment and plays an important role in determining Macau tourism strategies. It is critical for Macau to gain Mainland Chinese tourists' trust and positive evaluations.

Empathy allows people to perceive themselves in relation to another subject and trans-position the self in the eyes of the other (Tamborrel & Cheer, 2019). It is broadly agreed that through the capacity of empathy to open new forms of intergroup understanding, people can engage in positive bilateral dialogue with others. When there is a negative experience, empathy can alleviate feelings of dissatisfaction and mitigate negative behaviours toward each other (Wieseke et al., 2012, Pera et al., 2019). Therefore, destination managers need to develop strategies to promote empathetic interactions between tourists and hosts to remove the potential conflicts, and to create mutual understanding.

5.3. Limitations of this study and suggestions for future studies

This study has certain limitations. First, the sample size (280 respondents) was small. The small sample size cannot cover all tourists' characteristics and may cause sampling error. Future research should test the model with a large sample size. Second, some of the values of path coefficients are found to be low, suggesting that there might be unmeasured variables or mediators which plays important role in tourists' destination loyalty should be included or examined in subsequent models. Third, this study developed a measurement scale of tourists' empathy by borrowing items from sociology and psychology studies and examined it as a unidimensional construct. In social work studies, empathy was developed as a multi-dimensional construct with cognitive and affective dimensions (Gerdes et al., 2011). Future studies can make a further scale development of tourists' empathy. Finally, this study used cultural distance as the antecedents of tourists' empathy between Mainland Chinese tourists and Macau residents. Culture plays a critical role in determining empathy, and empathy is considered as an emotional pre-requisite for cross-cultural understanding (Tucker, 2016). Future studies can conduct cross-cultural comparisons to explore how empathy is reflected among tourists from different cultural backgrounds and ethnic groups.

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The dark side of travelling abroad: How broad foreign tour experiences increase deviant tourist behaviors

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Abstract:

Traveling abroad experiences are becoming increasingly popular and important. Previous tourism research has disproportionately focused on the positive impacts of traveling abroad experiences on various aspects including well-being, learning and creativity. In contrast, this research reveals a potential dark side of traveling abroad experiences: increased deviant tourist behavior. We provided experimental evidence to indicate broad traveling abroad experiences can trigger tourists to engage in deviant behaviors or tourist misbehaviors by increasing their moral relativism. This research contributes to the still incipient literature on deviant tourist behaviors by uncovering a new and profound antecedent, namely, traveling abroad experiences. By connecting the fields of tourism and moral psychology, the present research also advances moral research by pinpointing traveling abroad experiences as an important driving factor of moral relativism.

Keywords: Deviant tourist behavior; Moral relativism; Traveling abroad experiences

1. Introduction

Due to the accelerating pace of globalization, travelling abroad experiences (TAEs) are increasingly common and valued. Past research has explored the bright side of TAEs, including, but not limited to, sense of well-being (e.g., Moal-Ulvoas, 2017), learning (e.g., Falk et al., 2012), and creativity (e.g., Maddux and Galinsky, 2009). In contrast, this research reveals a hidden dark side of TAEs: increased deviant tourist behaviors.

TAEs can promote cognitive flexibility— “the ability to break ordinary patterns of thought, to overcome functional fixedness and to avoid a reliance on conventional ideas or solutions” (de Bloom et al., 2014, p.165). The core logic is that TAEs provide diverse experiences such as learning a foreign language, tasting exotic food, witnessing different natural surroundings and unfamiliar cultural habits and as such may break well-established mental schemas and broaden cognitive scope. We argue that TAEs not only enable tourists to immerse in foreign cultures in a mentally flexible way, but also lead them to think and act in a morally flexible manner. That is, although TAEs help tourists to break mental rules, TAEs may also stimulate them to bend moral rules, thereby inducing their immoral or deviant tourist behaviors.

As tourists have broad TAEs by experiencing different foreign cultures, they may learn to appreciate that different cultures have different standards on the same moral issues, and thus, to construe moral rules and practices as culturally relative rather than absolute. In other words, when tourists are exposed to more sets of moral codes by visiting a broad range of countries, they are more likely to develop a generalized and flexible view of moral relativism—the view that "describes morality as subjective and culturally-historically contingent" (Rai and Holyoak, 2013, p.995). As Rai and Holyoak (2013) pointed out, moral relativism involves more relaxed moral standards and weakens moral commitment, and subsequently makes individuals more likely to engage in immoral behaviors. Accordingly, we predict that the enhanced moral relativism conferred by broad TAEs can make tourists to engage in immoral or deviant tourist behaviors (e.g., littering, graffiti and jaywalking, see Li and Chen, 2017).

Over the past decades, most studies have almost exclusively focused on the positive outcomes of TAEs (e.g., enhanced intercultural awareness, better mental health, higher life satisfaction). This research, conversely, reveals an important dark side of TAEs that lurk within by showing that broad TAEs can facilitate moral relativism and thus increase deviant tourist behaviors. Figure 1 shows our conceptual model.

2. Methodology

To test our model, eight hundred and five U.S. respondents (33.70% female; 82.61% aged at 21-50 years old) were recruited from Amazon Mechanical Turk (MTurk) online panel participated in this study, in exchange for monetary reward. Respondents indicated the countries that they had travelled from a list of the 50 most visited countries (based on the number of international inbound tourists) compiled by World Tourism Organization (2018) (available at: http://world-statistics.org/index-res.php?code=ST.INT.ARVL?name=International%20tourism,%20number%20of%20arrivals).

We followed prior study (Cao et al., 2014) to measure the breadth of TAEs via the number of foreign countries that respondents had travelled (M = 4.28, SD = 4.85). moral relativism was measured by a six-item, seven-point scale (1 = strongly disagree to 7 = strongly agree) adapted from Forsyth (1980): "Moral rules are relative rather than absolute", "Lying is not always wrong", "What one person judges as "moral" may be judged as "immoral" by another person", "Moral rules should not be followed absolutely", "Whether a behavioral is moral or immoral depends on the situation", "What is moral varies from one society to another" ($\alpha =$ 0.86).

Respondents rated the frequency of deviant tourist behaviors in their past foreign trip experiences on a twelve-item, 7-point scale (1 = never to 7 = very frequently) adopted from Li and Chen (2017): "littering on a tour", "graffiti", "trampling on lawns", "climbing sculptures or trees to take a photo", "making a racket in public", "taking a photo without waiting in line", "urinating in public", "not flushing the toilet", "smoking in a non-smoking area", "jaywalking", "feeding animals at the zoo", and "not turning off their phone on a plane" ($\alpha =$ 0.97). Age, gender, income, socioeconomic status, travel frequency and travel spending were included as control variables. Table 1 present the demographic characteristics of the sample.

3. Results

We test the conceptual model by using Baron and Kenny's (1986) mediation analysis. Results revealed that independently, both the breadth of TAEs ($\beta = 0.08$; $p = .006$) and moral relativism ($\beta = 0.24$; $p = .000$) have positive and significant regression coefficients with deviant tourist behaviors. However, when included within the same model, the relationship between the breadth of TAEs and deviant tourist behaviors became insignificant ($\beta = .05$; $p = .057$) while the relationship between moral relativism and deviant tourist behaviors remained ($\beta = 0.24$; $p = .000$) with a positive and significant relationship between the breadth of TAEs and moral relativism emerging ($\beta = 0.11$; $p = .001$). These results indicate that moral relativism mediates the relationship between the breadth of TAEs and deviant tourist behaviors and that the breadth of TAEs is an important antecedent to moral relativism.

In addition, we employed an SPSS macro developed by Hayes (2013) to test our model. This approach allows for assessing the significance of indirect effect with a boot-strapping technique (Preacher & Hayes, 2008). Specifically, our research employed Model 4 with 5000 bootstrapped samples to carry out the mediation analyses. The results showed that the indirect effect of breadth of TAEs on deviant tourist behaviors was qualified by significant mediations, with a point estimate of 0.01 (Boot S.E. = 0.003; 95% CI: [.0052, .0179]) for moral relativism. The direct effect of breadth of TAEs is not significant for deviant tourist behaviors. Thus, we conclude that moral relativism fully mediates the relationship between the breadth of TAEs and deviant tourist behaviors.

4. General discussion

Despite the growing popularity of TAEs, this study is among the first to pinpoints a potential downside of TAEs: deviant tourist behaviors. Previous research disproportionately emphasizes the positive aspects deriving from travelling abroad, such as stress relief (de Bloom et al., 2014), lifelong learning (Falk et al., 2012), and generalized trust (Cao et al., 2014). Our research, however, provides empirical evidence that broad experiences of travelling abroad can promote moral relativism and thus increase deviant tourist behaviors. Thus, we shed new insights on TAEs by offering a more balanced and objective view of such experiences.

Theoretical contributions

This research timely responds to the call for future research on deviant tourist behaviors, by Li and Chen (2019). As a deliberate or unconscious practice undertaken by tourists, deviant tourist behavior is quite common in worldwide tourism. Deviant tourist behaviors are not only destructive to tourism resources but also detrimental to others' tourism experience and possibly incur losses to tour operators and travel agents. Nevertheless, the existing literature on deviant tourist behaviors is very limited with emphasis on describing deviant tourist behaviors or identifying negative impacts of deviant tourist behaviors (Li and Chen, 2017), and the mechanisms of what drives deviant tourist behaviors need to be explored. The present study adds to the still incipient literature on deviant tourist behaviors by uncovering a new and profound antecedent of it, namely, the breadth of TAEs. More specifically (and intriguingly), our findings show that the more countries you travel to, the more deviant tourist behaviors you are likely to engage in.

This research also contributes to research on moral issue by identifying one important root of moral relativism. While recent research has focused on the consequences of moral relativism (e.g., Rai and Holyoak, 2013), we propose and demonstrate one important antecedent of it from the tourism area: breadth of TAEs. As such, the present study enriches the understanding of moral relativism by connecting the fields of tourism and moral psychology. In addition, we present empirical evidence to validate Rai and Holyoak (2013)'s study by showing that moral relativism can promote tourism-related immoral behaviors (i.e., deviant tourist behaviors).

Managerial implications

This research provides practical guidelines to prevent and manage deviant tourist behaviors. Our findings show that tourists with rich TAEs are likely to engage in deviant tourist behaviors. Accordingly, we suggest travel agencies or tour guides to pay attention to these tourists with broad experiences of foreign vacation, since these tourists may have high level of moral relativism and thereby increasing the intention to conduct deviant tourist behaviors. In addition, government or policy makers should proactively anticipate and minimize the potential toll of deviant tourist behaviors induced by moral relativism. For example, they can provide visitors advance warning of deviant tourist behaviors with severe penalties or punishment.

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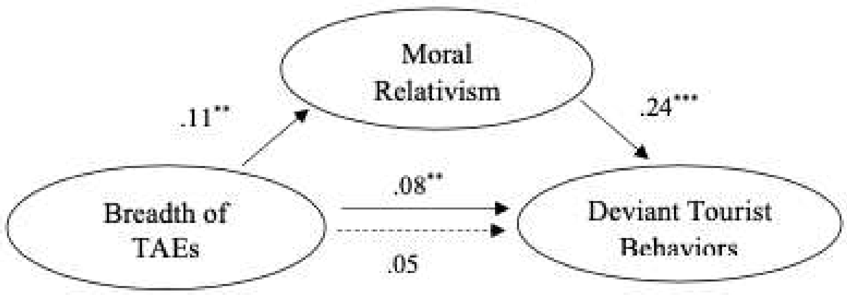
Table 1. *Demographic Profile of the Sample (N = 805)*

	Demographic traits	Percentage (%)
Gender	Male	66.3%
	Female	33.7%
Age	≤20	1.0%
	21–30	35.4%
	31–40	29.4%
	41–50	17.8%
	51–60	11.3%
	>60	5.1%
Income level	USD$0-$9,999	4.5%
	USD$10,000-$19,999	5.3%
	USD$20,000-$29,999	11.1%
	USD$30,000-$39,999	9.8%
	USD$40,000-$49,999	14.7%
	USD$50,000-$59,999	14.2%
	USD$60,000-$69,999	11.1%
	USD$70,000-$79,999	9.2%
	USD$80,000-$89,999	5.0%
	USD$90,000-$99,999	6.5%
	USD$100,000 or More	8.8%
Travel frequency per year	1-2 times	47.2%
	3-5 times	43.0%
	More than 5 times	9.8%
Travel spending per year	Less than USD$1000	12.8%
	USD$1000 to $1999	22.5%
	USD$2000 to $4999	36.3%
	USD$5000 to $9999	15.7%
	USD$1,0000 to $1,9999	6.1%
	USD$2,0000 or More	6.7%

Figure 1. Conceptual Model.



Dotted line represents the lack of a relationship between TAEs and deviant tourist behaviors when moral relativism is included in the model.

Active ageing co-creation through tourism: A customer-dominant logic perspective

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Abstract:

Ageing society is an emerging trend worldwide. This study explores how participating in tourism activities can support the older people to co-create values towards active ageing. The study carried out interviews with 31 senior tourists and 14 practitioners. Six value themes emerged: physical benefit, independence, connectedness, sense of belonging, exploration, and self-esteem. The co-creation process between senior tourists and tourism service providers were delineated. Results also provide implications for the tourism service industry, society and the government.

Keywords: Active ageing, Value co-creation, Tourism activity participation

1. Introduction

Along with the population ageing, societies worldwide paid extensive attention to various approaches that could enhance seniors' quality of life. The investigation of active ageing in the field of management and service are scarce. Furthermore, value co-creation is a well-established concept in consumer behavior and marketing studies, but its application in the senior age group in the tourism context is largely overlooked. To bridge those research gaps, the current study aims to explore the value co-creation process from both the seniors and tourism service providers' perspectives and to further understand how the co-created value could support active ageing. By focusing on both sides of the tourism services and the value co-creation process in customer-dominant logic (CDL), this research is among the first attempts to comprehensively understand seniors' active ageing through a co-creation perspective in tourism.

2. Literature Review

2.1. Tourism and active ageing

Within the scope of the active ageing paradigm, tourism and leisure activities contribute to older people's wellbeing in different ways (Vega-Vázquez et al., 2020). Tourism is regarded as an important component in the pursuit for active living in later life. As senior people tend to have more spare time and are less likely to be tied to work than younger generations, there is an increasing trend among the senior population to take advantage of traveling opportunities (Hsu, Cai, & Wong, 2007; Javalgi, Thomas, & Rao, 1992). A considerable body of empirical evidence has been accumulated regarding the importance of tourism in later life (Hung & Lu, 2016), though most of which are rooted in the ageing studies rather than from the tourism management perspective (Gu et al., 2016).

2.2. Value co-creation in customer-dominant logic

This study applies the CDL to explore the values perceived by seniors within the tourism activities and services. CDL explores value co-creation through customer co-creation practices and experiences, that take place in their own social context (Rihova et al., 2018). Rather than relying on specific service providers and interactions, CDL positions the value-creating role into customers, emphasizing what customers do to accomplish their own goals and acknowledges their leading roles (Fan et al., 2020; Heinonen et al., 2010). Understanding how consumers think, feel, and act can provide valuable guidance to address marketing challenges (Kim, Leht, & Kandampully, 2019). Hence, taking a senior people centred approach, this study adopts the CDL as the research paradigm to understand whether and how seniors could achieve active ageing through activities participation in tourism.

3. Methodology

This study follows an interpretivism paradigm, which argues that the reality is created by individuals in a society (Rossman & Rallis, 2003) and a phenomenon should be understood as it is, from the perspective of individual experiences. The face-to-face interview was adopted to generate rich primary data from individuals. Bournemouth in the UK, locating on the central position on the southern coast of England, was selected as the research area due to its popularity among the elderly population and its inclusive tourism service industry. Purposive sampling was firstly used to determine eligible respondents. As a result, 31 interviews were conducted with the senior tourists and 14 interviews with tourism practitioners. All interviews were conducted face to face and lasted between 22 and 60 minutes, with an average length of 40 minutes. All interviews were recorded and transcribed.

4. Results

Six themes emerged from the interviews regarding the value of participating in tourism activities, namely: physical benefit, independence, connectedness, sense of belonging, exploration and self-esteem. Physical benefit value is obtained from physical activities such as gym, walking or cycling, those physical activities lead to physical health and fitness. Independence represents that participants have the autonomy to make decisions about their daily life and choose leisure activities they want, resulting in positive emotions such as "happiness" and "peace of mind". Connectedness is derived from interacting with people. Most respondents considered meeting with friends as a major element of leisure activities. Belonging is from social activities, such as meeting old friends or going to places that their group members all identify. Respondents report the importance of having some "lifetime friends" is that they can share "same experience". They also feel "like home" or "like family" toward certain places. Exploration is identified from making new friends, especially younger friends, traveling or participating in outdoor activities (e.g. cycling and visiting), and developing new habits. Generally, the value of exploration is derived from learning "something different." Self-esteem represents the spiritual meaning of self-perception derived from leisure activities.

From a CDL perspective, six themes emerged and were experienced by seniors within their tourism activities. The six themes can be further clustered into three dimensions to portray seniors' active ageing, namely: functional, social and spiritual value. Tourism service providers can offer corresponding conditions to support and involve in seniors' value in experience process. Moreover, the values experienced by seniors are not necessarily related to company services directly (Heinonen et al., 2010). Each value requires their participation to accomplish their personal goals, and this process may extend the boundaries of service interactions (Heinonen et al., 2010).

5. Discussion and Conclusion

Value co-creation can be understood through physical and mental participation and social interaction (Campos, Mendes, Valle, & Scott, 2018). Studies have indicated that value co-creation in tourism implies customer active physical or mental participation and interaction with others (Campos et al., 2018). Based on senior tourists' different values in tourism experience and their requirements from the tourism service providers, different types of input are required from both the seniors and providers based on different value co-creation scenarios.

From an academic perspective, this study applies the co-creation concept as the theoretical landscape to understand the practice of active ageing in seniors' daily life, thereby contributes to the active ageing, value co-creation, and social tourism literature. From a practical perspective, this study provides rich implications for the government and leisure and tourism service industry. First, the results provide insights for practitioners to understand different value propositions they provide to seniors. Second, environmental determinants of each value were identified, thereby assisting practitioners to provide corresponding services and environments for seniors to promote their leisure and tourism participation and active ageing.

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The emerging face of global tourism

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Abstract:

The study aims to identify emergent patterns for estimating demand for tourism in a global perspective. It utilizes descriptive type of research in identifying the emergent patterns of global tourism. An emergent feature results from clustering of countries sharing common properties derived from the interaction of the agents. Three clusters were determined resulting from the interactions. Results show that a peacefulness of a country has greater effect on attracting and promoting a destination. There is a positive relationship between tourism competitiveness with peace and order.

Keywords: peace index, tourism competitiveness index, emergent feature, agent

1. Introduction

One of the world's fastest rising economy is the global tourism sector which has experienced a constant progress and deepening diversification. The industry, with its vigor and vitality, provides unique prospects for emerging and developing nations to move higher in the economy and remains to be a force for good.

Among service industries, tourism is one of the most important indicators of economic contributions for both developed and developing countries. It has been regarded as a major source of employment creation and economic growth which accounts for the major source of cash incomes (Szivas and Riley, 1999). Since massive volume of foreign inflow and tourist receipts come from travel, an economic impact of tourism is significant. According to the World Tourism Barometer 2017, the trend of international tourism has increased continuously and is likely to go up in the future despite being affected by the ongoing global economic crisis. The World Travel and Tourism Council revealed the results of its Travel and Tourism Competitiveness Report (2017), explaining that the tourism trends will face a more challenging time than ever before due to the impact from an economic uncertainty.

Although the tourism industry in emerging market will face a new challenge, it is believed that the trend will be positive in the long-run if properly managed. Thus, understanding and accurately forecast demand in the industry is vital in order to proactively survive during this tough time and effectively manage the industry over time. This paper aims to identify emergent patterns for estimating demand for tourism globally.

2. Literature Review

Peace, as an imperceptible facet, is complicated when evaluated. According to Salazar (2006) peace includes reconciliation among nations and communities, as well as individuals and nature. The report, Tourism as a Driver for Peace (2016), shows how important an open and sustainable tourism sector can be a force for peace in a country.
In this regard, the role of successful tourism in order to make a place safe and pleasant to visit for travelers is essential. Askjellerud (2003) suggested employing tourism to restore peace

between nations that are politically hostile to each other. Having emphasized the importance of tourism as a peacemaker, its role in dealing with fundamental causes of conflict and violence needs more detailed studies (Salazar, 2006).

3. Methodology

The study utilized descriptive type of research in identifying the emergent patterns of global tourism. Data on tourism competitiveness and peace index were obtained from Travel and Tourism Competitiveness Report 2017 of the World Economic Forum and Global Peace Index 2018 of the Institute for Economics and Peace. The study considered 126 countries clustered into three groups with respect to its calculated synergy using a Synergy Analysis Software (Ogdol et. al., 2019, NMSC) which was later used to analyze the relationship of the countries considered in the study.

4. Results

Three clusters were determined resulting from the interactions of features of the agents as shown in Figure 2. The lower group consists of countries which synergy range from 1-50. The middle cluster are those countries with synergy ranging from 51 to 100 while the rest of the countries with higher synergy comprise upper group. Each group exhibits different models of emergent features with identical linear trend.

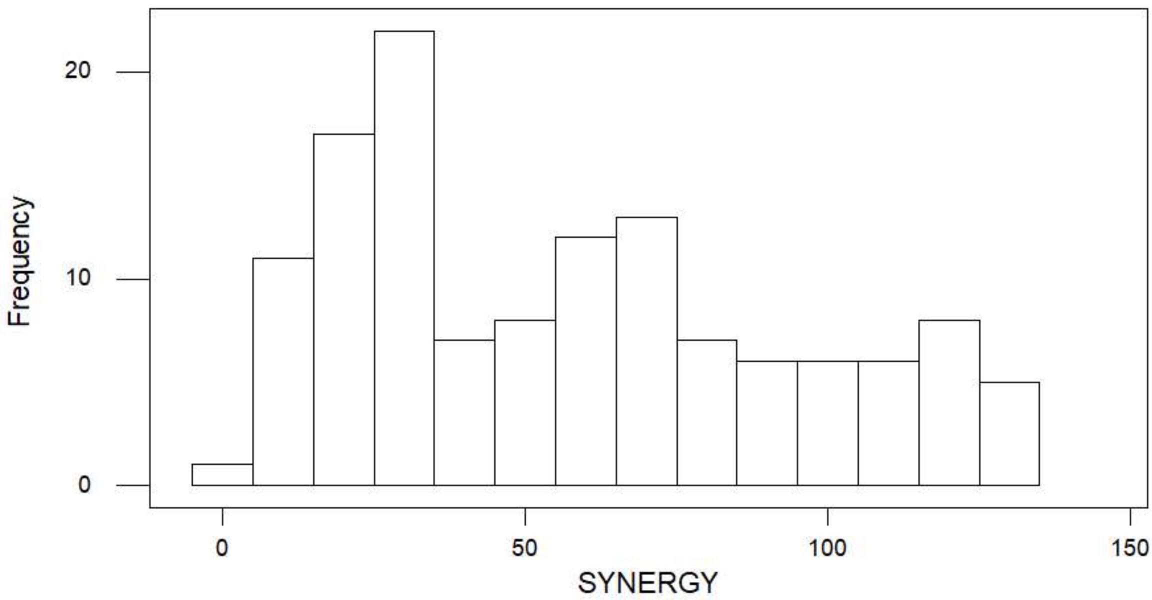

Figure 1. Histogram of the Synergy

Lower Group

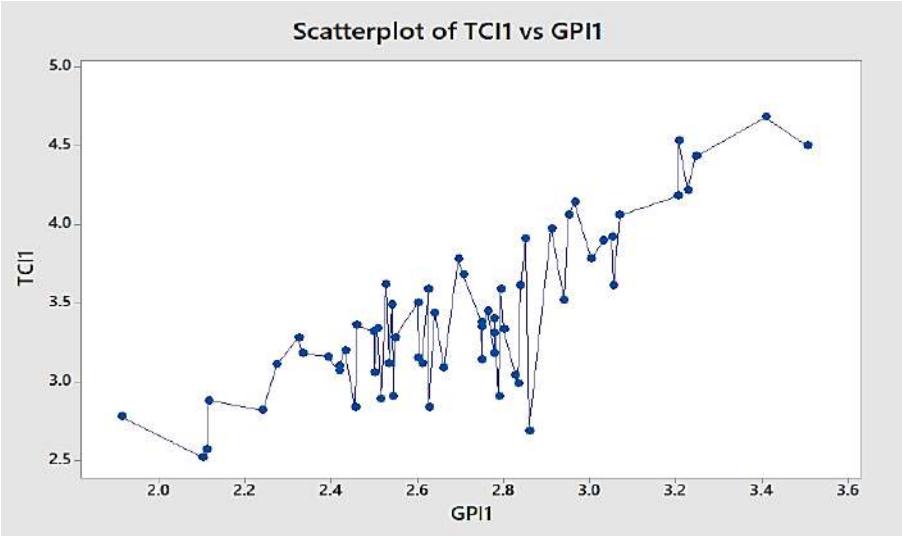

Figure 2. Emergent feature for the first cluster of countries

The lower cluster comprise mostly of countries under Africa and Asia. The figure shows a generally direct relationship between peace and tourism competitiveness of the countries belonging to this block. However, it is also evident that despite the upward trend, countries are on the verge of self-organized criticality as evidenced by the random fluctuations of the observations on the range of peace indices. The random fluctuations are necessary conditions to form patterns on the feature space. For instance, Sierra Leone as a tourist destination has low tourism competitiveness index with a peace index in the range of 2.8 and 2.9. Strictly speaking, therefore, Sierra Leone did not seem to follow the upward linear relationship of tourism competitiveness and peace but is nonetheless part of cluster 1.

Middle Group

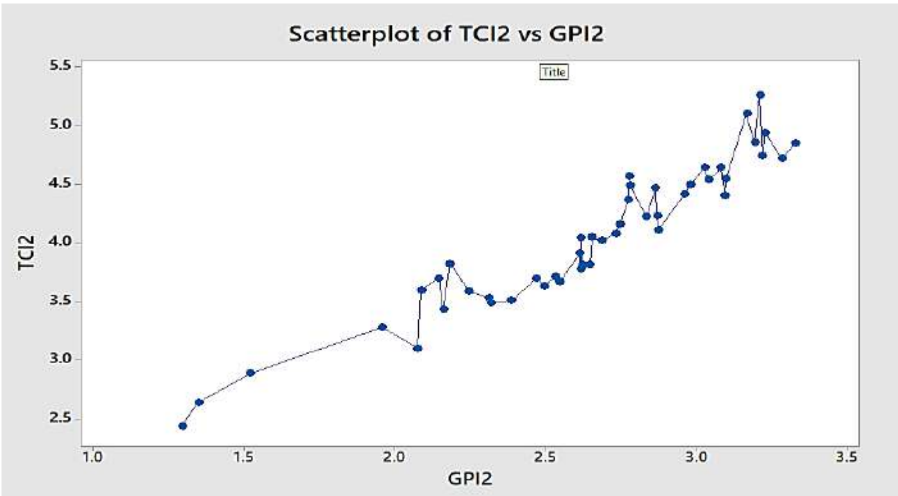

Figure 3. Emergent feature for the second cluster of countries

Figure 3 shows the emergent feature of the middle group. This cluster displays minimal fluctuation and a spontaneous order in its pattern in the model. The middle cluster, dominated by countries in the rest of Asia and American regions, similarly manifests an ascending drift on the global peace index. This may be brought about by both regions' retention of its rank as the second and third most peaceful continents with Asia experiencing the largest improvement in peacefulness. The gaps among countries become lesser with a slighter difference in their peace indices which signifies robustness that changing the profile of one country does not greatly affect the relationship of the entire cluster. Notably, Ethiopia shows a drop in the trend which peace index is 2.076 and 3.1 tourism competitiveness index but still follow the relationship of direct proportionality.

Upper Group

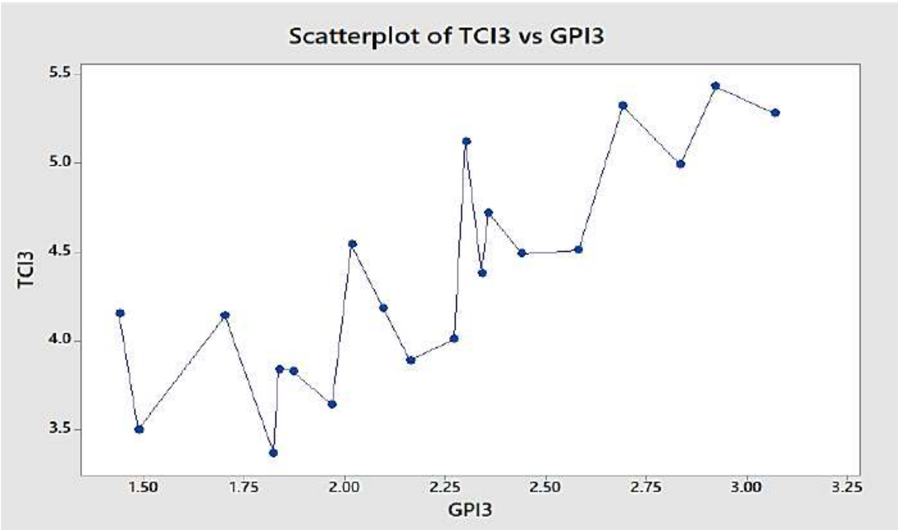

Figure 4. Emergent feature for the third cluster of countries

The third group displays volatile fluctuations on the range of its indices. This cluster comprises of countries which are high in both peace and tourism competitiveness index. Nevertheless, there are countries in the regions of Middle East, Europe and Asia that contributes to the fluctuation including Ukraine, Lebanon, Egypt, Bahrain, Thailand, Italy and Germany. Although a rising pattern is still observed in the peace index, the fluxes are extremes in the global peace index with the deviation from the normal upward linear pattern. The pattern is exacerbating which depicts that a peacefulness of a country is very much related to its tourism competitiveness that two or more disturbance among those countries will greatly affect the entire cluster. While most of the interaction of the agents under this cluster denotes upward movement, it can be generalized that the higher the peace index of a country, the higher the tourism competitiveness it attains.

5. Discussion and Conclusion

International tourism is one of the most important industries in the service sector. Especially for emerging markets, huge amount of tourism inflow comes from tourism. Although facing a little uncertainty from the ongoing economic downturn, the trend of tourism is predicted to increase constantly in the future. Results show that a peacefulness of a country has greater effect on attracting tourist and promoting a tourism destination. There is a positive relationship between open and sustainable (competitive) tourism with peace and order. Short run deteriorations in peacefulness are not correlated with falls in the tourism index. While tourism is resilient to many types of violence, it is strongly impacted by rooted conflicts. The more competitive a country's tourism sector, the less peace levels have declined. As travel is regional/continental, it is essential to develop a useful framework in dealing with peace and in managing the tourism industry.

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Identity and risk perception: Chinese tourist visit Hong Kong

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Abstract:

The recent protests in Hong Kong have dominated the international media since 2019. Before the Covid-19 pandemic, Hong Kong's tourism industry had suffered from the dramatic decline of Chinese tourists as they felt that Hong Kong might not be a safe destination for them. It is in this context that questions of risk perception linked to national or ethnic identity in travel behavior become paramount. This mixed methods study examines Chinese tourists 'reflections on risk and its influence on their travel behaviors.

Keywords: Chinese tourists, risk, Hong Kong, identity

1. Introduction and literature review

In recent years the increase in nationalist sentiment, and the rise in populism in national politics, have been felt globally. This has been coupled with an increased sense of cultural homogeneity, leading to social identity conflicts, and a drive to re-establish unique identities for nations, as evidenced in numerous global debates (Bouchard, 2013). Before the Covid-19 pandemic, one of the most striking examples of such socio-political moments in 2019 is the ongoing series of protests in Hong Kong. For many, "being HongKonger and being Chinese, long complementary, suddenly came to feel exclusive" (Fisher, 2019). The identity crisis presented here is evident from the fact that only 3.1 % of the younger generation, aged between 18-29, identify themselves as Chinese (PORI, 2020). It has been 23 years since the handover and the process of nation-building of Hong Kong as a part of China has got more and more complicated at various levels.

What is certain is that the protests have transformed Hong Kong's image from one of the safest destinations in the world into one associated with danger and risk. This is pertinent due to the importance of international tourism to the Hong Kong economy. Tourism is traditionally conceptualized as an industry devoid from politics. In post WWII global politics, international tourism has been promoted as bringing peace through interactions of people from different cultures. The Chinese government certainly believed in this outcome from tourism. Through encouraging Chinese tourists to Hong Kong and vice versa, the government aimed to promote mutual understanding through interactions among compatriots. Chinese tourists were fewer than 5% of Hong Kong's annual tourist arrivals in 1990s but comprised over 80% in 2018. Over 5% of Hong Kong's GDP comes from the tourism sector, a large component is derived from Chinese tourists. However, mainland Chinese tourists have become the target of much of the ire in the protests, for they are both visible reminders of the influence China has on Hong Kong and are perceived to receive preferential treatment over local residents. Incidents such as children urinating on the street, tourists driving through red lights and being excessively noisy formulate a negative image of Chinese as "强国人" (people from powerful country) to symbolise uncivilised behaviour and arrogant attitudes. These negative images have often been utilised as key evidence to define and differentiate Hong Kong from (and thus create boundaries between) the Chinese. Now, visitor numbers have reduced by more than 40%, and are expected to continue to shrink (BBC, 2019). The largest proportion of this decrease is from visitors from mainland China.

When social identity defines the sense of belonging and stresses the salient group characteristics, it comes from an evaluative comparison between "us" and "others" for group differentiation (Hogg et al., 2017). The differentiation from mainland China that defines Hong Kong's identity makes this a unique case for investigation. On one hand, the Chinese should be positioned as members of the "in" group as having the same political entity and ethnicity. On the other hand, the contested identity politics embedded within the continuous protests have led to the Chinese as being positioned as the "out" group, who are regarded as international (as opposed to domestic) tourists to Hong Kong.

This sense of "othering" has been mirrored by the Chinese, who have realized these negative attitudes towards them and have recently started to signify HongKongers as "others" and not "us". "Do not go to Hong Kong again" has become popular in Chinese social media. The idea of perceived risks strongly guides tourists' decision to avoid unsafe destinations (Lepp & Gibson, 2003; Ritchie & Jiang,2019). Apart from the rising concern of public security, it is acknowledged that a tourist destination has a higher level of risk when there is a clash of identities, including gender, nationality, religion, etc (Hughes, 2002). Here, the social attitudes of avoiding risky Hong Kong presented by the Chinese are strongly associated with their reflective reactions towards the clear identity boundaries created during the protests.

On the one hand, perceived risk has been well-studied in past tourism research, especially for destinations that have suffered from crises and disasters (e.g., Ritchie & Jiang,2019). However, little has been written about how perceived risk is related to identity and whether there is a need to include identity statements within the current scale of perceived risk. Hence, this mixed methods study examines Chinese tourists 'reflections on risk and its influence on their travel behaviors.

2. Methodology

This project will adopt a sequential mixed-methods approach with a qualitative phase to explore Chinese tourists' reflections on the protest movements and their understanding of perceived risk. Data will be collected through semi-structured in-depth interviews with Chinese tourists who have been to Hong Kong. All interviews will be collected via WeChat video calls. In total, we aim to collect at least 30 interviews and around 600 questionnaires. This will be followed by the quantitative phase to address and potentially test whether it is important to include identity as part of a perceived risk scale when travelling to destinations. The data collection is still in process, and we hope to present the initial result at the conference.

3. Discussion and Conclusion

This study utilized a mixed methods approach to examine Chinese tourists 'reflections on risk and its influence on their travel behaviors to Hong Kong. While we know that both social identity and perceived risk influence behavioral decisions, we know little about their relationship and also whether there is a need to include identity items in the current scale of perceived risk.

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Big data analytics adoption in the Singapore Mice industry – The opportunities, barriers, and mitigation

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Abstract:

The amount of unstructured data collected by organization is growing in parallel with the advancement in IT and IoT. Hence, big data analytics (BDA) is pivotal to many business organizations today. Despite the many benefits that MICE industry operators in Singapore could attain with BDA, the adoption rate remains disappointing. The current study was conducted with the aim to uncover the barriers and propose possible mitigating actions to encourage the adoption. The qualitative approach of this study revealed that five major barriers and three potential mitigations. As SMEs operators consisted the majority of the respondents, results should be interpreted with caution.

Keywords: Big data, MICE, Adoption, Barriers, Mitigation

1. Introduction

With the enormous amount of data collected by organizations today, big data analytics (BDA) has become an increasingly crucial process in business operation. Both industry practitioners and academicians have widely recognized the benefits of BDA in increasing the productivity and effectiveness in business operations. The information extracted from big data provides important insights on market trends and consumer patterns to facilitate decision making (Davenport & Dyché, 2019; Pandya et al., 2015; Trujillo et al., 2015; Tsai et al., 2015; Wamba et al., 2017; Wang et al, 2018). For instance, organizations such as Google, Caesars, and General Electric have employed BDA in developing new product and service offerings (Davenport & Dyché, 2013). The North American professional sport organizations including Major League Baseball (MLB), the National Football League (NFL) National Basketball Association (NBA) were reported to use business analytics in revenue generation (Bouchet et al., 2020). Harrist (2020) and Ahmed (2017) have also argued that incorporating various prescriptive analytics into a single business analytics software is possible.

BDA has been incorporated in the airline, banking, healthcare, and hospitality sector (Darrel et al., 2014; Skyrius et al., 2017). It is expected a 14.4% compound annual growth rate by 2026 (Columbus, 2016; Sabitha Malli et al., 2018). According to the study conducted by Dresner Advisory Services, a tremendous increase in BDA adoption was observed, with Asia Pacific recorded 44% in 2017 (Dresner Advisory Services LLC, 2017). In the meeting, incentive, convention, and exhibition (MICE) industry, 72% of practitioners highlighted the need for data to optimize event performance and improve business outcomes (Meetawornkul, 2019). SmartXpo, a solution provider pointed out that business intelligence is a possible solution. Business intelligence allows organizations to gain deeper understanding of the MICE delegates and improve operations (Hall, 2017). Regrettably, the adoption of BDA in MICE industry remains low (Kim et al., 2016; McGee, 2015).

In Singapore, acknowledging the potential benefits of BDA, the Singapore Tourism Board (STB) had introduced the MICE 2020 Roadmap as an initiative to leverage on big data in 2017. Singapore Association of Convention and Exhibition Organiser and Suppliers (SACEOS), on the other hand, has partnered with Alibaba Cloud to facilitate the adoption of BDA in the MICE industry. However, the Singapore MICE industry is highly fragmented and diverse with many small and medium enterprises (SMEs) and multinational companies (MNCs) specializing in a particular sector (Evans, 2015). As compared to SMEs, MNCs were observed to display lower resistance in adopting new technologies (Kaur & Tomar, 2019). Singapore Expo is one of the few companies exploring solutions for its data management and analytics. In view of the low adoption of BDA and to echo the effort of STB, this study was initiated to uncover the barriers in adopting BDA among the MICE practitioners in Singapore.

2. Literature Review

The advancement in IT and IoT has enable large scale of data to be captured (Dey, 2018). It was estimated that a total of 44 zettabytes in data volume would be produced by 2020, a 10-fold more than that in 2013 (Hassan & Hijazi, 2016). Besides enormous volume, data derived from prevalent use of social media, smartphone, and other devices connected through IoT take in myriad forms, such as text, video, and transaction records (Kalambe et al, 2015). In short, big data possesses the characteristic of high in volume, variety, and velocity (Zikopoulos et al., 2011). To effectively uncover the fullest potential of the complex data, traditional analytical tools are no longer adequate. The application of BDA is the way forward.

Being a multifaceted industry, the MICE industry generates vast amounts of data (Esen & Kocabas, 2019). The data collected are pivotal in enhancing the entire event process, right from planning to post-event management (Kim et al., 2016). For instance, MICE businesses could capitalize on the data to better accommodate to the attendees' needs (McColl-Kennedy et al., 2019; Thailand Convention & Exhibition Bureau, 2019). Google Developers Conference is a prime example. The preference data collected from each event delegate were analyzed prior to the conference to facilitate an improved customer relationship management between the delegates and the MICE practitioners (World Tourism Organization, 2014). Another significant example is International Congress and Convention Association (ICCA). Being a community and knowledge hub to over 900 organizations and institutions from 86 countries, ICCA has established a BD platform that is synchronized with Microsoft academic and google scholar search for members to constantly gain instant updated insights (Esen & Kocabas, 2019).

The theory of Technology Acceptance Model (TAM) developed by Davis in 1989 has been used to explain and predict consumers' individual willingness to adopt new technologies (Wang & Qualls, 2007). Regrettably, the hospitality has been slow to adopt such framework (Wang & Qualls, 2007). Kim et al. (2008, p. 501) further criticized that "*despite the increasing use of technology in the hospitality industry, few studies have been conducted … to explain the acceptance behavior of technology in tourism and hospitality organizations*".

Despite several successful cases of BDA adoption, there were two reported key challenges faced by MICE practitioners. First, data analyzed to facilitate business decisions are quickly becoming obsolete. Due to the high velocity of data generated, any forecast beyond three to six months is deemed to be inaccurate (Nordin, 2005). Second, the slow technological development in the industry. As the technological development in the MICE industry is slow in keeping up with the rapid pace of technological advancement in general, MICE practitioners are cautious to invest in new technologies as the investment may be deemed obsolete quickly

(Aksentyeva et al., 2013). Indeed, the MICE industry is characterized by having mainly SMEs, which explains the reluctance in investments. In fact, a study on TAM indicated that organizational characteristics such as business size influences the use of technology (Khemthong & Roberts, 2006).

3. Methodology

The current study adopted a qualitative approach. Semi-structured in-depth interviews were conducted with respondents recruited based on two criteria. First, the respondents must possess experience in the MICE industry, specifically in managing exhibitions and trade shows, venues or as a solution provider. Second, the respondents must be either decision makers or involved in decision making. All respondents selected were either practitioners holding at least a senior management position or members of SACEOS. The interview aimed to unearth (a) the respondents' views of BDA and its impact on the company operations, (b) the barriers to the adoption of BDA, and (c) the ways to mitigate the barriers.

Due to the COVID-19 pandemic, the interviews were conducted either virtually (i.e., via zoom) or physically (i.e., face-to-face). The interview sessions ranged from 30 minutes to an hour. All interviews were recorded with consent from the respondents and verbatim transcribed subsequently for further analysis. The coding process outlined by Green et al. (2007) was followed.

4. Results and Discussion

Due to the Personal Data Protection Act, the respondents' positions in their respective organizations were not disclosed to avoid possible identification of the respondents. Based on the selection criteria mentioned above, 10 respondents were interviewed. Six were exhibition/trade show organizers, two were solution providers, and two were venue providers. Majority of the respondents were from SMEs.

4.1. Perceived benefits

All respondents agreed that BDA offers some competitive advantages to organizations in operations or marketing aspect. Six perceived benefits or opportunities were revealed (Table 1). First, in line with previous research (Kaur & Tomar, 2019; Tsai et al., 2015; Wang et al., 2018), respondents (A6 and A7) indicated that the departments within their respective organizations were able to leverage on the insights generated by BDA in making business decision. Second, several respondents (A4, A5, A6, and A8) mentioned that the identification of trends provides organizations with the capability to forecast and progress prudently. Third, consistent with past research (Banerjee et al., 2013; Chen et al., 2017; Liu, 2014), respondents (A2, A5, and A6) also asserted that BDA enables organizations to identify opportunities to expand its revenue streams. More specifically, dynamic pricing strategy could be adopted effectively to improve revenue significantly. Fourth, respondents (A2, A4, A6, A7, and A8) echoed previous findings that BDA improves operational processes (Hall, 2017; Sabitha Malli et al., 2018). Especially with the industry-wide high employee turnover rate, BDA acts as a platform sharing essential business information during handover, hence, facilitating a smoother transition. Fifth, respondents (A3, A5, and A8) also agreed that insights derived from BDA are valuable in developing pertinent offerings. Finally, the contribution of BDA in marketing should not be overlooked. Respondents (A2, A3, A6, A8, and A9) emphasized BDA allows organizations to have a deeper understanding of their customers, to identify behavioral patterns, trends, and customer needs. The comprehensive understanding of the attendees enables organizations to enhance attendees' experiences.

Table 1 *Perceived Benefits of BDA*

Benefit	Quote	Respondents
Facilitate data-driven business decisions	• *"... help us make better informed decisions... which I think strengthens the everyday business decisions..."*	A6, A7
Identify market trends	• *"I can further use the data to pull out whatever trends or whatever observation that I can extract."*	A4, A5, A6, A8
Identify potential revenue streams	• *"Maximize our revenues and make sure that we are competitive in the market, so we use data analytics in that also."*	A2, A5, A6
Enhance productivity and efficiency	• *"Operations will get automated reports on a daily basis and they constantly review it"*	A2, A4, A6, A7, A8
Product offering development	• *"it (BDA) will have great ideas or initiatives mound from there to create great products."*	A3, A5, A8
Enhance attendees' experience	• *"... deep dive into the data to better understand the behavioral pattern of exhibitors and trade visitors."* • *"... engineer customer journeys.... And how to create those touch points which create their journey in a very natural way."*	A2, A3, A6, A8, A9

4.2. BDA adoption barriers

When respondents were asked about the barriers to adopt BDA (Table 2), human factor appeared to be the prominent reason. In particular, respondents (A2, A3, A4, A7, A8, and A9) commented on the traditional mindset which MICE practitioners are still attuned to traditional system, resistant to change. Another human barrier is related to lack of BDA knowledge among employees (A2, A3, A4, A5, and A7). Employees or practitioners are either ignorant or having misconception of what BDA is. On one hand, ignorant and misconception may lead to hesitation to adopt BDA. On the other hand, they have led to organizations jump onto the bandwagon without accurate understanding of the functions and requirements to implement BDA (A2, A3, A4, A7, A8, and A10).

Table 2 *Barriers to the Adoption of BDA*

Barrier	Quote	Respondents
Traditional mindset	• *"MICE industry will be the last, because we are actually the dinosaurs, we still meet face to face… the personal interaction is the reason why people are using the MICE industry"*	A2, A3, A4, A7, A8, A9
Lack of knowledge	• *"the industry has a very big misconception of Big Data or data as supposed… they don't understand the most important thing about BDA."* • *"Most of the time, people do not know where to start"*	A2, A3, A4, A5, A7
Unclear business goal	• *"...people tend to be over enthusiastic in collecting data… A lot of people are collecting data because it was the buzzword."* • *"If you don't know the business rationale behind the data collection then it is pointless. The most important thing you need to know what you want"* • *"That itself is a problem because, if you are not clear on how to collect data, … the data that you collect would not be of very good quality"*	A2, A3, A4, A7, A8, A10
Complex technological requirements	• *"I think the challenges are more towards upgrading the system which brings in transition & inconvenience… I think that is the downside of technology moving so fast."* • *"First step...bringing all the data from these different repositories into one central place or repository"* • *"But in a larger repository, the data may not immediately make sense… because they are not harmonized… to harmonize it, you have to set some standard"* • *"... sometimes when we talk about big data... people feel very overwhelmed because they think it is a humongous project that requires a lot of resources"*	A2, A5, A6, A8
High cost	• *"Cost or usage of the BDA solutions is high, its adoption would remain low... local SME are under tremendous cost pressure to keep their projects and business competitive and profitable."* • *"... if you do not even have a standard solution for big data applications in the MICE industry, you're stuck in the situation where you have to develop a 100% customized big data solution. That is extremely costly... There are very few companies right now that can really afford it..."* • *"...expensive task… if you are trying to analyze this unstructured data, it is again expensive and difficult to do...cost prohibitive"* • *"... these people (data talents) are very expensive with their tech background and years of experience in the subject matter."*	A3, A6, A7, A8, A9, A10

Besides human factor, the complex technological requirements was another significant barrier to BDA adoption (A2, A5, A6, and A8). As discussed in the literature review, the technological development in the MICE industry is slow in keeping up with the rapid pace of technological advancement in general. Hence, respondents were hesitant to invest in fear of technological obsolescence. Moreover, the fundamental issues of data warehousing and central repository remain the challenges faced by many organizations currently.

Just as many frontier technologies, the high implementation cost of BDA is a deterring factor (A3, A6, A7, A8, A9, and A10). The cost includes both the cost of technology and the investment in hiring competent employees or training their existing staff. The MICE industry in Singapore is predominantly SMEs who are under tremendous cost pressure. Adopting BDA will further stretch their already limited budget.

4.3. Mitigating barriers

Mere recognition of the potential benefits of BDA is insufficient to promote its adoption. Alignment with the respective organizations' requirements and actions to mitigate the barriers are paramount. The current study elicited a few mitigations (Table 3).

Table 3 *Mitigation of BDA Adoption Barriers*

Mitigation	Quote	Respondents
Leadership by authorities	• *"Enhanced support schemes by relevant agencies such as the Enterprise Singapore"* • *"What we realized is there are different kinds of capabilities and skills. Is about how you tap... into the government agencies or other partners..."* • *"What Singapore could do is to just show us case studies of how are these successful … who the vendors these guys are actually using."*	A2, A4, A5, A7, A9
Government grants	• *"Now they (government agencies) are financing, there are grants… it has done a lot of good"* • *"you have to follow up with many reports..... Commercially, it can be quite challenging.... it may make companies think twice... it can be quite cumbersome for small and medium firms."*	A3, A7, A8, A9
Source of expertise	• *"if there were more courses on Big Data and relevant to reach the industry, I think it would help solve that (barrier of adopting BDA)."* • *"Having technology professionals in their respective organizations is actually a good starting point, you need to be able to have people in your organization that knows how to run big data and knows how to develop it…"* • *"Educate people on how to get to this goal… There is a lot of change needed and for that purpose we hire consultants, third parties to help us."* • *"...e2i could provide … assistance so that more MICE companies could easily adopt the BDA and other newer technologies"*	A1, A2, A3, A4, A7, A8, A9, A10

First, the leadership by Enterprise Singapore (ESG) and SACEOS could not be emphasized more. These authorities could organize seminars or workshop to educate the industry practitioners on the capabilities of BDA, the success factors from case studies, the trends and future direction of the MICE industry. Such initiatives not only will heighten the knowledge but also reassure MICE practitioners the feasibility of adopting BDA.

Second, availability of government grants is pivotal to ease some of the financial stress among SMEs to adopt BDA. However, the application process should not easy. A thorough verification process of application and routine audits should also be in place. This is to prevent abuse and misuse of grant, as well as to instill confidence within applicants of the impartial process.

Third, the availability of expertise is critical to ensure the sustainability of BDA implementation. Past studies have highlighted that MICE organizations require data talents equipped with relevant knowledge and skills to management BDA processes (Hammer et al., 2017; Sagiroglu & Sinanc, 2013). As discussed in the above section, respondents were cautious to adopt BDA because of the lack in expertise, both internally and externally. It is not a viable investment if the organizations need to constantly recruit BDA expert, pay high salary to attract and retain the expertise, or train their employees because of high turnover. To address this impediment, government agencies, such as e2i, could connect the right expertise to MICE organizations (e2i, 2020). In addition, a list of recommended data consultancy firms could be made available to MICE organizations to safeguard the credibility of services. Government could provide some subsidy to encourage the SMEs to seek such services.

Overall, the corresponding mitigations for the barriers are summarized in Table 4.

Table 4 *Corresponding Mitigations for Barriers*

Mitigation	Barrier
Leadership by authorities	• Traditional mindset • Lack of knowledge • Unclear business goal • High cost
Government grants	• High cost
Source of expertise	• Lack of knowledge • Complex technological requirements • High cost

5. Discussion and Conclusion

5.1. Discussion

The current study revealed that MICE industry practitioners recognize the advantages of adopting BDA in operations and marketing aspects. However, the human resource, technological complexity, and cost are three major barriers to the widespread of BDA adoption in the Singapore MICE industry. This could be attributed to the industry being in the infancy stage of BDA and SMEs being the predominant players with resource constraint. This study also revealed that respondents were consistently seeking directions and support from the Singapore government and authorities. This may be due to the predominant SMEs respondents in the study.

5.2. Conclusion

Overall, the current study found that MICE industry practitioners are aware of the benefits of BDA. The hesitant to adopt the technology are attributed to a myriad of factors, ranging from traditional mindset of the top management, the unclear business objectives, the lack of expertise, the financial constraint, and the technological complexity. This could be attributed to the industry being in the infancy stage of BDA and SMEs being the predominant players with resource constraint. To encourage the adoption, government grants and recommended data consultants are helpful. Support from other authorities, such as ESG, SACEOS, and e2i, in terms of conducting seminars and workshops, and matching the right employee skills with the need of MICE organizations are effective effort.

5.3. Limitations and future studies

Due to the predominant SMEs respondent in this study, the findings warrant some careful interpretation. It may be reflecting the understanding of SMEs in the Singapore MICE industry. Future study could be conducted with MNCs to compare the differences and to have a more comprehensive understanding of the perception, barriers, and mitigations among the MICE practitioners as a whole.

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Explore the big data capabilities of Taiwan's star-rated hotels

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Abstract:

To examine the big data analytics capabilities of starred hotels, this study examines a sample of 240 four and five star manager from marketing department. The results show that big data analytics play a mediation role between big data knowledge management, sales volume, intangible market assets, and profitability. The moderation role of proactive social media market orientation is highlighted to strengthen the path from big data knowledge management to big data analytics capabilities. This study not only contributes a new theoretical basis for the big data of starred hotels but also provides a new perspective for future research on social media.

Keywords: big data analytics capabilities, knowledge management, organization performance, starred hotels, social media

1. Introduction

In recent years, Web 2.0 and social media have changed the way businesses create, share and capture data to, at the same time, allow businesses to access big data, which if sufficient will become an additional valuable knowledge asset (Erickson and Rothberg, 2014). Knowledge is the basis for the development of competitive advantage (Lusch et al., 2007) and contributes to the enhancement of the innovation capacity of the firm, knowledge is a key element in the competitiveness of the firm (De Clercq and Arenius, 2006).

Big Data Analytics (BDA) is the process of extracting and generating useful information and knowledge from data (Chen et al., 2012) that can be managed more effectively through interpretation and classification (Chen et al.) et al. 2012). The main goal of Big Data is to develop viable insights and new knowledge to build competitive advantage. Therefore, BDA is becoming the main differentiator between high and low performance as it gives companies a long-term perspective, reducing customer acquisition costs by 47% and increasing company revenues by approximately 8% (Liu, 2014).

Social media has changed the way companies communicate and interact with their customers. Posts, likes, tweets, digital images and videos, and geo-tagging are just some of the big data sources that companies collect, store, manage, and analyze to understand how they can better serve their customers (Khan and Vorley, 2017; Pauleen and Wang, 2017). Today, social media has become an external source of knowledge through which companies can make data-based decisions, improve innovation, and stay ahead of the competition (Nuruzzaman, Gaur, and Sambharya, 2018). By managing big data, companies can gain useful information to improve their operational efficiency, innovate their products/services and processes, strengthen their relationships with customers and consequently improve their overall performance (Wamba et al., 2017). According to the resource-based view and knowledge management literature, being market-oriented and actively collaborating with customers allows firms to develop intangible assets such as knowledge and market sensitivity that can be used to innovate and improve business performance (Gaur et al.., 2011). However, extracting knowledge from big data, integrating it into the company's processes and transforming insights into decision making actions pose a huge challenge (Nuruzzaman, Gaur and Sambharya, 2018) and companies are struggling to understand how to effectively use all this information to achieve higher levels of innovation capabilities and thus improve their performance.

To address important unresolved issues, this study aims to achieve the following objectives:

(1) To propose and validate a new path for star hotels to check the mediating role of data analytics functions
(2) To check whether there is an interaction between big data knowledge management and big data analytics functions.

The new theoretical framework not only fills the research gaps in studies of big data in hospitality, knowledge management, and social media but also provides a new perspective on rebuilding customer relation and customer loyalty in hotels.

2. Conceptual framework and hypothesis

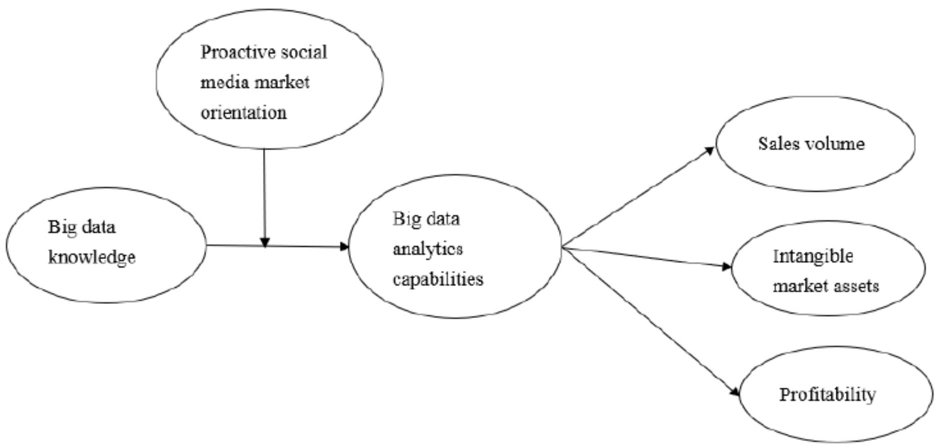

Figure 1. Conceptual framework

H_1: Big data analytics capabilities mediates the relation between big data knowledge management and sales volume.
H_2: Big data analytics mediates the relation between big data knowledge management and intangible market assets.
H_3: Big data analytics mediates the relation between big data knowledge management and profitability.
H_4: Proactive social media market orientation moderates the relationship between big data knowledge management and big data analytics capabilities.

3. Methodology

This research commissioned Polls market research consultancy to assist in the collection of questionnaires. The subjects of the survey were the heads of marketing and public relations departments or department heads related to customer relationship management in hotels with 4 stars or above in Taiwan. The investigation period was from November 2020 to January 2021. A total of 560 questionnaires were sent out and 240 questionnaires were effectively returned. The recovery rate is 42.85%. The nonresponse bias was assessed on the basis of three techniques as suggested by Armstrong and Overton (1977), such as outlining potential reasons of nonresponse, comparing the study sample characteristics with the national survey data within the target sample and comparing the responses on the study constructs of the first 10 percent with the last 10 percent of respondents (Jones, Mothersbaugh, and Beatty 2002). On the basis of the three approaches used to assess nonresponse bias in this study, the results allowed us to conclude that there was no nonresponse bias present.

3.1. Measures

To verify the hypotheses of this study, eight variables were refer to the mature scales that have been cited in relevant past studies with reliability and validity. All items used the Likert 7-point scale from “strongly disagree” (1) to “strong agree” (7). First, to measure big data knowledge management, this study adapted Alegre et al., (2011) and Fidel et al., (2016) 5 items to present the application of knowledge management in the big data strategy. Second, measure of bid data analytics capabilities were utilized three items developed by Kamble and Gunasekaren (2020), reflecting the capabilities of big data in organization. Third, an 9 items scales developed by Moorman and Rust (1999) and Vorhies and Morgan (2005)was used to measure company performance, including three sub-dimensions of profitability (3 items), sales volume(3 items), and intangible market assets (3 items). Finally, the variables of proactive social media market orientation came from (Nguyen et al., 2015), including 4-items.

4. Results

4.1. Profile of the respondents

According to the respondents’ profile statistics, males account for 48.6% and females account for 51.4%, and female employees in the hotel industry are higher than males; In position, 80.5% are management cadres and 15.2% are chief executives; Approximately, 56 percent of respondents were bachelor degree; In expertise, tourism and hospitality accounted for 43.6%, business management accounted for 40.9%.

4.2. Hypothesis testing

The results for the standardized values of the hypothesized path estimates in the integrated model are summarized in Fig. 2.

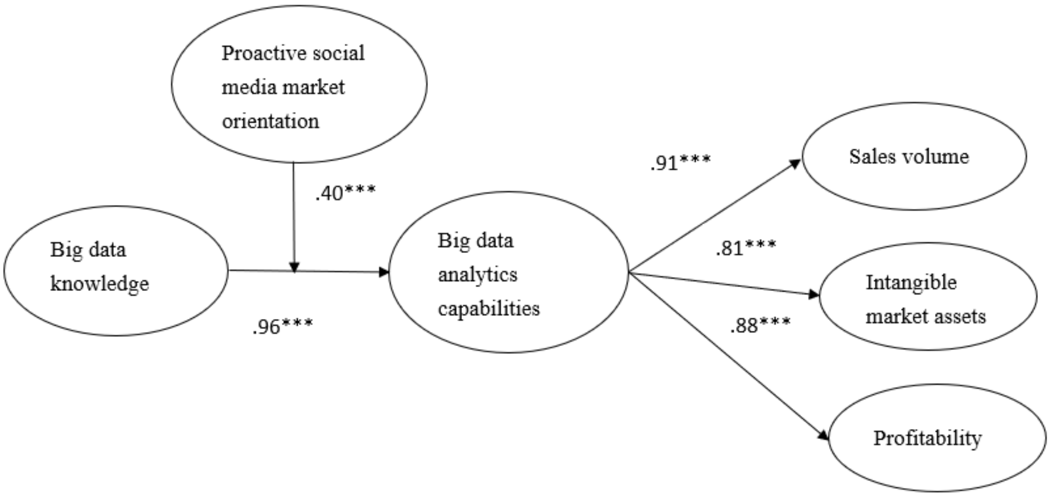

Figure 2. The results of structure model.

As shown in Figure 2, big data knowledge management had a positive significant effect on big data analytics capabilities (β = .96; p< .001). Furthermore, big data analytics capabilities had a positive significant effect on sales volume (β = .91; p< .001), intangible market assets (β = .81; p< .001), and profitability (β = .88; p< .001). With the mediation role of big data analytics capabilities, the indirect effect between big data knowledge management and sales volume (indirect effect = .87; p<.001), big data knowledge management and intangible market assets (indirect effect = .77; p<.001), and big data knowledge management and profitability (indirect effect = 84.; p<.001). Thus, supporting Hypothesis 1, Hypothesis 2 and Hypothesis 3.

The roles of the moderating variable of proactive social media market orientation were tested using a hierarchical regression approach. The two-way interaction diagram of the moderating effects is presented in Figure 3. The results showed that the interaction between big data knowledge management and proactive social media had a significant effect on big data analytics capabilities (β = .40; p< .001), and a simple slope test in Figure 3 indicated that with the increase of proactive social media market orientation, the positive relationship between big data knowledge management and big data analytics capabilities was strengthened, supporting Hypothesis 4.

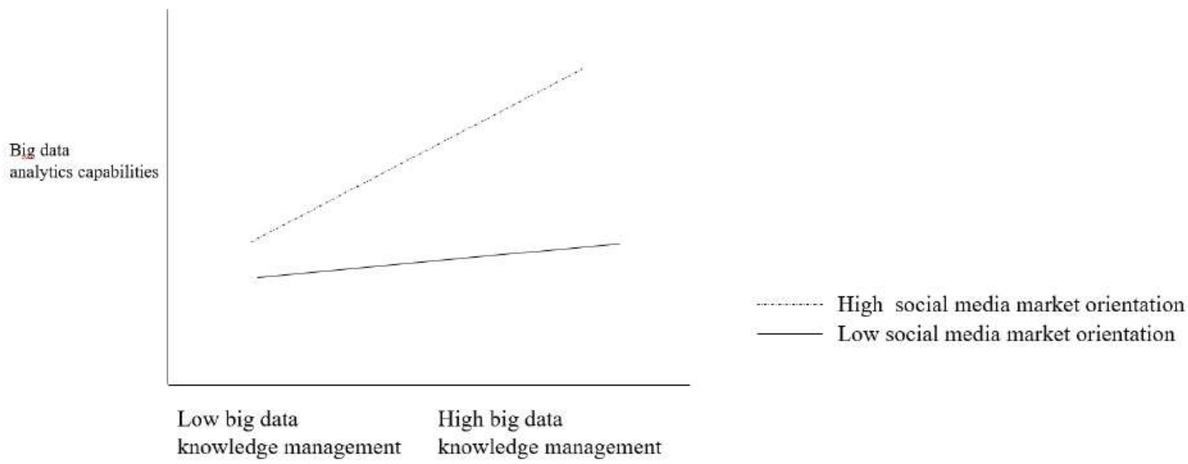

Figure 3. The results of moderation effect.

5. Discussion and Conclusion

This research has three theoretical contributions. Firstly, previous research has confirmed that the big data analytics capabilities could improve corporate performance, it ignores the role of knowledge management in the organization. From the results of this study, while organization start to introduce big data-related knowledge management will improve the big data capabilities and thus enhance organizational performance. Furthermore, organizations have significantly improved in sales volume, intangible market assets, and profitability which represents that big data capabilities play mediation effect between knowledge management and organizational performance. Finally, the proactive media market orientation would strengthen the relationship between knowledge management and big data capabilities. In addition to internal knowledge management, the organization's knowledge management will also enhance the cooperation with customers through social networks.

In management implications, most companies nowadays have realized the importance of big data capabilities to the company. However, there are still obstacles while introducing big data. when importing big data, there are still obstacles to the enterprise. Therefore, knowledge management should be record and integrate internal knowledge systematically. In addition, organizations should also learn from consumer through social media, extracting external information, and transform it into organizational knowledge. In this way, organization will provide products that meet consumer expectations and enhance the competitiveness.

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A real-time safety and congestion level analysis big data system: A case study in Jeju

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Abstract:

The spread of COVID-19 has been changed the tour industry. Travelers changed their traveling style and started to consider congestion of the spot for their health. In Jeju, a famous tourist destination in South Korea, managing the congestion of tourists has become an important issue. Through this example, we introduce the Jeju Tourism Organization's development of a system as a smart tourism information service that manages congestion in real-time big data so that we understand the new paradigm of the tour industry combined with congestion theory.

Keywords: Jeju, South Korea, Smart Tourism, COVID-19, Congestion, Big Data

1. Introduction

The novel coronavirus (COVID-19) has declared by World Health Organization (WHO) on March 11, 2020, as a global pandemic. As a restraining contagious method, most countries chose to close their border, request social distance and lock down the district. These forceful restrictions prevented travelers from traveling abroad, going out of the city for leisure purposes. Corresponding to these changes, travelers moved their attention to the domestic areas with guaranteed contactless and non-face-to-face tours. Among them, Jeju island is the most famous island and a representative domestic tourist destination in Korea. Even in 2020, the number of domestic tourists in Jeju island declined only 12.15% compared to last year; still, other metropolitan cities (Seoul, Busan, Daegu, Daejeon) declined by over 15 to 25% (Korea Tourism Organization [KTO], 2020). This result represents the tour consumer’s requirements moved from famous spot to hidden, untouched, and protected nature.

Given the circumstances, infected patients in Jeju island increased significantly in the year-end vacation period (Jeju Self-Governing Province, 2020). Throughout the continuing pandemic period, Jeju Self-Governing Province concentrated on congestion problems in popular tourist attractions to prevent COVID-19. Following a government request, Jeju Tourism Organization (JTO) developed ‘Jeju Safety Code application’ to record and trace infected patients’ visited places. Developing a real-time congestion analysis system helped facilitate safe trips without contact or crowded tourists (UNWTO, 2020). Since JTO developed this system for providing crowding information, it is vital to understand the congestion theory’s concept and significance in the hospitality industry. Congestion theory has been researching in the hospitality industry for a long time (Kang & Cho, 2011). Most of the precedent research has purposed only about improving consumer satisfaction (Eroglu, & Machleit, 1990). How to shorten queueing for attraction in the theme park or traffic congestion should be a good example. However, now we should focus not only on customer satisfaction but also on controlling contagiousness because of the pandemic. In the pandemic situation, most countries chose to forbid traveling, and it is directly connected to the decline of the tourism industry. Though, Jeju island tried to invite tourists with offensive prevention of pandemic system and minimize the damage of industry. By analyzing this case, other countries can find a clue to solve the tourism decline problem in the pandemic period.

This study has four overall objectives: first, analyzing a new system made by JTO that shows the real-time congestion level of Jeju island; second, discussing necessity about a new perspective of congestion theory relevant in the current circumstances; third, suggesting the direction of development for further future usage; fourth, utilizing the system to other oversea tourist attraction.

2. Congestion Theory

Congestion can be defined from a physical or psychological perspective (Noone, & Mattila, 2009). The physical perspective of defining congestion means the absolute number of people present in a given space. The scale of congestion recognition is all different by individual's previous experience or weighted value. Therefore, unlike physical perspective, psychological perspective's congestion is unable to be measured by exact numbers. To sum up, congestion is a concept that occurs in too many people or too cramped spaces due to space constraints (Park, & Ahn, 2009) and its effect on user satisfaction.

Congestion theory has been cited as an essential environment factor in customer evaluation in service-experience (Grayson, Rollo, & McNeil, 2009). For that reason, previous research focused on congestion theory to improve customer satisfaction levels, such as queueing problems or perceived crowding in theme parks (Oh, 2015; Milman, 2001) and restaurants (Noone, & Mattila, 2009).

JTO's Real-time Congestion Level Analysis System usually used the term 'congestion' as a physical perspective since it just offers data about the number of tourists or locals on a specific spot. However, tourists usually recognize congestion from their psychological perspective.

3. Jeju's Real-time Congestion Level Analysis System Case

The system is provided by the internet website and updated new data by every five minutes. The user can see the real-time congestion level and the increased rate compared with the past three hours on the first screen. Aggregated data from telecommunication company SK Telecom divided all floating population by their sex, age, and whether they are a tourist or a native. On the website, users can easily regulate the area by scrolling and select the above demographic characteristics. Using this information, travelers easily modify their tour plans considering congestion level and preference on same-sex or age group. JTO also provides the company information, which increased sales recently, and a database about Jeju visitors' survey results for business convenience. Fig. 1 illustrates a real-time congestion level analysis big data system.

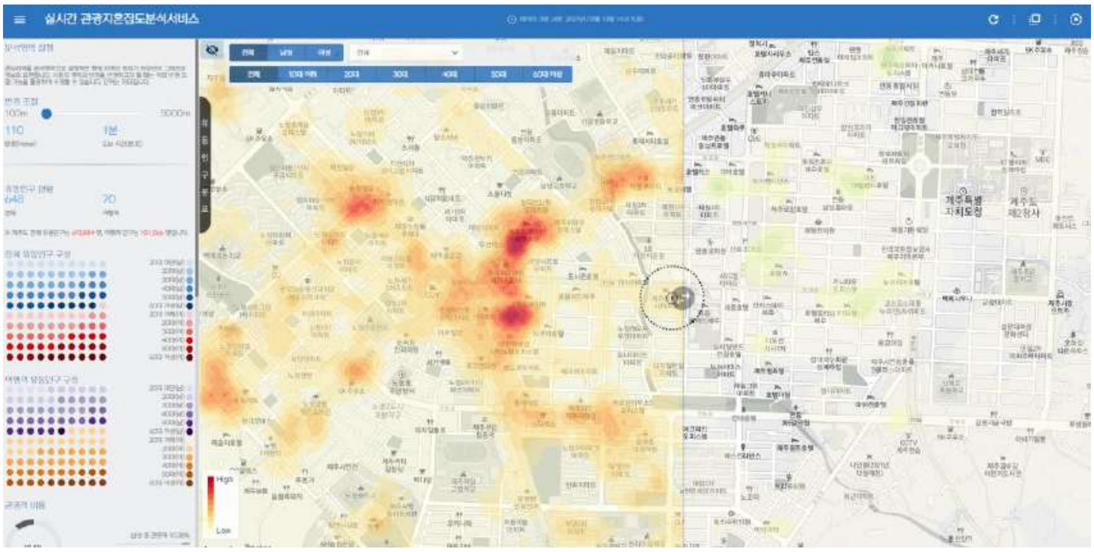

Figure 1. Screenshot of real-time congestion level analysis big data system

4. System Evaluation Survey

JTO researched the customer who has been used the system and asked five questions. Respondents can answer each question between 1 to 5 points. A total of 30 respondents covered the age groups from teenager to sixty. To be specific, there were four teenagers, nine twenties, six thirties and forties per each, four fifties and only 1 of sixty. Divided by sex, 19 male and 11 female respondents answered. The average number of companions was 1.73 exclude respondents themselves, and the purpose of travel to the Jeju island was for their rest and beautiful scenery.

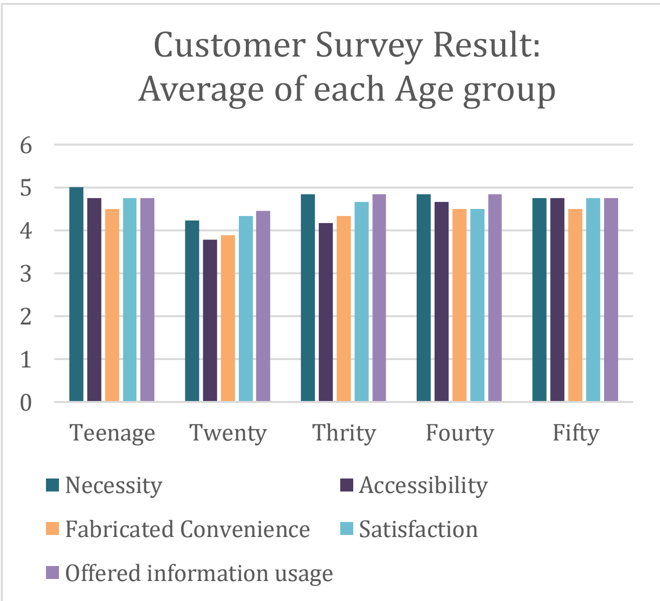

Figure 2. Result of customer Survey

The Fig. 2 shows the result divided by age group. From the result, we can conclude that the twenty's age group has the most negative reaction to all questions. Especially in twenty and thirty, accessibility and fabricated convenience had a low score in overall questions. Most of the respondents answered they were satisfied with the system – none of them answered under 3 points- however, some suggested the necessity of a mobile application instead of a website.

5. Discussion and Conclusion

Considering the background of system development and through the case study, we can assume that the consumer is satisfied with congestion information on their travel spot in a pandemic situation. By this preference and need, further research should focus on tourist congestion problem with tourist's behavior and safety in response to contagiousness during a pandemic. For the convenience of using the system, we suggest launching a combined mobile application that covers congestion data and other tour information such as service hours of tourist attractions or discounted coupons. Also, by utilizing JTO's existed mobile app, we can expect great results from promoting it to the public.

Acknowledgement

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Can tourism enhance Chinese subjective well-being?

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Abstract:

With the survey data from the Chinese General Social Survey, this paper aims to empirically examine the overall impacts of tourism on Chinese people's subjective well-being. The results show that tourism can significantly improve Chinese people's subjective well-being. After eliminating the endogeneity bias by constructing provincial instrumental variables, tourism has a stronger impact on the well-being of Chinese people. Ordered Probit regression further confirms the robustness. Estimates of the cluster sampling show that tourism has a more significant impact on the subjective well-being of the following groups in China: people with middle income, rural residents, residents of central and western regions, non-party members, religious believers, the young, the elderly, and people with a low level of education.

Keywords: tourism; subjective well-being; Chinese General Social Survey

1. Introduction

Well-being is a core indicator of people's perceived quality of life. It makes people live longer and healthier (Nawijn & Mitas, 2012), and improves people's life satisfaction, creativity and socialization (Ivlev, 2016). There's no doubt that well-being has been a long-term objective of people's life (Chen et al., 2013). China ranks 93 out of 156 countries in the "Ranking of Happiness" according to the *World Happiness Report 2019*. From 2005-2008 to 2016-2018, China's score in happiness has increased by 0.43, ranking the 39th in terms of improvement in happiness. With ever-increasing disposable incomes, Chinese people strive to be happier, becoming more concerned with living standards and spiritual enjoyment.

Studies on well-being in economics can be traced back to Bentham (1824) in the discussion of utility. Bentham believes that "utility" covers the experience of pain and pleasure. If pleasure is a manifestation of well-being, there is then a relationship between utility and well-being. In essence, well-being is an attribute of utility. Behavioral economist Kahneman (1997) distinguishes the two notions of utility: decision utility and experienced utility. Decision utility is the importance of a choice relative to other choices, while experienced utility refers to the hedonic experience brought by a choice. Since Easterlin (1974) proposed the happiness paradox, an increasing number of scholars have found that economic growth does not necessarily improve happiness; instead, factors that influence people's experience are essential to acquire happiness (Scitovsky, 1976; Frank, 2010). Easterlin et al. (2012) describe the trend in subjective well-being of the Chinese population between 1990-2010 on the basis of the *World Value Survey (WVS)*, surveys by Gallup, and the Asia Barometer. Finding no evidence of any improvement in life satisfaction of the magnitude that might have been expected to result from the fourfold increase in per capita consumption, they report that life satisfaction of the Chinese declined from 1990 to around 2000–2005 and then turned upward, forming a U-shaped pattern for the period as a whole. Li and Raine (2014) find that Chinese people's subjective well-being didn't increase with the unprecedented accumulation of material wealth. Such studies have proved that the marginal effect of economic growth and income increase on people's subjective well-being is declining, while non-economic factors, mainly related to experience, play an increasingly important role in enhancing people's happiness (Van & Gilovich, 2003; van, 2005; Nicolao et al., 2009; Choi et al., 2016).

Tourism, a typical type of experience consumption, can help people build social relations, experience positive emotions and expand knowledge, thus improve their quality of life and subjective well-being (McCabe, 2009; Bimonte & Faralla, 2013). Development of tourism and participation in tourism activities have a positive impact on happiness (Yolal et al.，2016；Knobloch et al.，2016; Woo，Kim & Uysal，2016；Nawijn & Mitas，2012; Van & Gilovich，2003；Van，2005；Ivlevs，2017; Lee, Manthiou, Jeong, Tang & Chiang, 2014; Tresidder, 2015; Bimonte & Faralla，2013; Pyke et al.，2016; McCabe & Johnson, 2013, Rivera et al., 2016, Kwon & Lee, 2020). In contrast, other studies report no significant correlation between tourism experience and happiness (Milman, 1998; Strauss-Blasche et al., 2000; Wei & Milman, 2002; Steyn et al., 2004; Michalko et al., 2009). Discrepancies in the results of these studies are caused by differences in study methods, study subjects (Uysal et al., 2016), and lengths of study (Kwon & Lee, 2020).

In the past several decades, China's tourism industry has witnessed exponential growth thanks to holiday management in China and an ever-rising disposable income of Chinese people. Recognizing the role of tourism in improving people's subjective well-being, the Chinese government has adopted various measures such as establishing China Tourism Day and offering free admission to tourist attractions to promote the development of tourism industry. In 2019, Chinese people made 6 billion domestic trips (over four trips per Chinese per year), but the average cost of a single trip per tourist was just a bit over $ 130. Among China's 169-million outbound tourists, nearly two-thirds of them travel to Hong Kong S.A.R., Macao S.A.R., and Taiwan Province, with most of the remaining one-third traveling in neighboring East Asia and Southeast Asia. The above data suggest that so far most Chinese tourists are still traveling on a limited budget. In addition, the destinations of Chinese tourists are mainly historical and cultural attractions, as they travel for novelty rather than health and happiness. The impact of tourism on Chinese people's subjective well-being is not clear, though China is a major source of tourists. Most existing literatures simply employ logical inference to study the relationship between tourism and Chinese people's well-being, with few supports of large data. The lack of empirical research restricts the further development of tourism theories. Therefore, it is necessary to test empirically whether tourism can enhance Chinese people's subjective well-being with reliable data.

This paper studies the overall impacts of tourism on the subjective well-being of Chinese people by conducting empirical tests with large-scale survey data from the *2015 Chinese General Social Survey*. After controlling variables such as the tourist's personal characteristics, social characteristics, and province-level characteristics, this paper empirically analyzes the overall impacts of tourism on Chinese people's subjective well-being and makes a robustness test with various econometric methods. Taking elements such as demographic characteristics and economic factors as the criteria, this paper further tests the heterogeneity of tourism's link with well-being, shedding some light on the heterogeneity test of well-being in tourism.

2. Literature Review

2.1. Tourism affects people's subjective well-being

Well-being is commonly viewed as a description of the state of people's life situation in a country, region, or locality (McGillivray, 2007; Conceição et al., 2013). Subjective and objective factors jointly determine well-being (Frey & Stutzer，2002；Bimonte & Faralla，2013). Objective measures are used to capture objective well-being such as economic well-being (e.g., GDP per capita, household income) （Senik, 2004; Schiwarze & Harpfer, 2007; Tella et al., 2001）, social well-being (e.g., knowledge and education), leisure well-being (e.g., number of parks and recreational facilities per thousand inhabitants), environmental well-being (e.g., CO_2 emissions), and health well-being (e.g., average life expectancy). Specific psychological constructs are used to refer to subjective aspects of well-being, for example, life satisfaction, happiness, and QOL (Uysal et al., 2016; Kahneman et al.,2004; Perry & Felce, 1995). For individuals, tourism falls within 40% of the subjective well-being spectrum that is affected by intentional activities (Nawijn & Mitas, 2012). Subjective measurement of happiness is now widely accepted, as people gradually realize that there is only a weak link between objective circumstances and happiness (Layard, 2005). Compared with objective indicators, subjective indicators can better reflect people's quality of life and serve as an important measure of social welfare and people's livelihood (Frey & Stutzer, 2002). In this paper, subjective indicators are used to measure the subjective well-being of Chinese tourists.

2.2 Why tourism affects people's subjective well-being

Tourism enhances well-being because it gives people a longer and relatively uninterrupted period of absence from their work and daily lives (De Bloom et al., 2010), enabling them to experience new things and engage in activities that make them mentally and physically relaxed. Thus, tourism can offer people both short-term, extreme pleasures and long-term, sustainable life satisfaction (McCabe & Johnson, 2013).

The mechanism by which extrinsic tourism activities can enhance an individual's intrinsic subjective well-being can be explained by psychological theories. The most widely adopted theory is the bottom-up spillover theory, which states that the development of one aspect of a thing leads to the development of that thing in other aspects (Diener, 2009; Diener et al., 1985; Sirgy & Lee, 2006; Sirgy et al. 2011). Subjective well-being can be measured through a bottom-up approach (Pagan, 2015), where an individual's subjective well-being is a result of the summation of pleasant and unpleasant experiences in a variety of life domains. As subjective well-being gained in various life domains spills over into an individual's overall well-being, the link between tourism and subjective well-being can be studied in distinct life domains. Improved satisfaction in life domains such as family life and social life through tourism activities can spill over into a person's overall happiness (McCabe, 2009), thus a functional relationship can be established: overall subjective well-being is a function of well-being in all dimensions, and well-being in all dimensions is a function of tourism. People's subjective well-being perceived in tourism activities is mainly realized in three dimensions: personal physical and psychological status, interpersonal communication, and personal value. The dimension of personal physical and psychological status includes health perception, learning experience, and positive emotion acquisition, etc.. The interpersonal communication dimension includes acquiring good reviews and promoting friendship. And the personal value dimension includes acquiring opportunities and arousing enthusiasm, etc.

Besides, Diener and Lucas (2000) find that more frequent participation in pleasant tourism activities could bring greater happiness to people. Personal needs for novelty-seeking, adventure, learning and so on will be satisfied during a trip, which will, in turn, improve the tourist's life satisfaction and subjective well-being. Meijman and Mulder (1998) explain the impact of tourism on subjective well-being in a different light: individuals who take frequent vacation trips tend to achieve higher satisfaction in their work fields, which in turn improves their overall life satisfaction. This can be attributed to the fact that people often rest insufficiently during working hours, so they see vacation trips as an effective tool to rejuvenate their spirits and reduce prolonged fatigue and stress.

2.3. Empirical Studies on the Impact of Tourism on the Subjective Well-being of Tourists

Empirical studies on the impact of tourism on the subjective well-being of tourists are so far not conclusive. Findings vary with factors such as the level of involvement in tourism, the frequency of travel, and the length of the vacation (De Bloom et al., 2010; Dolnicar et al., 2012; Dolnicar et al., 2013). Research in the field of leisure has found that different levels of involvement in leisure activities have different effects on subjective well-being perceived (Kyle et al., 2002), with leisure activities that encourage active participants being more likely to enhance an individual's well-being. As a result, tourism is more influential to an individual's well-being than low-involvement activities such as watching television (De Bloom et al., 2010; De Bloom et al., 2010; Chen & Petrick, 2013). Taking holiday trips as the variable to represent intensity in participation in tourism, Pagan (2015) suggests that the intensity in participation in holiday trips affects the level of subjective well-being. It is reported that 11 trips in a year maximizes the average level of Chinese tourists' subjective well-being, while any further increase in the number of trips lowers the level of their well-being (China Tourism Academy, 2015). Length of vacation also has an impact on subjective well-being, with some studies suggesting that longer vacations have a greater impact on tourists' subjective well-being than shorter vacations (Neal et al., 1999; De Bloom et al., 2010).

It is generally agreed that tourism activities enhance subjective well-being, but such enhancement effect is significantly time-bound. Tourists feel happier during a vacation (Nawijn, 2011; Nawijn & Veenhoven, 2011; Kroesen & Handy, 2014), while they are less happier after the vacation. As happiness obtained in tourism activities fades away even after a long vacation, tourists' subjective well-being level returns to its base level, without influencing the overall life of an individual. Such a finding is largely due to the prevalence of pretest-posttest designs that focus on a single trip (Nawijn et al., 2010; Gilbert & Abdullah, 2004; McCabe & Johnson, 2013). The drawback of such a research design is that the comparative study of small sample cases cannot explore the effects of tourism as a whole; It is not scientific to attribute the final happiness boost to vocations; The pretest-posttest method may underestimate the vocation effect because of the time of measurement (De Bloom et al., 2010); The pretest-posttest measurement is a kind of repeated measurement, and the difference of measurement can also lead to the result error. Therefore, the pretest-posttest research method fails to reflect the overall impacts of tourism on Chinese people's subjective well-being. To investigate whether the activity of holiday taking has any impact on the life satisfaction of those taking vacations, Gilbert and Abdullah (2004) include the non-holiday-taking group as the control group in their study, and find that the holiday-taking group experienced less negative emotions and an increased sense of well-being. This suggests that the vocation effect could be internalized into internal motivation, from a peaceful mind to a broadened vision. Such a qualitative change affects not only the individual's emotions during a travel but also his/her overall life, resulting in long-term changes in the overall well-being of the individual. This paper aims to explore the impact of tourism on tourists' life as a whole based on the Chinese General Social Survey data.

The number of nights spent away from home in a year is chosen as the indicator of tourism intensity as it helps to better investigate the long-term impacts of tourism, part of the improved living standard, on the overall well-being of tourists.

On the other hand, most of the existing empirical literature on the impact of tourism on people's subjective well-being is concerned with western countries. Considering the cultural and environmental differences, Diener and Lucas (2000) suggest that tourism effects in China may vary largely from those in other countries. For example, on the cognitive level, subjective well-being is mainly associated with freedom and autonomy of an individual in western countries, while in eastern countries, thanks to traditional cultural teachings, subjective well-being is largely related to social and interpersonal relationships, i.e., relationship harmony in the society. Therefore, for the Chinese, the impacts of tourism activities on personal happiness may be relatively insignificant, but the interpersonal relationships in tourism activities may contribute a lot to happiness. Existing empirical studies have not addressed the impacts of tourism on Chinese people's happiness yet, leaving the linkage between tourism and subjective well-being unclear and the extent of tourism's impacts on people's happiness unmeasured. To fill in gaps in current empirical studies, with large scale survey data from China, this paper attempts to examine the overall impacts of tourism activities on Chinese people's subjective well-being.

3. Models and Data

3.1. Models and Variables

This paper examines the overall impacts of tourism on Chinese people's subjective well-being. With reference to the happiness equations of Stutzer and Frey (2008), Levinson (2012), Anderson et al. (2016) and Ivlevs (2017), this paper sets the relationship model between tourism and happiness as follows:

$$WellBeing_i = \beta_0 + \beta_1 Tourism_i + \gamma X_i + \theta Y_j + \mu_i \qquad (1)$$

Where $WellBeing_i$ is the level of subjective well-being of the i-th tourist; $Tourism_i$ indicates the travel intensity of the *i-th* tourist; X_i is a collection of individual-related variables; Y_j represents the *j-th* set of provincial characteristic variables. Besides "tourism", other factors such as demographic characteristics, household financial status, and social development (Frey & Stutzer, 2002; Pagan, 2015; Appleton & Song, 2008; Luo, 2006; Li et al., 2011) may influence the subjective well-being of a tourist. Accordingly, control variables (see Table 1) in this study falls into three categories, namely, demographic variables, social variables and provincial variables. Demographic variables include economic status (income), gender (male), age (age), age squared (age2), registered permanent residence (hukou), nationality (han), education(education), political party affiliation (CPCmember), religion(religion), employment(employment), and marital status (divorced or married). Social variables include self-perceived health status (health), social status (status) and expected social status (exp_status), and self-perceived social equity (equity). City-level variables include population growth rate (pop_rate), natural logarithm of GDP per capita (lnGDP) and inflation rate (inflation).

3.2. Data Sources

The data of this research are from the 2015 Chinese General Social Survey, a nationwide survey of basic social conditions conducted by Renmin University of China and its associated academic institutions across China. The sample of Chinese General Social Survey 2015 covers 28 provincial-level administrative units on the mainland except for Tibet Autonomous Region, Hainan Province, and Xinjiang Uygur Autonomous Region. Chinese General Social Survey 2015 covered 478 villages in 28 provinces/municipalities/autonomous regions, and collected 10,968 valid questionnaires. The questionnaires are divided into three categories--questionnaires for households, questionnaires for rural areas and questionnaires for urban areas—to collect data of socio-demographic characteristics, lifestyles, social management, and environmental concerns. The explained variable in this paper is the respondents' self-rated subjective well-being, which reflects the experienced utility measured in the method of mnemonics. Veenhoven (1995) has proved that such a measurement has sufficient validity and reliability, and psychometric adequacy. The main independent variable observed in this paper is tourism intensity, which is measured in the tourism literature by the number of nights spent away from home by tourists in a country (or region). This paper also adopts this measure of tourism intensity, using the Chinese General Social Survey 2015 data on "How many nights in the past year did you stay away from home because you were away on vacation or visiting friends or relatives?".

This paper also collects the required explanatory variables, tourism intensity variables, and demographic variables from the Chinese General Social Survey 2015 dataset and obtains 10953 samples. In addition, the provincial-level macro statistics used in this paper are obtained from the *China Statistical Yearbook* and the 2015 statistics of 28 provinces/autonomous regions/municipal cities published on the website of the Statistical Bureau of the People's Republic of China.

3.3. Descriptive Statistics

Table 1 reports the descriptive statistical results of the selected variables in this paper. The average value of the explained variable-- subjective well-being--is 3.87, indicating that the subjective well-being of Chinese people is above the "average" level and close to the "happy" level, which is very similar to the results of other studies on the subjective well-being of Chinese people (Anderson et al., 2016). The mean value of the number of nights spent away from home of the 10,953 valid samples is 0.88, which indicates that Chinese people do not travel intensely. Averagely, a Chinese tourist spends less than one night away from home every year. Specifically, 56.64% of all the tourists surveyed don't stay away from home in a trip; 22.35% sleep for 1-5 nights in the destination; 8.77% sleep for 6-10 nights, 4.40% sleep for 11-20 nights, 2.06% sleep for 21-30 nights, and 5.16% sleep for over 30 nights in a year.

The average annual household income of the respondents was 11635.89 dollars. Of all the respondents in the sample, 46.8% are male, 43.39% have urban household registration, 92.06% are Han nationality, 10.30% are CPC members, 12.12% have religious beliefs and 57.27 % (6273) are employed. The average age of respondents is 50, and the average education level is above junior high school but below higher vocational school. About 2.40% of the respondents are divorced or live apart from their spouse, and 78.10% are married or live together with their spouse. The average of self-rated health status was 3.61, indicating that Chinese people are relatively satisfied with their health status. The average of self-rated socioeconomic status is 4.32, slightly below the average level, and the average of self-anticipated socioeconomic status in 10 years is 5.21, slightly higher than the average level, indicating that Chinese people in general are optimistic. However, this also implies that the overall mobility of the population in China may be relatively low in terms of geographical locations and economic status. The average social equity perceived is 3.20, i.e., "it's not fair, but it's not unfair, either".

Table 1 *Definition of Variables and Descriptive Statistical Results*

Variables	Definition of Variables	Obs	Mean	Std.Dev.	Min	Max
Well-Being	Subjective well-being	10,953	3.867251	0.8211605	1	5
tourism	Tourism intensity	10,886	0.8768143	1.355565	0	5
Individual related variables：						
income	Logarithm of total household income	9,851	10.50881	1.148144	5.29831 7	16.1181
male	male=1 female=0	10,953	0.4679996	0.4989977	0	1
age	age	10,953	50.40181	16.89519	18	94
age2	age squred/100	10,953	28.25763	17.4182	3.24	88.36
hukou	urban=1，others=0	10,945	0.4338054	0.4956215	0	1
han	Han =1，others=0	10,933	0.9222537	0.2677841	0	1
education	education	10,936	5.884236	3.383294	1	14
CPCmember	CPC member=1，others=0	10,909	0.1037675	0.3049727	0	1
religion	People with religion faith=0，others=1	10,953	0.8794851	0.3255776	0	1
employment	Employment satus	10,953	0.5727198	0.4947061	0	1
divorced	Divorced or in separation=1，others=0	10,953	0.0240177	0.1530923	0	1
married	married=1，others=0	10,953	0.77723	0.4161242	0	1
Social variables：						
health	Self-rated health status	10,948	3.607874	1.074531	1	5
status	Self-rated social status	10,852	4.317269	1.637745	1	10
exp_status	Expected social status	10,321	5.213545	1.963705	1	10
equity	social equity perceived	10,894	3.197632	1.004328	1	5
City-level variables：						
pop_rate	Population growth rate	10,953	0.0043757	0.0025571	-.0006	0.00855
lnGDP	natural logarithm of GDP per capita	10,953	10.85805	0.3968067	10.1721 8	11.58952
inflation	Inflation rate	10,953	0.0148168	0.003537	0. 006	0.026

4. Empirical Results and Analyses

4.1. Preliminary OLS regression results

This paper conducts ordinary least squares (OLS) regression since Ferrer-i-Carbonell and Frijters (2004) have found that it is valid to assume that the subjective well-being variable is cardinal or ordinal. Pagan (2015) also indicates that the OLS estimates are similar to the OP estimates in terms of the sign and meaning of the coefficients (Pagan, 2015). Since there is a direct correlation between tourism and income, this paper creates an interaction term for income and tourism to control the effect of income. To control regional and provincial characteristics, this paper uses regional and provincial fixed effects.

As shown in Table 2, tourism has a significant positive effect on subjective well-being, and the positive effect remains significant after controlling other factors of well-being, indicating that the regression results are robust. Neugarten et al.(1961) believed that the accumulation of tourism activities could increase the overall well-being of individuals when tourism intensified since tourism can produce happiness in a short term. Therefore, the results of this paper show a positive net effect of tourism on well-being despite possible negative emotions such as fatigue caused by intensified tourism activities. Fundamentally, people gain more in their physical participation in tourism activities as they also experience corresponding psychological changes. When the interaction between a tourist's behavior and psychology reaches a certain extent, the impact of tourism will go beyond the tourism activity itself and its original threshold internalizing and enhancing the tourist's overall well-being.

Table 2 *OLS regression of the impact of tourism on Subjective Well-being*

Explained Variable：*Well-Being*	(1)	(2)	(3)	(4)	(5)	(6)
tourism	0.0468***	0.173***	0.212***	0.173***	0.171***	0.183***
	(8.08)	(3.00)	(3.68)	(3.21)	(3.16)	(3.55)
income		0.126***	0.122***	0.0753***	0.0773***	0.0809***
		(15.06)	(13.26)	(8.45)	(8.54)	(8.30)
tourism×income		-0.0137***	-0.0170***	-0.0147***	-0.0143***	-0.0153***
		(-2.60)	(-3.23)	(-2.97)	(-2.90)	(-3.28)
male			-0.0500***	-0.0517***	-0.0513***	-0.0483***
			(-3.01)	(-3.31)	(-3.29)	(-3.15)
age			-0.0252***	-0.0118***	-0.0120***	-0.0116***
			(-8.02)	(-3.92)	(-3.97)	(-3.91)
age2			0.0281***	0.0167***	0.0169***	0.0169***
			(9.27)	(5.75)	(5.84)	(5.87)
hukou			-0.0510**	-0.0263	-0.0224	-0.0151
			(-2.57)	(-1.41)	(-1.18)	(-0.78)
han			-0.0171	-0.00364	-0.0305	-0.0209
			(-0.55)	(-0.12)	(-1.02)	(-0.59)
education			0.0144***	0.00664**	0.00595*	0.00474
			(4.24)	(2.07)	(1.85)	(1.51)
CPCmember			0.0971***	0.0543**	0.0504**	0.0429*
			(3.45)	(2.05)	(1.90)	(1.79)
religion			-0.0588**	-0.0779***	-0.0831***	-0.0559**
			(-2.29)	(-3.20)	(-3.41)	(-2.20)
employment			-0.00469	-0.0376**	-0.0333*	-0.0359**
			(-0.25)	(-2.15)	(-1.90)	(-1.99)
divorced			-0.238***	-0.200***	-0.197***	-0.205***
			(-4.22)	(-3.77)	(-3.72)	(-3.39)
married			0.164***	0.143***	0.139***	0.132***
			(7.01)	(6.54)	(6.37)	(5.74)
health				0.155***	0.154***	0.150***
				(19.94)	(19.80)	(17.04)
status				0.0486***	0.0499***	0.0550***
				(6.50)	(6.68)	(6.37)
exp_status				0.0451***	0.0454***	0.0425***
				(7.23)	(7.26)	(6.03)
equity				0.182***	0.182***	0.185***
				(23.59)	(23.48)	(20.48)
poprate					-9.495***	-
					(-2.93)	
lnGDP					0.0369	-0.0247
					(1.55)	(-0.51)
inflation					-12.44***	-
					(-5.32)	
Regional fixed effects	uncontrolled	uncontrolled	uncontrolled	uncontrolled	uncontrolled	controlled
Provincial fix effects	uncontrolled	uncontrolled	uncontrolled	uncontrolled	uncontrolled	controlled
N	10886	9801	9737	9191	9191	9191

*Note: In parentheses are t-statistics corresponding to robust standard deviations. *p<0.1, **p<0.05, ***p<0.01*

4.2. Estimates with the introduction of instrumental variables

The preliminary regression results validate the hypothesis in this paper that tourism can improve the subjective well-being of Chinese people. Given that subjective well-being may in turn affects people's travel decisions and behaviors, it is crucial to address the endogeneity problem of the happiness equation (Nawijn & Veenhoven, 2011; Pagan, 2015). This paper aims to construct an instrumental variable of tourism intensity to overcome the endogeneity bias in the regression equation. Referring to the criteria for the selection of effective instrumental variables for tourism in Belenkiy and Riker (2012) and Ivlevs (2017), we assume that the travel agency variable is influenced by economic revenue and other unobservable factors irrelevant to personal well-being such as the number and quality of historical and cultural attractions at destinations. It reflects the development of tourism in a region and is associated with personal travels rather than subjective well-being. Therefore, in this paper, the ratio of the number of travel agencies in the respondent's city to the local population (agency/pop) and the ratio of the economic revenue of travel agencies to the local GDP (agency income/GDP)[6] are used as instrumental variables, and the 2SLS is used to further estimate the equation.

The results of Table 3 show that the coefficient of tourism intensity is significantly positive after the introduction of instrumental variables and the absolute value of the coefficient is significantly higher than that in OLS estimation. This indicates that the instrumental variables are robust and effective, and that tourism has significantly improved the subjective well-being of Chinese people. With the elimination of the endogeneity bias, the enhancement effect of tourism intensity on people's well-being has been significantly improved. According to the results of column (6) in Table 3, after controlling for respondents' personal and household characteristics, as well as economic growth and population growth at the provincial level, for each percentage point increase in the level of tourism measured by the ratio of travel agency's economic income to local GDP, the average value of subjective well-being of Chinese people will increase by 31.30%, and the overall subjective well-being of Chinese people will increase by 8.09% (0.313 / 0.313).

Table 3 *2SLS Regression of Impact of Tourism on Subjective Well-being*

Explained Variable: *WellBeing*	IV- agency/pop			IV- agency income/GDP		
	(1)	(2)	(3)	(4)	(5)	(6)
IV_tourism	0.462***	2.137**	2.338*	0.154***	0.240**	0.313**
	(7.22)	(1.99)	(1.74)	(3.24)	(2.12)	(2.44)
Control Variables	uncontrolled	controlled	controlled	uncontrolled	controlled	controlled
Regional Fixed Effects	uncontrolled	uncontrolled	controlled	uncontrolled	uncontrolled	controlled
N	10886	9191	9191	10886	9191	9191

Note:1. The Z statistics corresponding to the robust standard deviation are in parentheses. *P < 0.1, **p < 0.05, **p < 0.01. 2. Columns (1)-(3) in the table use the ratio of the number of travel agencies to the local population as the instrumental variable, and columns (4)-(6) use the ratio of the economic income of travel agencies to the local GDP as the instrumental variable.

[6] The data of the number of travel agencies and the income of travel agencies come from the "Statistical Communique on Travel Agencies in China 2015" published by China National Tourism Administration (CNTA, integrated to the Ministry of Culture and Tourism of the People's Republic of China in 2018) and the "Statistical Communique on Tourism Industry in China 2015" published by the Department of Policies and Regulations of CNTA.

4.3. OP Regression and Marginal Effect

The impact of tourism on the subjective well-being of Chinese people has been explored by ordinary least squares regression in this paper. It is valid to assume that the subjective well-being variable is base or ordinal in the happiness function, however, the explained variables in this research are ordered discrete data which are usually estimated by the ordered multivariable discrete choice model, i.e. Ordered Probit regression model. In Ordered Probit regression model, the regression coefficients represent the marginal effect of the explanatory variables on the "potential well-being". Therefore, in order to further test the empirical results of this paper and identify the impacts of tourism on the marginal happiness, the ordered Probit model is used to make a further regression to the relationship between tourism and happiness.

The regression results are shown in Table 4. The coefficient of tourism intensity still remains significantly positive, further confirming that the increase in tourism intensity significantly improves national happiness. Ordered Probit regression results also prove that OLS and non-linear models produce qualitatively similar results (Ferrer-i-Carbonell & Frijters 2004; Ferrer-i-Carbonell & Ramos 2014). The estimated marginal effects indicate that one percent growth in the tourism intensity increases the level of "happy" and "very happy" by 0.43% and 5.80%, respectively; and reduces the probability of "very unhappy", "unhappy" and "average" by 0.60%, 2.18% and 3.44% respectively. The data on the control variables show that the estimated coefficients of most of the control variables in the OP regression are consistent with those in the OLS model, further confirming that both the OLS and OP models produce similar estimates of the happiness function.

Table 4 *Impact of Tourism on Subjective Well-being: OP Estimates and Marginal Effects*

	Estimated coefficients	Marginal effects				
		very unhappy	Unhappy	Average	Happy	Very happy
	(1)	(2)	（3）	（4）	（5）	（6）
tourism	0.254***	-0.0059972***	-0.0218093***	-0.0344143***	0.0042548**	0.057966***
	(2.89)	(-2.79)	(-2.88)	(-2.88)	(2.36)	(2.88)
Controlled variables	controlled	controlled	controlled	controlled	controlled	controlled
Regional fixed effect	controlled					
Provincial fixed effect	controlled					
N	9191	9191	9191	9191	9191	9191

Note: The Z statistics corresponding to the robust standard deviation are shown in parentheses. *P < 0.1, **p < 0.05, **p < 0.01.

4.4. Cluster sample estimation

Many scholars have found that subjective well-being varies across groups classified in different ways within a country/region. Several studies have demonstrated that relative income disparity affects happiness within a country, with higher income groups generally being relatively happier than lower income groups (Easterlin, 1995 and 2001; Clark et al., 2008; Senik, 2004; Appleton & Song, 2008 · Dolan et al., 2008). Women's self-reported levels of happiness are higher than men's, but the difference is not large (Inglehart, 1990; Nolen-Hoeksema et al., 1999; Wood et al., 1989). The U-shaped profile of age and well-being has also been validated by many scholars (Oswald, 1997; Blanchflower & Oswald, 2004). Attitudes and beliefs (political beliefs, trust, religious beliefs, etc.) can also influence people's happiness (Frey & Stutzer, 2002). Since China is still in a typical dual economy, it is also meaningful to study the happiness of urban and rural residents separately (Knight & Gunatilaka, 2010; Appleton & Song, 2008; Smyth et al, 2008; Wang & VanderWeele, 2011). To distinguish the impact of tourism on well-being of different groups also makes sense for tourism marketing and tourism policymaking. To further investigate the robustness of the above regressions, we analyzed the heterogeneity of the sample according to seven criteria such as economic income, geographic characteristics, and demographic characteristics, etc..

First of all, as income level is the most influential factor that determines tourism demand in a country, the impact of tourism on the well-being of people with different incomes is likely to be different. In this paper, the respondents in the sample are subdivided into the low-income, middle-income, and high-income groups. Based on a ranking of income from lowest to highest, the top one-third of the respondents are defined as the "low-income group," the bottom one-third as the "high-income group," and the remainder as the "middle-income group". The results show that the estimated coefficient of tourism is positive and significant only for the sample of middle-income households. It confirms that "a spur-of-the-moment trip" is not just a matter of "willfulness", but requires a decent income as the precondition. On the other hand, a high income is not the exact reason why travel brings more happiness, suggesting that the subjective well-being of tourists cannot be measured solely by economic criteria.

Although a dual economy still exists in China, rural areas in China are no longer synonymous with poverty and backwardness thanks to the accelerated pace of urbanization and the construction of new rural areas. Rising income and improving living standards have led to a gradual increase in rural residents' trips and travel spending. The development of the market of rural tourists has become an important issue in the growth of China's tourism industry. Therefore, according to their *hukou*, respondents in the samples are subdivided into the rural resident group and the urban resident group. The results show that tourism positively and significantly affects the subjective well-being of both rural and urban residents, but the coefficient is slightly higher in the rural resident group than that in the urban residents group. Travels bring more happiness to rural residents than to urban residents because, on the one hand, urbanization has made it easier for rural residents to travel more, and on the other hand, rural residents have relatively lower travel expectations and higher travel satisfaction since the rural tourism market is still in its infancy and early development stage.

Given that China is a country with a large population and vast geographical areas, the level of economic development and tourism resources vary greatly from one geographical location to another. Therefore, based on the above cluster estimates according to economic income and Hukou[7], the cities where respondents live are further divided into eastern regions and central & western regions according to the criteria used by the National Bureau of Statistics in coding.[8] It is found that tourism positively and significantly affects the subjective well-being of

[7] Hukou is registered residence in China,which refers to the legal document made by the administrative department to record and retain the basic information of the household population. It's also the identification of each citizen in China.

[8] Classification of regions in this paper is based on the criteria used by the National Bureau of Statistics for regional coding. Meanwhile, because the data of Hainan Province, Tibet Autonomous Region and Xinjiang Uygur Autonomous Region are missing, the eastern, central and western economic regions in this paper are as follows: the eastern region includes 10 provinces (cities) namely Beijing, Tianjin, Hebei, Liaoning, Shanghai, Jiangsu, Zhejiang, Fujian, Shandong and Guangdong; the central and western regions include 18 provincial administrative districts, namely Shanxi, Jilin, Heilongjiang, Anhui, Jiangxi, Henan, Hubei, Hunan, Sichuan, Chongqing, Guizhou, Yunnan, Shaanxi, Gansu, Qinghai, Ningxia, Guangxi and Inner Mongolia.

respondents from the economically underdeveloped central & western regions in China, but not in the economically developed eastern regions. This result is consistent with the estimations of the two cluster samples and further confirms that the subjective well-being of tourists cannot be measured solely by economic criteria.

The respondents are further grouped by gender, party membership, religion, age, and education to study the impact of tourism on the subjective well-being of people in different groups. First, tourism can make both males and females happier. There is no significant difference in the impacts of tourism on the happiness of men and women. Though the social division of labor may cause different worries for them, both males and females can enhance their happiness through relieving physical and psychological stress and increasing interpersonal interaction in travels. Second, tourism activities significantly enhance the well-being of non-party members. There are two possible reasons to explain this phenomenon. One is that party members tend to get more satisfaction from their work than from other life domains. In China, party membership is an indicator of self-improvement, and only people who excel in their work and studies can become honorable members of the Communist Party. The other is that party membership itself symbolizes a higher sense of satisfaction and happiness, according to the theory of satisfaction of needs, as party members are respected and recognized in the Chinese society, given the influence of the Chinese social system and culture. Third, tourism can significantly enhance the happiness of both the non-religious and the religious groups, with religious people having a higher sense of happiness through tourism. Fourth, according to the United Nations age classification standard, this paper classifies the overall samples into the young (under 45), the middle-aged (45-60), and the elderly (over 60). The results show that the young and the elderly can significantly improve their well-being through tourism activities, but not the middle-aged group, which is consistent with the commonly agreed U-shaped curve of age and well-being. Fifth, the low education group can significantly enhance happiness through travelling, while the estimated coefficients of the middle education group and the high education group are positive but not significant.[9]

[9] This paper divides the total sample into low, middle and high education groups according to the level of education. Low education group: primary school graduates. Middle and high education group: graduates of junior high school, senior high school (high school, vocational high school, secondary specialized school, technical school). High education group: junior college graduates, undergraduates, masters, doctors.

Table 5 *Impact of Tourism on Subjective Well-being: Grouped Estimates*

	Explained variable： *WellBeing*						
	High income	Middle income	Low income	Rural areas	Urban areas	Central & western regions	Eastern regions
tourism	0.138	1.124***	0.209	0.226***	0.208**	0.280***	0.107
	(1.14)	(2.73)	(1.39)	(3.12)	(2.36)	(3.86)	(1.29)
Control variables	controlled	controlled	controlled	controlled	controlled	controlled	controlled
Regional fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	controlled
Provincial fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	controlled
N	3,187	3,234	2,770	5,174	4,017	5,542	3,649
	female	male	non-party member	Party member	Religion people	Non-religion people	
tourism	0.176**	0.176**	0.193***	0.234	0.299**	0.161***	
	(2.45)	(2.35)	(3.52)	(1.31)	(2.00)	(2.96)	
Control variables	controlled	controlled	controlled	controlled	controlled	controlled	
Regional fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	
Provincial fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	
N	4,806	4,385	8,206	985	1,057	8,134	
	young	Middle-aged	elderly	Low education	Middle education	High education	
tourism	0.235***	0.0134	0.190**	0.273***	-0.0410	0.170	
	(2.62)	(0.12)	(2.22)	(2.67)	(-0.46)	(1.30)	
Control variables	controlled	controlled	controlled	controlled	controlled	controlled	
Regional fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	
Provincial fixed effects	controlled	controlled	controlled	controlled	controlled	controlled	
N	3,415	3,083	2,693	3,376	4,303	1,512	

Note: The t-statistics corresponding to the robust standard deviation are shown in parentheses. *P < 0.1, **p < 0.05, **p < 0.01.

5. Discussion and Conclusion

This paper aims to empirically explore the impacts of tourism on the long-term subjective well-being of Chinese people through a large sample of data. The conclusions are as follows: First, tourism intensity has a significant positive effect on the long-term well-being of Chinese people, that is, tourism has both long-term and short-term effects. Therefore, the government and related departments should take better advantage of the happiness value of tourism to improve the well-being of the Chinese people. Second, the elasticity coefficient of the IV estimation is higher than that of OLS, indicating that OLS underestimates the impact of tourism. In the IV estimation, the conclusions of this paper remain valid. In addition, tourism has a more significant impact on the well-being of people in the middle-income group, rural group and the central & western regions group. The government and tourism stakeholders should employ policy tools and design special activities to attract these groups to promote tourism development and people’s subjective well-being. The results of further clustered sample estimation show that tourism can promote the subjective well-being of non-party members, religious people, young people, elderly people and people with low education. Therefore, tourism service providers can design specific tourism themes and carry out tourism marketing to promote tourism with reference to the characteristics of different groups.

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Modelling online complaining behaviour in the hospitality industry: An application of data mining algorithms

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Abstract:

This study aims to predict the complaint attributions significantly differing from various hotel classes (i.e. *higher star-rating* and *lower star-rating*) of travelers related to their online complaining behavior. For this, Decision Tree Algorithm was conducted. Findings reveal that guests from higher star-rating hotels are most likely to give online complaints on *Service Encounter* and tend to stayed at large size hotel. Additionally, guests of lower star-rating hotel are most likely to give online complaints on *Cleanliness*, and are inclined to stay at small size hotel.

Keywords: Online Complaining Behavior (OCB), Decision Tree Algorithms (DTAs), Hotel Class, Online Complaining Attributes (OCAs), Data Mining Algorithms (DMAs)

1. Introduction

Today choosing a hotel or restaurant via seeking online recommendations is one of the most challenging tasks for customers when it goes with a big quantity of online reviews on the web that can be acquired easily. However, customers tend to select some of them to reduce the consideration set of the possible alternatives. When reading the online reviews, customers evaluate the overall rating 66%, review valence (positive and negative) 63%, review detail 62%, and reviewer's status 40% as the top four factors for consideration (Guerreiro & Moro, 2017). In terms of review valence (positive and negative), negative information is easier for consumers to perceive than positive information according to the theory of negative effects; thus, negative information can have a stronger negative effect on purchase decisions (Tsao, Hsieh, Shih, & Lin, 2015). And also, online reviews have the power to procure 30 times more consumers (Abubakar & Ilkan, 2016), thus this study follows the emerging style of research using user generated data by looking at complaint reviews and attempt to understand their online complaining behavior (**OCB**) differing between hotel classes. For this contribution, the main purpose of this study is to predict the complaint attributions significantly differing from various hotel classes (i.e. *higher star-rating* and *lower star-rating*) of travelers related to their OCB. The main contributions of this study lie in the fact that this is one of the innovative papers to predict OCB from different classes of hotel guests by utilizing Data Mining Algorithms.

2. Literature Review

Recently, many research scholars have been utilizing data mining (***DM***) procedures in conducting their studies on the tourism and hospitality industry. For instance, Golmohammadi, Jahandideh, & O'Gorman (2012) studied the application of DM, specifically using Decision Tree (***DT***) modeling the tourists' behavior in the online environment. DM has also been studied in terms of its importance and influence in the hotel's marketing field, and how this approach can help the company to reach their potential customers, know them and their behavior (Moro, Rita, & Coelho, 2017). Thus, DM techniques focusing on the analysis of the textual contents from travellers' reviews/feedbacks have been used in the publication of many papers (Moro et al., 2017). With the unique abilities of DM approach, hoteliers can receive invaluable information which enables them to have a better insight about customer behavior and to develop effective customer retention strategies (Golmohammadi et al., 2012).

3. Methodology

3.1. Data Collection and Sample
353 hotels, ranked from *2*- to *5*-star based on British's hotel rating system, were randomly selected from a population of 1,086 listed on TripAdvisor's site (TripAdvisor, 2018). In total, 1992 valid complaint reviews were collected for the analysis. These complaints were classified into two groups: *higher star-rating* hotels and *lower star-rating* hotels.

3.2. Coding and Reliability of Online Complaining Attributes
By developing the coding categories, content analysis of texts was manually applied. Then the coding subjects were independently categorized into various complaint attributes and items. The test of reliability adopted from Cenni & Goethals (2017) two-step inter-code reliability test, which the both coding grids were > 90%, was judged acceptable.

3.3. Knowledge Modellings of Decision Tree Algorithms
In this step, **CHAID** DT algorithm were employed. This algorithm was tested on the output variable (*Hotel Class* as dependent variables) and a total of 11 inputs (*Hotel Size*, *Room Issue*, *Hotel Facility*, *Cleanliness*, *Service Encounter*, *Location Accessibility*, *Value for Money*, *Safety*, *Miscellaneous Issue*, *Room Space* and *F & B Issue* as independent variables) by using holdout samples. The dependent variable as target was put into the models as binary variables. To test classification models, SPSS Modeler 18 was utilized.

4. Results

From *Figure 1*, five descriptors splitting nodes were "*Hotel Size*", "*Service Encounter*", "*Cleanliness*", "*Value for Money*", and "*Room Space*". Among the hotel guests (N = 1,992), 57.63% indicated guests made online complaints coming from *higher star-rating* hotels, whereas 42.37% of them give online complaints coming from *lower star-rating* hotels.

The first splitting complaining attribute was *"Hotel Size"* (x^2 = 279.20, *d.f.* = 2, *p* = .000). In Node 1, 81.73% of *higher star-rating* hotel guests made online complaints are staying at large size hotel whereas only 18.27% from *lower star-rating* hotel guests. Similarity in Node 2, 73.70% of the *higher star-rating* hotel customers give online complaints are staying at medium size hotel but around 26% from *lower star-rating* hotel guests. On contrary, 61.42% of *lower star-rating* hotel guests made online complaints are coming from small size hotel while around 38.58% from *higher star-rating* hotel customers.

The second pruning tree of Node 1 was based on the complaining attribute of "*Service Encounter*" (x^2 = 10.97, *d.f.* = 1, *p* = .001). Node 1 was diverged into Node 4 and Node 5. In Node 5, 88.89% of those who give online complaining on *Service Encounter* were from *higher star-rating* hotel guests; while only 11.11% are from *lower star-rating* hotel guests.

The second split of Node 2 was "*Service Encounter*" (x^2 = 19.32, *d.f.* = 1, *p* = .000). Node 2 (*N* = 608) was pruned into Node 6 (*N* = 385) and Node 7 (*N* = 440). In Node 7, about 80% of *higher star-rating* hotel guests give online complaints on *Service Encounter* but around 20% of them are complained by *lower star-rating* hotel guests. Node 7 was diverged into Node 12 and Node 13, which is "*Value for Money*" (x^2 = 3.97, *d.f.* = 1, *p* = .046). In Node 13, approximately 90% of *higher star-rating* hotel guests give online complaints on *Value for Money* but around 10% are coming from *lower star-rating hotel*.

The last pruning tree of Node 3 was "*Service Encounter*" (x^2 = 31.95, *d.f.* = 1, *p* = .000). Node 3 was split into Node 8 and Node 9. In Node 9, 50.43% of *higher star-rating* hotel guests were complained on *Service Encounter* during their stay experience; on the other hand, about 49.57% of them are complained by *lower star-rating* hotel guests. Node 9 was also split into Node 16 and Node 17, which is "*Room Space*" (x^2 = 10.85, *d.f.* = 1, *p* = .001). In Node 17, approximately 73.33% of *higher star-rating* hotel guests give online complaints on *Room Space* but about 26.67% are coming from *lower star-rating* hotel.

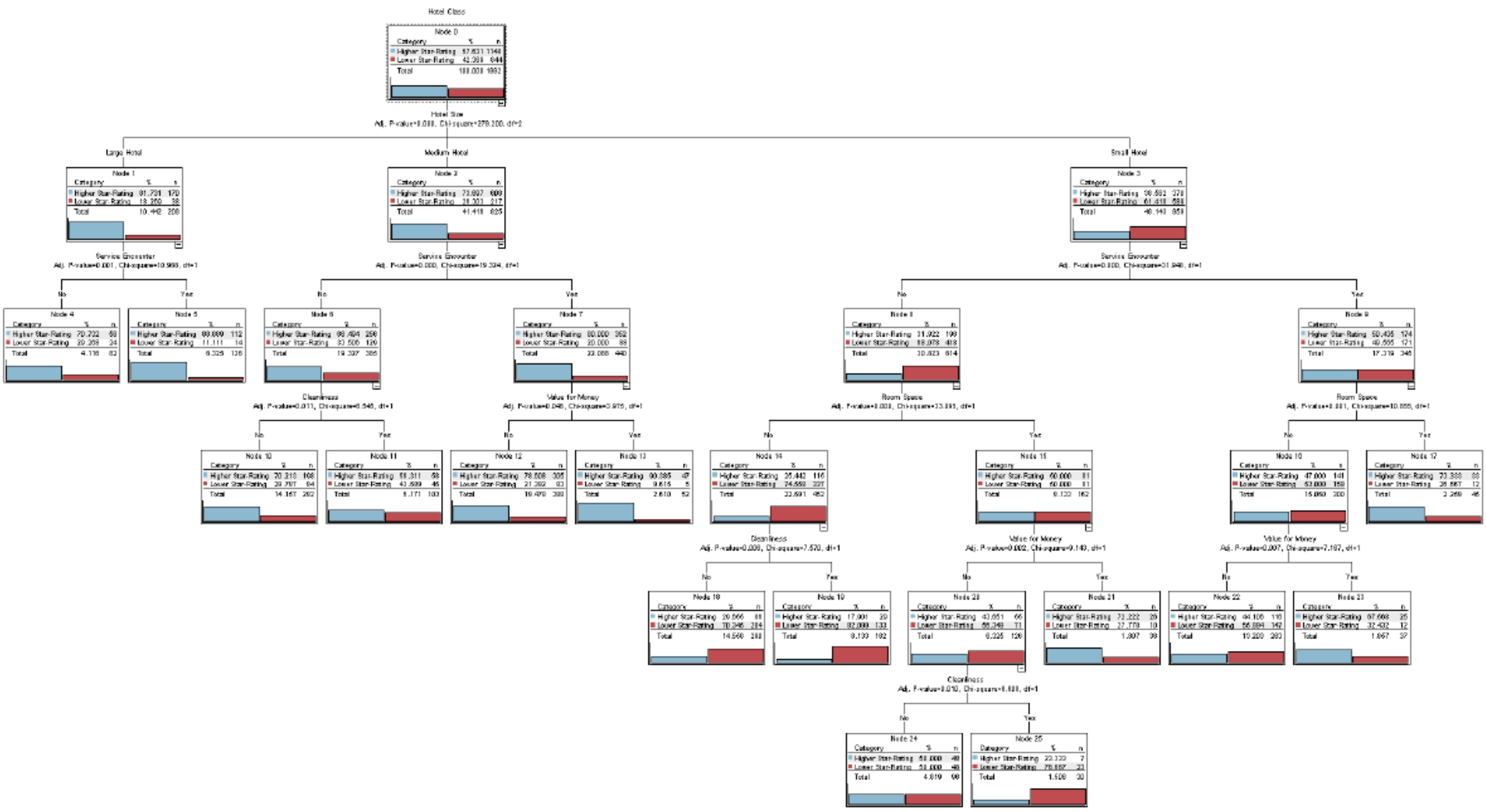

Figure 1. Online complaining behavior for different hotel classes using whole dataset (100%).

5. Discussion and Conclusion

This study aims to enrich literature on Big Data Analytics and Data Mining to the field of hospitality and tourism industry by predicting the complaint attributions significantly differing from different hotel classes of travelers related to their OCB. The study achieved this goal by applying the classification models to analyze TripAdvisor complaint reviews in the United Kingdom. Due to the methodology advantages of manual content analysis and Data Mining algorithms, this research not only corroborate, but also go beyond the conclusions reached by previous studies by revealing the significant differences in OCB from various hotel classes.

The main contribution of this study lie in the fact that this is one of the innovative papers to predict the OCB in the tourism and hospitality industry by utilizing machine learning algorithms, while previous studies most often relied on traditional methods (e.g. surveys or questionnaires). By analyzing the real world data (i.e. complaint reviews) allows researchers to discover additional empirical and quantitative study; specifically, DT algorithms.

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The influence of memorable tourism experience on virtual tourism and revisit behavior

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Abstract:

Memorable Tourism Experience (MTE) is an essential factor of smart tourism. The purpose of this study is investigating the precursor of MTE, and the role of MTE in virtual tourism intention and destination revisit intention. For this purpose, we present a research model and will collect data through survey for partial least square (PLS) analysis.

Keywords: Smart Tourism, Serendipity, Memorable Tourism Experiences, Virtual Tourism, Tourist Behavior

1. Introduction

Experience is important factor in tourism, but the question of which experience affects tourist satisfaction and revisit intention has been arising (Pine & Gilmore, 1998; Kim, 2018; Sthapit, 2013; Tung & Ritchie, 2011). Based on this concern, Memorable Tourism Experience (MTE) which defined as “tourism experiences that are positively remembered and recalled after the event has occurred” (Kim, 2018, pp.857) has been developed and used as a new concept for enhancing tourist revisit intention (Kim, 2018; Sthapit, 2013). Kim (2018) suggested that MTE has a strong impact on the formation of tourist revisit intention. Accordingly, tourism providers are striving to provide more memorable experiences through products that have adopted smart technology, such as Virtual Reality (VR), Augmented Reality (AR), etc. (Chung, Lee, Kim, & Koo, 2018). Especially, the application of smart technology has been recognized as a representative way for enhancing MTE (Buhalis & Amaranggana, 2015; Chung et al., 2018). Despite the adoption of smart technology for MTE has been increased, relatively less research on the sources of MTE has been conducted in smart tourism than other tourism contexts. As most of the tourism destinations in the world are attempting to convert to smart tourism, it is time to examine the MTE more deeply in smart tourism context.

Meanwhile, Virtual Tourism (VT) which has been perceived as only a tool for tourists’ MTE is attracting attention as a substitute of visiting the destination in the COVID-19 era (Schiopu et al., 2021; Sigala, 2020). Thus, VT goes beyond a tool for MTE and has evolved into the wants of tourists itself (Schiopu et al., 2021) and we can use this growth as a tool to stabilize and maintain the revenue stream in the tourism sector. In this notion, MTE can act as a factor that promotes virtual tourism, which is a new tourism model, as well as revisit destination.

Accordingly, the current study aims to extend the literature of MTE by proposing and testing the relationship between MTE and tourist behavior intention in the smart tourism context. The purpose of this study are as follows: (1) to examine what factors influence tourists' MTE in a smart tourism context and (2) to examine whether MTE have significant effect to both revisit intention and virtual tourism intention. The results of this study are expected to provide important implications for the literature and the industry.

2. Literature Review

2.1. Smart Tourism Technology Quality

As tourism destinations use technology, a new concept of smart tourism has emerged that enhances tourists' experience and destination competitiveness (Buhalis & Amaranggana, 2013). We can define smart tourism as a social phenomenon arising from the convergence of information technology with the tourism experience (Buhalis & Foerste, 2015). Smart tourism technology has created tourism-related information acquisition, use, sharing, and we can construct the quality of smart tourism technology as accessibility, informativeness, interactivity, and personalization (Lee et al, 2018). For example, when tourist visits a smart tourism destination, the arrival location and information can be collected and shared with tourist in actual time and personalized. Accordingly, tourists will have improved experience and satisfy with destination depending on the quality of smart tourism technology adopted in destination (Buhalis & Amaranggana, 2015).

2.2. Memorable Tourism Experience

According to several literature researchers, MTE can be perceived as positive emotions, cognitive assessments, new events, and these MTE are evaluated as the basis of competitiveness and sustainability in hospitality and tourism (Tung & Ritchie, 2011). MTE is currently the most modern theme and its value in the global tourism industry is constantly increasing (Ritchie & Hudson, 2009). According to Hoch and Deighton (1989), MTE increases participation by eliciting a response with interesting and positive emotions in the place even if it is the first time to encounter a new product or place. According to Chandralal and Valenzuela (2015), MTE is not simply a product, it is a cultural process. For example, if a seller uploads a video or experience-related photo online or on a social network, it will give tourists a sense of surrogate satisfaction to provide a place or experience. MTE using the medium in this way has a positive effect on the place and contributes to increasing revisit intention.

2.3. Virtual Tourism Intention

The concept of VR (Virtual Reality) has steadily changed from the 1930s to the present. VR is the experience of a world created or synthesized virtually through a computer in general. Virtual tourism is based on a virtual environment that is very similar to the real world by using computer technology to stimulate various senses such as video and sound, so that the user can feels as if it exists in the relevant space (Steuer, 1992; Beck, Rainoldi, & Egger, 2019). Milgram and Kishino (1994) defined mixed reality that combines real and virtual environments as MR (Fig. 1).

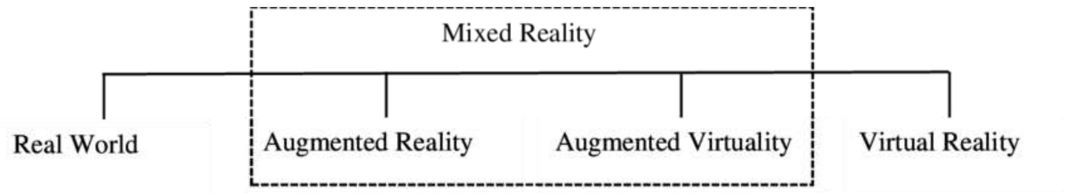

Figure 1. Virtuality continuum (Milgram & Kishino, 1994)

The MR has become an index that can encompass both the low realism of AR and those who feel uncomfortable with virtual reality in VR. One of the many studies defining virtual tourism defined it as an alternative reality or the existence of a world where both digital and non-digital can travel without a body (Mura et al., 2017). Cultural heritage tourist destinations of the current era are implementing cultural tourist destinations using technologies such as virtual experiences (Dueholm & Smed, 2014). The virtual tour experience provides tourists with more information about the place and a special experience and interest in the place. The virtual tour experience improves the intention to visit the destination for the user. (Tussyadiah et al., 2018). Based on the literature review, we developed a research model in Fig. 2.

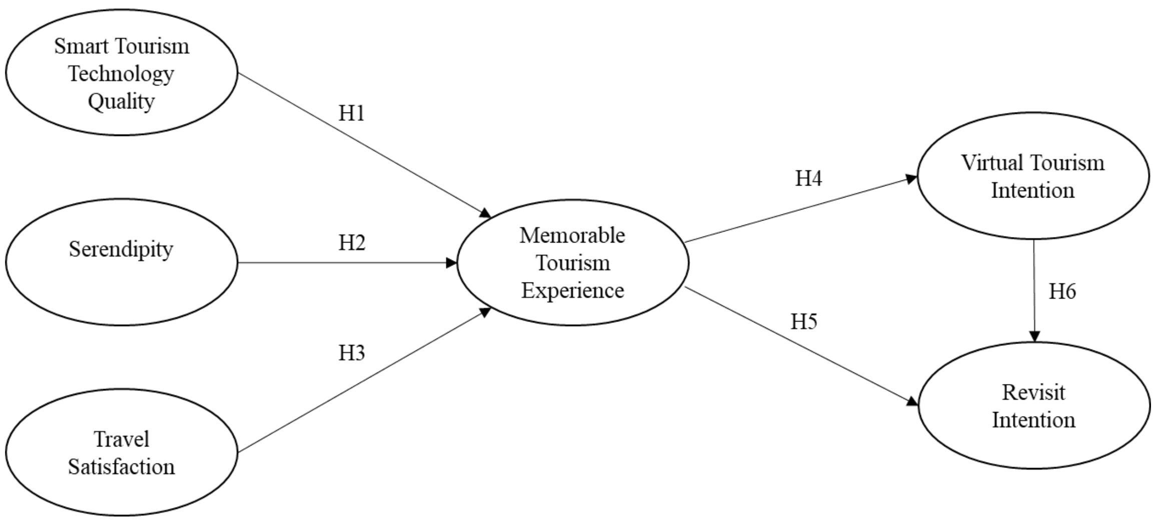

Figure 2. Research Model

3. Methodology

For the empirical analysis of this study, a survey was conducted on foreign tourists who had visited Seoul in South Korea within the last 2 years before the COVID-19 and the partial least square method (PLS) that is a method of structural equation modeling applied to analyze the results. The analysis proceeds through two stages: a confirmatory factor analysis to verify the reliability and validity of a measurement model, and structural model analysis to verify hypotheses. PLS is the most suitable method for this study because PLS minimizes the variance of endogenous variable residuals and can analysis multiple relationships that exist between variables concurrently (Hair, Ringle, & Sarstedt, 2011).

4. Expected implications

This research frame is a study that focuses on the sources of MTE in the smart tourism field, which was focused only on existing smart technologies, and investigates in more detail. Despite the increase in smart technology for MTE, there are not many studies on MTE yet. Through this study, it was possible to derive the virtual tourism effect due to the MTE as well as the factors that created the MTE. In addition, a more in-depth connection could be found for the correlation between MTE and revisit intention. This study is the recent MTE will be studied theoretically from a more comprehensive perspective. In addition, it will be a study to address the limitations of virtual tourism by presenting not only the positive aspects but also the negative aspects of virtual tourism. On the other hand, there may be limitations to the measurement model due to COVID-19. Because each variable means different things.

Acknowledgement

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College students' perceptions on the pro-environmental practices at the university dining: Recognition and needs analysis

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Abstract:

The purpose of this study is to analyze environmentally friendly activities of university student cafeterias perceived by college students. The university student cafeteria in the green campus, where environmental activities are the main elements of the school, was set as the scope of this study. In the Literature review, we developed research tools based on the elements of Nutrition & Health, Information, Sanitation, Food waste management Interior, and People. This study conducted an online survey of 170 students from universities designated as Green Campus for three days from October 25, 2019 to October 27, 2019. The survey was conducted to examine the recognition and demand for environmentally relevant thematic elements (Nutrition & Health, Information, Sanitation, Food waste management), focusing on the student cafeteria in the university. The collected data were averaged and t-tested using SPSS 23.0. The findings of the study were discussed with the practical implications. As a result of the survey on the recognition of Eco-friendly factors in the student cafeteria, male students showed the highest recognition in Food Waste Management (2.84±2.48) and the lowest recognition as Certification (0.48±0.72). Female students showed the highest recognition with Information (2.91±1.47) and the lowest recognition with Certification (0.35±0.70). The factor that showed a significant difference according to gender was Interior, which was found that female students perceived higher than male students (*$p<0.05$). As a result of the survey on the demand for the creation of a green campus, male students showed the highest demand for the use of energy-efficient devices (3.94±0.77), and the lowest for the establishment of environmental courses (3.03±0.98). For female students, the highest demand was for member participation (4.19±0.71) to conserve and save energy, and expansion of drinking water facilities (3.45±1.04) was the lowest. Significant differences according to gender include the establishment of environment-related courses (***$p<0.001$), establishment of environment-related certification systems and track systems (***$p<0.001$), green campus promotion and campaign campaigns (*$p<0.05$), Members' participation in energy conservation and reduction (*$p<0.05$), renewable energy use (*$p<0.05$), support for Eco-friendly student groups (***$p<0.001$), members'

participation in external environmental activities (*p< 0.05), there was a significant difference in student leadership and participation (**p<0.01) to create a green campus. This study aims to improve the Eco-friendly awareness of college students and practice green campus in colleges through a survey of Eco-friendly awareness and needs within colleges, including the student cafeteria of college students. It is necessary to improve students' awareness of Eco-friendly practices and to be able to practice them. In addition, in order to create a green campus in the university, the environment for the conservation and reduction of energy, which has the highest demand, is given priority (use of energy-efficient devices, use of renewable energy, etc.). We want to promote the activation of our activities. This study can be the basis for the establishment and settlement of Eco-friendly environment in business and society, starting with the establishment of a green campus at the university that reflects the perceptions and needs of university students.
Also, The study would be used in formulating strategies to develop pro-environmental practices at the campus dining facilities.

Keywords: Green campus, university dining, Green practices, Pro-environmental behavior

1. Introduction

The Green Campus is designated by the Minister of Environment for carrying out Eco-friendly projects at the university for a sustainable society(Ministry of Environment Green Campus). This study attempted to report the necessity of creating a green campus centering on student cafeteria through a survey on the perception of nutrition & health, information, sanitation, and food waste management as eco-friendly factors recognized by students in student cafeteria to create green campus. In addition, Based on the Stakeholder Theory, various stakeholders, such as students, schools, industry, and society, aimed to achieve mutual goals for Pro-environmental.

2. Literature Review

2.1. Green campus

Green campus can be defined as 'a university where education, research, and service contribute to a sustainable society based on a healthy environment and healthy people's relationship' (*Kim, C. K. & Jeong. H. J.,* 2012). In addition, the green campus is to make the university campus green and to ensure that all members, including students and staff, have an environmentally friendly awareness. The green campus movement is actively being promoted not only in the US and Europe, but also in Asia such as Japan and Taiwan. The difference between 'green campus' and ' Pro-environmental campus' or 'Eco campus', which are similar terms, is that it is a future-oriented model that pursues 'sustainability' and 'reduction of carbon emissions' (*Koo, J. G.* et al., 2015).

2.2. Stakeholder theory

Stakeholder Theory is a theory of stakeholder perspectives that understands how a company and its people (consumers, ordinary citizens, etc.) create and interact with each other (Donaldson, T., & Preston, LE, 1995, R. Edward Freeman et al., 2018), also related to CSR, the corporate social responsibility. In other words, it is necessary to create a relationship of trust not only within the company but also socially, thereby recognizing mutually common purpose. Recently, as the interest and practice of climate change have spread around the world, the Green Campus Initiative, which is trying to solve environmental and energy issues on its own, is spreading in universities. The reason for this is that in the university, which can be seen as a microcosm of the city, there is a tremendous amount of energy and indiscriminate waste, water pollution from toxic substances released through laboratories, solid waste and food waste, while Efforts were being neglected most (*Kim, S. Y.*, 2010). Therefore, the practice of Pro-environmental creation in universities will eventually contribute to the Pro-environmental of society.

3. Methodology

3.1. Measurement

This study developed a questionnaire to investigate the environmental factors in student cafeteria. The questionnaire was selected by exploring the actual cases of student cafeterias in the university, and composed of Nutrition and Healthy, Information, Certification, Sanitation, Food Waste Management, Interior, and People (services) with reference to Jang Hye-ja and Jung Da-bin (2016).

Table 1 *Pro-environmental behavior element of university student cafeteria*

Variable	Item	(n)
Nutrition and Healthy	Fresh Fruit Cup Sale	4
	Salad for sale	
	Fresh Fruit Juice	
	Healthy food (tofu, etc.) sale	
Information	Food Ingredients and Country of Origin	6
	Promote the use of natural ingredients (no msg)	
	Food allergy notation	
	Diet table notation	
	Takeout Meal Guide (within 2 hours after purchase	
	In-store mugs notation	
Certification	Import History Certificate	3
	Published Restaurant Certification	
	Published hygiene rating certification for restaurants	
Sanitation	Natural Toxic Food Caution Poster	8
	2 Hour Dining Recommendations	
	Prohibited entry to patient wear	
	Do not reuse leftover food posters	
	Pets not allowed notice	
	Notice on the Installation and Operation of Hazard Food Sales Block System	
	Post drinking water hygiene checklist	
	Hand Disinfection / Washing Installation	
Food Waste Management	Disposal of leftovers (separate leftover drink, separate leftover food, and avoid reusing leftover food	10
	Encouraging No Leftovers / Reducing Leave Recommendations Poster	
	You emptied cleanly today. poster	
	Disposable Packaging Container (Leave Packing) Notice	
	Install waste bins for separate collection	
	Reduction of disposable straw	
	Disposable Cup Reduction Instructions	
	Notice of Discount for Individual Cups	
	Tumbler Rental Poster	
	Instructions for using tableware in the store	
Interior	Warm colored lights	6
	Pro-environmental wallpaper color	
	Sunny window	
	Wood subsidiary materials (napkin barrel, etc.)	
	Plant interior	
	Solid wood interior	

People	Provide convergence space for customer's opinion	6
	Use Order Reservation System	
	Respect and consideration of employees Recommended smile logo	
	Waiting time message after ordering	
	Small Card Payment Available	
	Mandatory receipt issue	

3.2. Sample

The survey was conducted on 170 university students attending the Seoul Green Campus Council (Seoul National University, Yonsei University, Korea University, Hanyang University, Hankuk University of Foreign Studies, Konkuk University, Kyunghee University, Seoul Women's University, Hansung University, Seokyung University, etc.).

3.3. Data collection

The survey was collected by self-reported method through online questionnaire. The survey was revised and supplemented based on the results of a preliminary survey of 10 people on October 24, 2019, and the survey was conducted for three days from October 25 to October 27, 2019. It was also distributed to students at Green Campus. A total of 170 collected questionnaires were used as final analysis data.

4. Results

As a result of analyzing environmental awareness practice of university student cafeteria, male students showed the highest recognition in Food Waste Management (2.84 ± 2.48) and lowest in Certification (0.48 ± 0.72). The female students showed the highest recognition by Information (2.91 ± 1.47) and the lowest by Certification (0.35 ± 0.70). The significant difference by gender was Interior, which indicated that female students perceived higher than male students (* $p < 0.05$). As a result of recognition analysis by sub-element, male students showed the highest recognition for food ingredients, country of origin, diet table, salad sales, and low recognition for tumbler rental poster, recommendation for using tableware for collection. Female students showed high recognition of salad sales, diet table, food ingredients and country of origin, and low recognition on import history certificate posting, tumbler rental posters, and posters of natural toxic foods.

Table 2 *Awareness of Pro-environmental Behavior Practices of University Student Cafeteria (Male N = 31, Female N = 139)*

Variable		**M/F**	**M**	**±**	**S.D.**	**t**	**p-value**
Nutrition and Health	Fresh Fruit Cup Sale	Male	0.52	±	0.51	-1.608	0.115
		Female	0.68	±	0.47		
	Salad for sale	Male	0.68	±	0.48	-1.809	0.078
		Female	0.84	±	0.37		
	Fresh Fruit Juice	Male	0.39	±	0.5	-0.963	0.341
		Female	0.48	±	0.5		
	Healthy food (tofu, etc.) sale	Male	0.26	±	0.45	0.329	0.743
		Female	0.23	±	0.42		
	total	Male	1.84	±	1.37	-1.639	0.103
		Female	2.23	±	1.16		
Information	Food Ingredients and Country of Origin	Male	0.74	±	0.45	0.561	0.576
		Female	0.69	±	0.46		

	Promote the use of natural ingredients (no msg)	Male	0.16	±	0.37	0.831	0.407
		Female	0.11	±	0.31		
	Food allergy notation	Male	0.48	±	0.51	-1.152	0.251
		Female	0.6	±	0.49		
	Diet table notation	Male	0.71	±	0.46	-0.796	0.427
		Female	0.78	±	0.42		
	Takeout Meal Guide (within 2 hours after purchase	Male	0.23	±	0.43	-2.035	0.047*
		Female	0.4	±	0.49		
	In-store mugs notation	Male	0.35	±	0.49	0.176	0.86
		Female	0.34	±	0.48		
	total	Male	2.68	±	1.47	-0.811	0.419
		Female	2.91	±	1.47		
Certification	Import History Certificate	Male	0.16	±	0.37	1.158	0.254
		Female	0.08	±	0.27		
	Published Restaurant Certification	Male	0.13	±	0.34	-0.007	0.994
		Female	0.13	±	0.34		
	Published hygiene rating certification for restaurants	Male	0.19	±	0.4	0.692	0.49
		Female	0.14	±	0.35		
	total	Male	0.48	±	0.72	0.938	0.349
		Female	0.35	±	0.70		
Sanitation	Natural Toxic Food Caution Poster	Male	0.06	±	0.25	0.72	0.472
		Female	0.04	±	0.19		
	2 Hour Dining Recommendations	Male	0.16	±	0.37	-1.453	0.152
		Female	0.27	±	0.45		
	Prohibited entry to patient wear	Male	0	±	0	-0.953	0.342
		Female	0.03	±	0.17		
	Do not reuse leftover food posters	Male	0.13	±	0.34	-0.499	0.618
		Female	0.17	±	0.37		
	Pets not allowed notice	Male	0.13	±	0.34	0.733	0.465
		Female	0.09	±	0.28		
	Notice on the Installation and Operation of Hazard Food Sales Block System	Male	0.06	±	0.25	-0.397	0.692
		Female	0.09	±	0.28		
	Post drinking water hygiene checklist	Male	0.19	±	0.4	-3.189	0.002**
		Female	0.46	±	0.5		
	Hand Disinfection / Washing Installation	Male	0.35	±	0.49	-0.42	0.675
		Female	0.4	±	0.49		
	total	Male	1.10	±	1.25	-1.53	0.128
		Female	1.53	±	1.47		
Food Waste Management	Disposal of leftovers (separate leftover drink, separate leftover food, and avoid reusing leftover food	Male	0.55	±	0.51	0.957	0.34
		Female	0.45	±	0.5		
	Encouraging No Leftovers / Reducing Leave Recommendations Poster	Male	0.55	±	0.51	1.253	0.212
		Female	0.42	±	0.5		
	You emptied cleanly today. poster	Male	0.19	±	0.4	1.018	0.315
		Female	0.12	±	0.32		
		Male	0.19	±	0.4	0.921	0.363

	Disposable Packaging Container (Leave Packing) Notice	Female	0.12	±	0.33		
	Install waste bins for separate collection	Male	0.39	±	0.5	-2.718	0.007**
		Female	0.65	±	0.48		
	Reduction of disposable straw	Male	0.29	±	0.46	0.108	0.914
		Female	0.28	±	0.45		
	Disposable Cup Reduction Instructions	Male	0.35	±	0.49	0.817	0.415
		Female	0.28	±	0.45		
	Notice of Discount for Individual Cups	Male	0.26	±	0.45	0.072	0.943
		Female	0.25	±	0.44		
	Tumbler Rental Poster	Male	0.03	±	0.18	-0.692	0.49
		Female	0.06	±	0.25		
	Instructions for using tableware in the store	Male	0.03	±	0.18	-1.347	0.183
		Female	0.09	±	0.28		
	total	Male	2.84	±	2.48	0.254	0.8
		Female	2.73	±	2.16		
Interior	Warm colored lights	Male	0.23	±	0.43	-1.547	0.128
		Female	0.36	±	0.48		
	Pro-environmental wallpaper color	Male	0.16	±	0.37	-0.334	0.739
		Female	0.19	±	0.39		
	Sunny window	Male	0.39	±	0.5	-1.99	0.048*
		Female	0.58	±	0.5		
	Wood subsidiary materials (napkin barrel, etc.)	Male	0.03	±	0.18	-3.855	0.000***
		Female	0.22	±	0.41		
	Plant interior	Male	0.16	±	0.37	-0.838	0.403
		Female	0.23	±	0.42		
	Solid wood interior	Male	0.06	±	0.25	-3.223	0.002**
		Female	0.25	±	0.44		
	total	Male	1.03	±	1.38	-2.422	0.016**
		Female	1.83	±	1.71		
People	Provide convergence space for customer's opinion	Male	0.39	±	0.5	0.209	0.835
		Female	0.37	±	0.48		
	Use Order Reservation System	Male	0.42	±	0.5	1.569	0.124
		Female	0.27	±	0.44		
	Respect and consideration of employees Recommended smile logo	Male	0.16	±	0.37	1.052	0.3
		Female	0.09	±	0.28		
	Waiting time message after ordering	Male	0.19	±	0.4	1.411	0.167
		Female	0.09	±	0.28		
	Small Card Payment Available	Male	0.29	±	0.46	-0.509	0.611
		Female	0.34	±	0.48		
	Mandatory receipt issue	Male	0.16	±	0.37	0.142	0.887
		Female	0.15	±	0.36		
	total	Male	1.61	±	1.52	1.125	0.262
		Female	1.29	±	1.40		

*p<0.05, **p<0.01, ***p<0.001

5. Discussion and Conclusion

5.1. Conclusion

As a result, male students showed the highest recognition on Food Waste Management (2.84 ± 2.48) and lowest on Certification (0.48 ± 0.72). Female students showed the highest recognition by Information (2.91 ± 1.47) and low recognition by Certification (0.35 ± 0.70). The significant difference by gender was Interior, which indicated that female students perceived higher than male students. In particular, take-out catering guides for each item are posted, hygiene management checklists for drinking water equipment, garbage collection (beverage cups, bottles, and other wastes), trash cans installed, sunny windows, wooden subsidiary materials (napkin cans, etc.) and wooden interiors. Considering that there was a significant difference according to gender in awareness ($p < 0.05$, $p < 0.01$, $p < 0.001$), it is necessary to consider design, stationery, and location to raise awareness of both men and women in creating Pro-environmental. In the case of certification among eco-friendly factors, both men and women were found to have low recognition. Accordingly, detailed items such as import history certification posting, model restaurant certification posting, restaurant hygiene level certification posting, etc. It seems that improvement is needed.

5.2. Limitations of this study

The weakness may be difficult to generalize as a result of researching the limited object of university student and limited space of student cafeteria in university. In the future, I will select subjects of various age groups related to Green Campus including university students such as professors, faculty members, and other employees in Green Campus. Further research is needed to promote the generalization of the disease.

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Can vegetarian food be regarded as healthy food? A case study of Millennials

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Abstract:

In view of the development of the global village concept and frequent travel, dynamic and diversified lifestyles are gradually becoming accepted by different nationalities worldwide. Unfortunately, nowadays due to the Pandemic, travel has come to a standstill. Despite the lack of travel, people pay more attention to food, diet, and healthy eating due to the increasing numbers of people suffering from obesity which lead to an early death (Global Wellness Institute, 2014). Recently, the vegetarian lifestyle has been ushered and stressed by youngsters, in particular in our multi-cultural society in Macau, so as to Asians, some millennials have chosen vegetarianism as their preferred way of living.

Keywords: Health Perception, Millennials, Vegetarian Food

The purpose of this research is to review whether healthy food can be adopted as a niche to help to maximize the global profile of Macau / Singapore / Asian tourism, thereby improving the Macau / Singapore / Asian vegetarian dining environment and attractions. New norms in the realm of culinary gastronomy are emerging as customers pay more attention to artistic presentation of foods. Photo taking leads to further exchange of insights and opinions via talking points and online chatting on social media platforms like Instagram (Tang et al., 2018). In order to explore both objective and subjective concerns and opinions of millennials' vegetarian behaviour, the vegetarian and associated tourist food habits and beliefs can help to contribute to healthy food eating among youngsters.

With the rapid development of the Greater Bay Area, Macau has become an international tourist destination and more emphasis is put to transform Macau into a world leisure centre. At this very moment, Macau is marketing itself as a healthy city, due to its relatively lower corona virus infection rate compared to other destinations around the world (UNWTO, 2020). In all the three dominant industries, the service industry is regarded as the most significant and energetic one. To provide reliable and quality services to domestic and overseas guests, it is necessary to determine the importance of vegetarianism as well as the relations of motivational influences. Thus, Critical Incident Technique will be used, for this study proposes to use the qualitative research method of content analysis to estimate the acceptability and attractiveness of vegetarian food as healthy food for Macau, as well as Asian millennials.

Findings consist of vegetarians in general who are more likely to accept, and adopt vegetarian food which is becoming more popular due to positive health benefits. Additional reasons to go vegetarian include the social aspect, personal faith, and vegetarian food preferences (Liu et al, 2019).

Finally, the conclusion includes some valid suggestions for Macau / Singapore / Asian catering services and how they can improve the acceptability for vegetarian restaurants in terms of healthy perspectives. Valid findings and suggestions regarding the improvement of vegetarian food in terms of colour, ingredients, and services will be provided for Catering owners, Tourism Board and marketers to take note of. Therefore, each individual tourist who visits Macau / Singapore will receive better catering experiences with healthy food, so as to enjoying a better dining environment, and working towards a better health perspective. In particular, during this Pandemic season.

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The role of internal marketing in the relationship between environmental sustainability and brand salience in the hospitality context

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Abstract:

Green activities is considered a strategic tool to increase the hospitality business's competitive image. This study aims to explore how green activities can directly or indirectly affect hotel's brand salience. In particular, the present study also investigates how internal marketing can influence the relationship between green activities and hotel's brand salience based on an online survey of 144 hotel managers. Theoretical and empirical implications are also discussed.

Keywords: Environmental Sustainability, Internal Marketing, Brand Salience

1. Introduction

Concern about environmental issues has increased dramatically in the last two decade (e.g, Cischke, 2009) and is affecting the way consumers behave because challenges such as global warming lead to catastrophic social and ecological consequences (e.g., Farrell, 2008). The current levels of environmental crisis and climate change are largely due to human activities. Consumers are more likely to live green in many aspects of their personal lives. They are seeking more environmentally friendly products/ services in various context (Ip, 2003; Turner & Chandler, 2008). Undoubtedly, the hospitality context is one of them.

The present study aims to primarily examine the relationship between environmental sustainability programs and hotels' brand salience. It also investigates potential approaches through which an environmentally proactive hotel can gain competitive advantages and, thus, increase its brand salience towards green.

2. Literature Review

2.1. Environmental sustainability & hotel responses

Sustainability can be a solution to the limited natural resources on the earth, the global warming of the planet, the contaminated water, the increase in solid waste, as well as the growing need of green consumers (Krebs, 2001; Mihelcic et al., 2003). Back in 1987, the Brundtland Commission of the United Nations defined sustainability in Our Common Future as development that "meets the needs of the present generation without compromising the ability of future generations to meet their needs." Later in 2006, sustainability was described as the “three pillars” concept of environmental, economic, and social sustainability (Elkington, 1994). Environmental sustainability is the first and foremost element and it has direct and indirect impacts on the other two dimensions. Environmental sustainability refers to practices and strategies that contribute to the quality of the environment on both a short-term and long-term basis. In common with environmental sustainability, social sustainability incorporates the idea that future generations should have at least the same access to the social resources as the current generation. Both environmental and social sustainability will finally have potential impacts on economic sustainability. Economic sustainability is the third element of sustainability, which is keeping the capital intact and creating economic growth. In this sense, environmental sustainability programs are the key and foundation contributing to the success of business.

In the hospitality context, many researchers have investigated “best practices” of achieving sustainability. Hotels with a proactive environmental commitment are developing and implementing environmental sustainability programs. Such programs are implemented in various areas including housekeeping, food and beverage, engineering, and operations. Previous research has categorized them into three main areas: energy management, water conservation, and waste management (Bohdanowicz, 2007, 2008, 2011). Energy management has been considered one of the most important areas of environmental sustainability programs because hotel companies in general consume a large amount of electricity and unsustainable energy in various operational ways. The potential for energy saving through environmental sustainability programs such as replacing light bulbs with energy efficient ones has been estimated at 10 percent to 25 percent, depending on the age and size of the hotel (Bohdanowicz, 2007). Water conservation is another key area of environmental sustainability programs. According to Marriott International’s linen reuse program, encouraging guests to reuse linens and towels during their stay contributes to water saving by 11 percent to 17 percent (Marriott International, 2007). The third key area is waste management. It is developed and implemented not only in front-of-house areas such as food and beverage service and housekeeping operations, but it is also in back-of-house areas such as maintenance and the engineering department (Gnanapragasam et. al.,, 2008). Environmental sustainability programs with regards to such areas as reduction of energy consumption, reuse of grey water and recycling of solid waste already have been investigated in previous research. Such programs represent the responsible awareness and consciousness of hotels towards both the environment and the society.

2.2. Internal marketing & hotel green image

According to Burkitt and Zealley (2015), the challenge for internal marketing is not only to communicate the right environmental sustainability messages but to embed them in such a way that they both change and reinforce managers’ attitudes and behaviors. The concept of internal marketing is associated with hotel companies’ environmental impacts. Increasing environmental responsibility stimulates the implementation of environmental sustainability programs in the hotel industry, which is undertaken to help hotel companies maximize their market-based benefits by promoting and positioning the hotels as “green hotel brand” in the minds of consumers (Ries & Trout, 2000). To accomplish a strong “green brand” of a hotel, the “simple premise”, explored by Schreuer, is that marketing communication creates brand expectations, while managers deliver that promise efficiently. Simoes and Dibb (2001) indicated that branding plays a special role in service companies because strong brands increase consumers’ trust of the invisible assets, enabling them to better visualize and understand the intangible and reduce consumers’ perceived financial, social or safety risk.

Furthermore, Sangster (2000) suggested that branding can help hotel companies reduce perceived risks, increase competitive advantage, reduce marketing costs, and build brand loyalty. A strong hotel brand enables consumers to better visualize and understand the intangible side of the products/ services (e.g., environmental sustainability programs in hotel settings). In addition, a strong hotel brand reduces consumers' perceived economic, social and safety risks (Szymanski, Bharadwaj, & Varadarajan, 1993; Ekinci, Zeglat, & Whyatt, 2011). An increasing number of hotels consider the incorporation of environmental sustainability programs into their brands as one of the key approaches contributing to long-term business successes. Such programs in hotels can not only save cost, but also gain good reputation as well as receive public recognition of a hotel brand. Such brands appeal to consumers who are becoming more aware of the need to protect the environment. A green brand can add a unique selling point to a product and can boost corporate image. Green hotel brands are those hotel companies that consumers associate with environmental conservation and sustainability programs. And thus, it is paramount examine the impact of environmental sustainability programs on hotels' brand salience. A proposed conceptual model is illustrated in Figure 1.

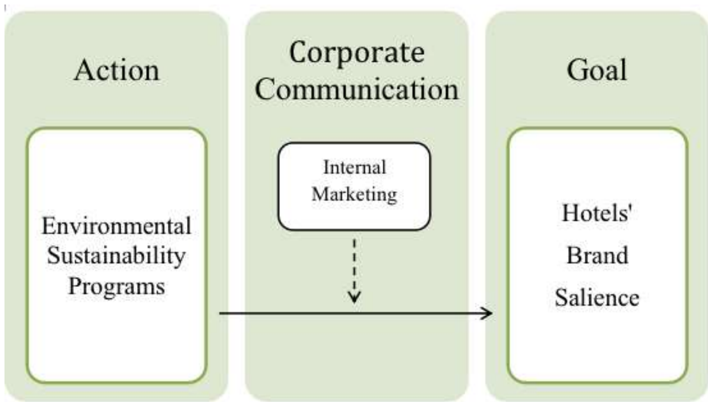

Figure 1. Proposed Conceptual Model

3. Methodology

This section reports the overview of instrument, construct measurements, and procedures for data collection and analysis.

3.1. Overview of the instrument

Based on an extensive literature review of the topic, measurements for each construct in the proposed model were developed. The measurements for Environmental Sustainability were developed based on a variety of studies (e.g., Kirk, 1995; Mensah, 2007; Chan & Hawkins, 2012). Three items were included to measure Environmental Sustainability (Table 1).

Table 1 *The Measurement for Environmental Sustainability*

No.	Environmental Sustainability Measures
1	Our green programs are effective.
2	Our hotel has been successful in achieving its environmental goals.
3	Our environmental programs improve our operational efficiency.

The measurements for internal marketing towards going green were also developed based on the extant literature, including fifteen items. The instruments are presented in Table 2.

Table 2 *The Measurement for Internal Marketing*

No.	Internal Marketing Measures
1	Senior management of this hotel brand supports our environmental goals.
2	Our hotel considers “going green” to be a key priority in our mission.
3	I believe in the value of our environmental programs.
4	“Going green” is a good strategy for this hotel.
5	I think management is making a mistake by introducing green programs.
6	I have no choice but to go along with these programs.
7	I feel a sense of duty to these changes.
8	I do not think it would be right to oppose these green programs.
9	Involvement in associations promoting green programs.
10	Increased demand for green programs from individual consumers (business or leisure).
11	Our green initiatives are actively communicated to consumers as an important part of our brand.
12	I believe consumers are aware of our environmental initiatives.
13	It is easy for guests to identify green products and green initiatives in our hotel.
14	I believe consumers choose our hotel based on our environmental programs.
15	It is important that our green programs are validated by third party organizations, such as Energy Star.

Brand salience measurements have been well developed in the extant literature. In the present study, measurement scales of brand salience were derived from the previous study (e.g., Aaker, 2002; Keller, 1993; 2003; Douglas & Mills, 2006; Pike et. al., 2010; Bianchia, Pike, & Lings, 2014). Three items are included and the variables are shown in Table 3.

Table 3 *The Measurement for Brand Salience*

No.	Brand Salience Measures
1	I think the characteristics of our hotel’s environmental efforts come to guests‘ mind quickly.
2	I believe our hotel’s environmental initiatives are salient to guests.
3	It is easy for guests to identify green products and environmental initiatives in our hotel.

3.2. Data collection & analysis

There were mainly two initiatives for the recruitment process. One was that the respondents have to be senior managers working for hotel companies. Another was that hotel properties must be involved in environmental sustainable activities. The purposive sampling method was employed. The study aimed to investigate the relationships among environmental sustainability programs, internal marketing towards green, and hotels’ brand salience. A quantitative method was employed. On-line surveys were sent to senior managers working for hotels with eco-friendly activities. The survey includes four sections: basic information, eco-friendly activities, internal marketing, and brand salience. A total of 144 responses were collected and usable for preliminary analysis.

The data was analyzed in two steps. First of all, descriptive analysis was conducted to identify the basic characteristics of the respondents, including their demographic characteristics and hotel information. Second, bivariate analyses (correlation and regression analyses) were performed to examine the relationships among the proposed model. In particular, Canonical Correlation analysis is chosen because it allows testing the relationship between two groups of variables (Hotelling, 1936). SPSS was employed to perform the analysis for the present study.

4. Preliminary Results

4.1. Descriptive statistics

Among the respondents, 32.6% were male and 67.4% were female. Major respondents had completed vocational education or above (83.3%): 24.3% had some vocational degree, 54.2% held a four-year college degree, and 4.9% had a master degree or more. Few respondents were high school graduates or less (16.7%). Nearly half of the respondents were currently in the position of director, assistant director, managers, or assistant managers (45.8%). The remaining respondents were in the position o f general manager (0.7%), supervisor or captain (24.3%), or front-line employee (29.2%). Regarding monthly income, over half of the respondents (59%) reported an above average amount for the middle class in China, with more than RMB5,000 before tax. Specifically, over one third of them (31.3%) had RMB5,000-10,000, 21.5% had RMB10,000-30,000, 6.3% had RMB30,000 or more. Only few of the respondents had RMB2001 or less. The demographic characteristics of the respondents are illustrated in Figure 2-5.

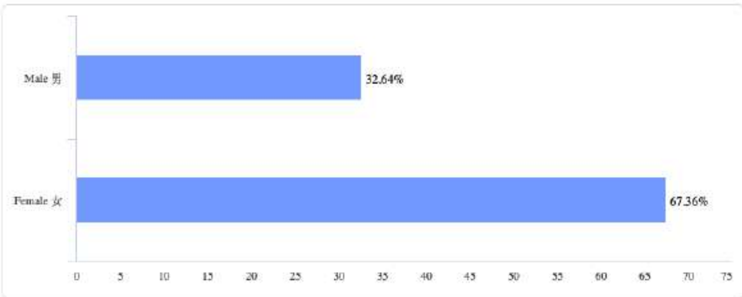

Figure 2. Respondents' Profile (Age)

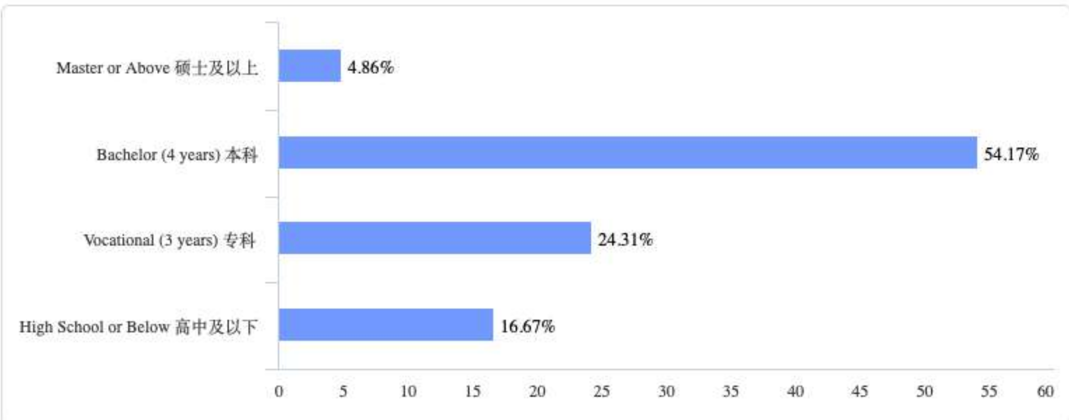

Figure 3. Respondents' Profile (Level of Education)

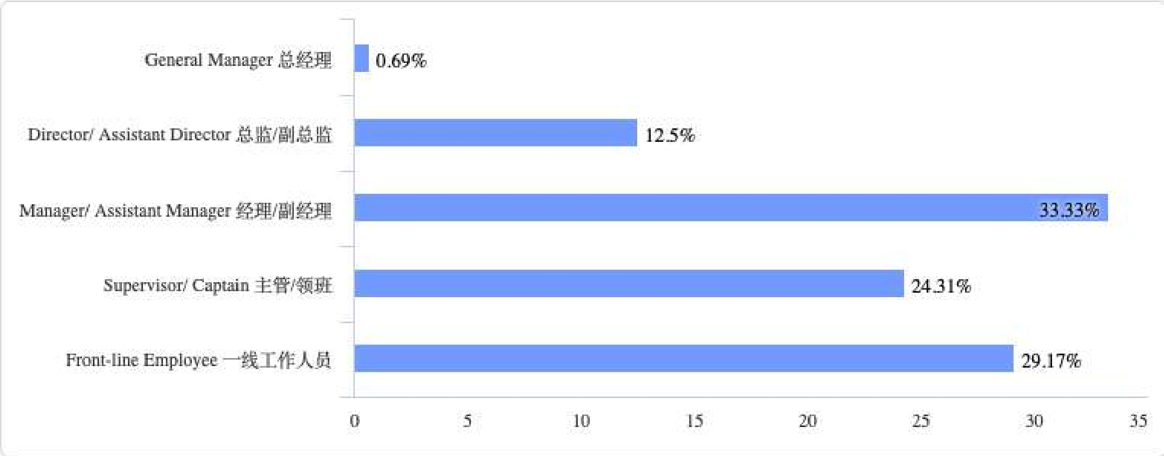

Figure 4. Respondents' Profile (Current Position)

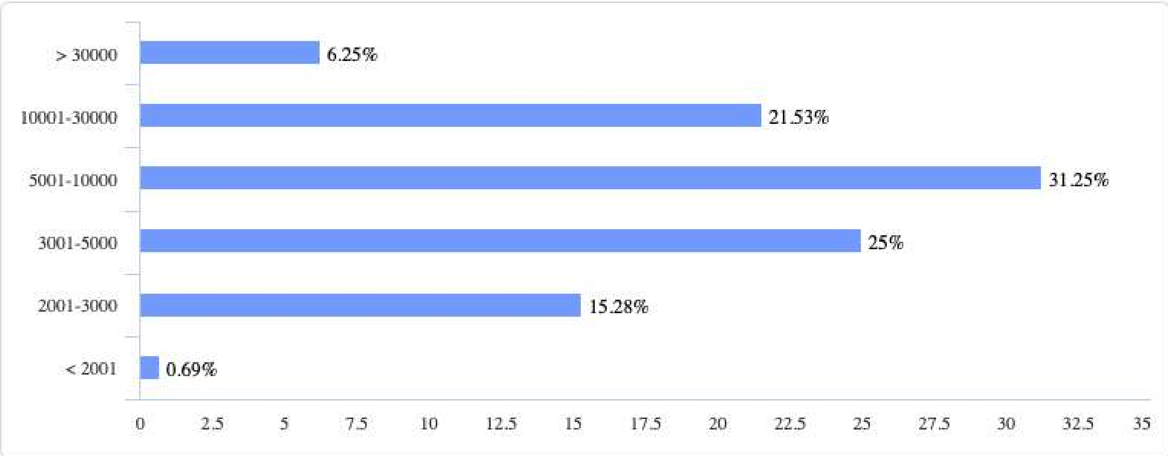

Figure 5. Respondents' Profile (Level of Income)

4.2. Bivariate statistics

Environmental sustainability items were measured using a 5-point Likert scale. The compiled scores ranged from 1 to 5 had a mean above 4.5 (illustrated in Figure 6), indicating that respondents perceive higher environmental sustainability. Therefore, most respondents perceived an above average level of environmental sustainability programs in their hotel. Internal marketing items also employed a five point Likert scale ranging from strongly disagree (1) to strongly agree (5). Negatively worded items were reverse coded. The compiled scores for internal marketing scale ranged from 1 to 5 with a mean of approximately 4.2 (illustrated in Figure 7), showing that the majority of the respondents agreed that their hotel communicate their going green initiatives above average level. Brand salience items were measured using the same Likert scale as environmental sustainability items. The compiled scores ranged from 1 to 5 had a mean above 4.3 (illustrated in Figure 8), suggesting that most respondents project a salient hotel brand towards environmental sustainability to their guest.

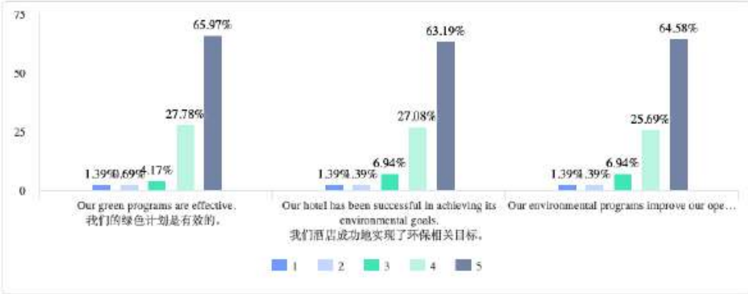

Figure 6. Descriptive Statistics of Environmental Sustainability

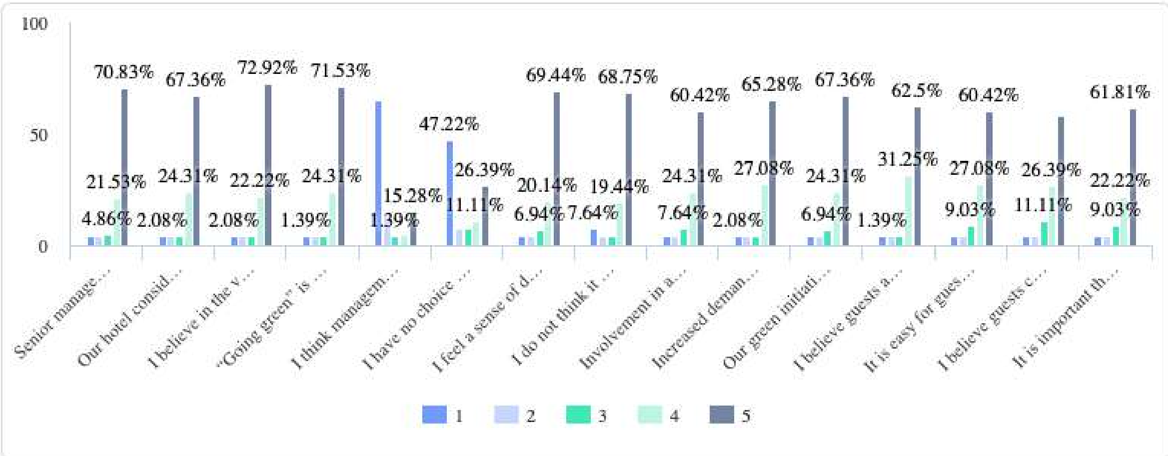

Figure 7. Descriptive Statistics of Internal Marketing

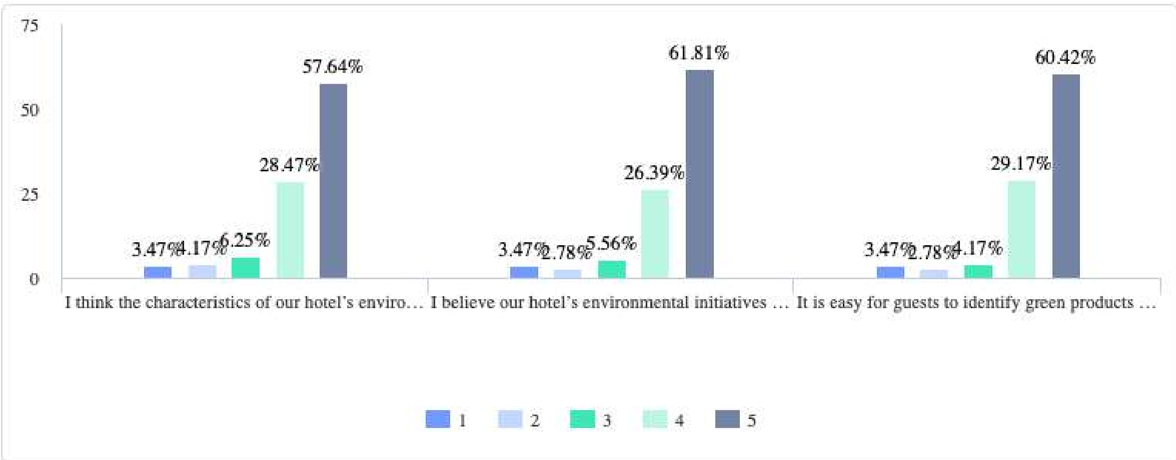

Figure 8. Descriptive Statistics of Brand Salience

Bivariate analysis is performed to examine the relationships among environmental sustainability, internal marketing, and brand salience. In particular, canonical correlations are run to check the relationships between the variables exist. It is important to understand that causation is not proven by correlation, but correlation needs to exist to show an existing relationship. Correlations are found among the three variables indicating that relationships are exist. Regression and descriptive statistics are used to test the relationships proposed in the conceptual model. To test the relationship between environmental sustainability and brand salience, regress is performed. Regression is also performed to test the impact of internal marketing on the relationship between environmental sustainability and brand salience.

5. Discussion and Conclusion

5.1. Discussion and implications

The present study is expected to make important theoretical contributions to sustainability literature. In the present study, it is suggested that environmental sustainability programs can contribute to hotels' brand salience. Hotels can increase brand salience through internal communication. For instance, the housekeeping department can benefit from the energy-saving practices. It also explores the moderating role of internal marketing in influencing the relationship between sustainability programs and hotels' brand salience. Another finding is that both hotels and hotel managers have potential impacts on hotels' brand salience. Findings of the present study can help hotel managers to recognize important eco-friendly activities which may increase the competitive advantage of the brand.

5.2. Limitations of this study and suggestions for future studies

The present study provides an understanding of the relationships among environmental sustainability programs, internal marketing towards going green, and hotels' brand salience. However, the sample population of this study is hotel managers, not front-line employees. In addition, the scope of the hotels is primarily upper-scale hotels in favorable destinations. That said, findings are not generalizable for in middle-level and economy hotels. Finally, the number of the collected survey is only 114, which is considerate for preliminary study. More data is needed for detailed further analysis. These limitations open "doors" for future research. First of all, the present study is focusing on the perspectives of hotel manager and directors. Future studies can bring in guests' perspectives, thereby providing a more comprehensive view of hotels' sustainability programs. Second, future research may select different types of hotels in various destinations.

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Effect of value co-creation on hotel brand love: The mediating roles of perceived service quality and emotional solidarity

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Abstract:

Brand love is a critical source of hotel brand competitive advantage in such a highly competitive environment (Manthiou et al., 2018; Tsai, 2014). Existing studies have shown that brand love, the strong emotional relationship between customers and brand, is highly associated with positive word of mouth, brand resistance loyalty, forgiveness of brand failures and willingness to pay a price premium (Alnawas and Altarifi, 2016; Aro et al., 2018; Batra and Ahuvia, 2012; Carroll and Ahuvia, 2006; Zhang et al., 2020). However, the way for hotels to develop customers' love towards the brand remains limited. In this regard, delivering personalized customer value is the core objective of hotels, and customers are highly involved in value creation (Wu et al., 2018). Thus, the findings of customer value co-creation provide new ideas to leverage the role of value co-creation in building hotel brand love.

According to the service-dominant logic, customers are not only value responders but rather active value creators (Yi and Gong, 2013). Thus, the concept of value co-creation attracts the growing interest of hospitality and tourism research. Value co-creation refers to a process of active interaction between the hotels and their customers in order to create value, which involves the participation of managers, employees and customers (González-Mansilla et al., 2019). From a holistic perspective, four dimensions of value co-creation have been identified, including dialogue, access, risk and transparency (Prahalad and Ramaswamy, 2004). Existing studies on value co-creation found it to boost perceived value and customer satisfaction (González-Mansilla et al., 2019; Harkison, 2018; Roy et al., 2020). These reflections enable us to posit our initial hypotheses: H1. Value co-creation has a positive effect on hotel brand love.

In the creation of value, the engagement of customers leads to an exchange of information that is more closely aligned with their wishes and ultimately helps them to get superior service quality from hospitality experience (Mustak et al., 2013; Taheri et al., 2017). Thus, the next hypothesis is presented: H2. Perceived service quality is the mediating role between value co-creation and hotel brand love. Moreover, the active interactions between service suppliers and customers generally result in positive emotion. Service suppliers adjust their offer according to the information shared by customers to provide personalized service, which makes customers feel emotional closeness with the hotel brand (Woosnam and Norman, 2010). Thus, the third hypothesis is presented: H3. Emotional solidarity is the mediating role between value co-creation and hotel brand love. Furthermore, business customers and leisure customers have different requirements for hotel brands. Business customers tend to be performance-oriented and pay more attention to service quality than emotional closeness in the process of value co-creation. While leisure customers tend to seek positive emotion during a hotel stay and hence, the emotional closeness may be a more important reason than service quality for them to love the hotel brand. Thus, the final hypothesis is presented: H4. For business (leisure) customers,

perceived service quality (emotional solidarity) plays a more important mediating role between value co-creation and hotel brand love. This study examines the hypothesizes utilizing two studies.

Study 1 aims to examine the effect of value co-creation on hotel brand love by text analysis of the online reviews. Online reviews suggest customers' experiences of hotel stay and are an important source of customer information for hotel management. Three Ph.D. students are invited to conduct the coding independently to extract the frequency of value co-creation, perceived service quality, emotional solidarity and hotel brand love. Results of regression analysis show that value co-creation is an antecedent of hotel brand love. H1 is supported. Moreover, the result of the bootstrapping test suggests two psychological routes through which value co-creation leads to brand love: perceived service quality and emotional solidarity. Customer participation in value creation leads them to perceive high service quality and feel emotional closeness and having contact with the hotel brand, leading to hotel brand love. H2 and H3 are supported.

A survey collected in study 2 compares the relative mediate effects of perceived service quality and emotional solidarity for two types of customers (business or leisure customers). The study questionnaire is administered through Sojump. Results of hierarchical regression analysis support H1 again. The bootstrapping test suggests that business customers perceived higher service quality than emotional solidarity through value co-creation, resulting in brand love. However, the hotel brand love of leisure customers is more relative to emotional solidarity than perceived service quality lead by value co-creation. H4 is supported.

This study suggests that creating value with customers is an effective way to facilitate hotel brand love. Through value co-creation, customers perceive high service quality and feel emotional solidarity with the hotel brand, ultimately resulting in hotel brand love. Moreover, business customers pay more attention to service quality than emotional solidarity while leisure customers focus more on emotional solidarity than service quality. These findings contribute to the arising research area of hotel brand love by exploring its antecedents and provide new insights to help hotel managers to design the process of value co-creation better for business or leisure customers.

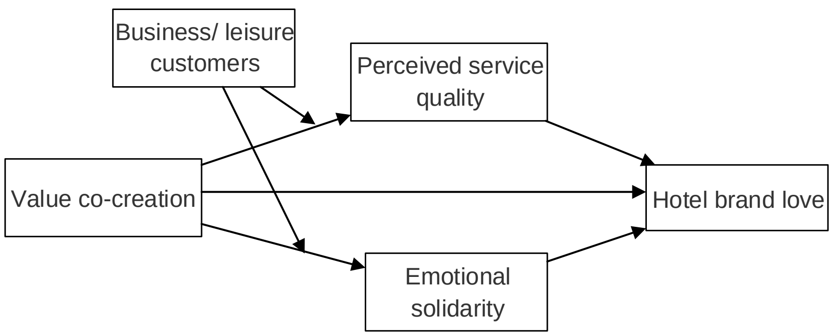

Figure 1. Research model

Keywords: Hotel brand love, Value co-creation, Perceived service quality, Emotional solidarity, Business customers, Leisure customers

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Linking employee psychological empowerment to job embeddedness through positive psychological capital in hospitality

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Abstract:

This study investigates how psychological empowerment influences hotel employees' job embeddedness through positive psychological capital. Out of survey questionnaires with 563 usable samples from hotel employees in Taiwan (with a response rate of 89.4%), we use structural equation modeling (SEM) statistical methods and bootstrap approach for data analyses. Results indicated (1) psychological empowerment has a influences on positive psychological capital; (2) positive psychological capital has a influences on job embeddedness; (3) positive psychological capital mediates the effect of psychological empowerment on job characteristics by bootstrapping analyses. We also discuss the theoretical and managerial implications for hospitality application.

Keywords: psychological empowerment, positive psychological capital, job embeddedness, hospitality

1. Introduction

High employee turnover has been a particular concern in the hotel industry, and traditional personal, organizational, and managerial factors such as tenure, performance, managerial support, and employee rewards all have influences on employee turnover (Anvari et al., 2014; Karatepe, 2016). Felps et al. (2009) confirmed that co-workers' job embeddedness and job-seeking behavior have key influential roles in explaining why people leave their jobs. Therefore, job embeddedness is seen as an effective solution to voluntary leaving (Chen & Ayoun, 2019). Compared with job satisfaction and organizational commitment, the job embeddedness theoretical framework is a better predictor of important organizational outcomes, such as employee attendance, retention, and performance (Holtom et al., 2006). In addition, Kiazad et al. (2014) found that there is a negative relationship between organizational sacrifice and willingness to leave, and that hotel organizations should increase employee job embeddedness by increasing the perceived cost of leaving. Sun et al. (2012) showed that psychological capital is closely related to job embeddedness and that improving an individual's long-term accumulation of negative psychological states, leading a positive impact on retention and performance, i.e., higher positive psychological capital will increase employees' self-reported job embeddedness and performance. Therefore, understanding and applying the developmental nature of the core structure of positive mental capital and its demonstrated performance impact is appropriate for a fast-paced work environment with immediate results. Positive psychological capital enables individuals, organizational leaders, and human resource managers to meet future challenges more effectively and collaboratively (Luthans et al., 2007)

2. Literature Review

Positive psychological capital is described as the extent to which an individual who has a positive psychological state and has the confidence to take the necessary efforts to succeed in achieving goals and facing changes (Luthans et al., 2007). Positive psychological capital makes him or her be a confident person. Lizar et al. (2015) also showed that positive psychological capital and psychological empowerment play important roles in organizational change. In addition, Hechanova et al. (2006) found that psychological empowerment was positively related to job satisfaction and performance in a survey of different service sectors. Job embeddedness also interacts with job satisfaction to predict voluntary turnover and goes beyond the explanation of variables in traditional turnover studies (Crossley et al., 2007; Nguyen, 2015). Job embeddedness is more predictive of the key outcomes of intention to leave and voluntary turnover. In the hotel industry, when service errors occur, managers empower employees to perform their jobs so that they can do so in real time. Customer satisfaction is thus maximized at the same time. Therefore, the strength of the inner psychological attitude is enhanced, so as to increase the satisfaction level of hotel employees and their job embeddedness to the organization. In other words, job performance and job satisfaction can be enhanced by empowering employees to improve their job embeddedness, and their psychological capital will also change as a result. To sum up, this study suggests that psychological empowerment and job embeddedness have positive and significant effects, and positive psychological capital mediates psychological empowerment and job embeddedness. According aforementioned arguments, we thus propose the following Hypotheses:

Hypothesis 1. Psychological empowerment has a positive influence on positive psychological capital.
Hypothesis 2. Positive psychological capital has a positive influence on job embeddedness.
Hypothesis 3. Positive psychological capital mediates the effect of psychological empowerment on job embeddedness.

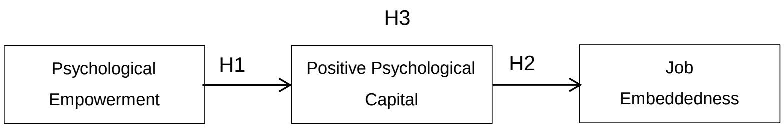

Figure1. Research framework.

3. Methodology

The target population of this study was the hotel practitioners of 3-star to 5-star hotels in Taiwan. The questionnaire planning was based on a stratified random sampling of hotels, departments and employees. Out of 630 questionnaires, 563 were usable, amounting to a response rate of 89.4%. Among the respondents, the majority were: female (62%); aged 20s (74.8%); working experiences in hospitality industry of 1 year or more but less than 3 years (47.8%); job type depending on monthly salary (90.9%). Structural equation modeling (SEM) statistical methods and bootstrap approach for data analyses. All hypothesizes were confirmed using the bootstrap approach based on 10,000 bootstrapping samples with a 95% confidence interval (Taylor et al., 2008).

4. Results

The results of this study show that positive psychological capital can provide hotel employees with high job embeddedness. The hotel organization introduces the concept of positive psychology and penetrates into the corporate culture, triggering supervisors and employees to think positively. Hotel employees thus can transform negative emotions and behaviors into positive energy, which can positively contribute to the working environment and performance of employees in the hotel. Positive psychological capital has a positive and significant effect on job embeddedness and has mediating effect in this study. Compared with previous studies on human capital and social capital (Luthans et al., 2004), positive psychological capital is more effective in managing organizations in the era of globalization and in facing individual challenges effectively. Therefore, positive psychological capital is closely related to job placement (Arasli et al., 2019; Sun et al., 2012). In addition, psychological empowerment positively influences job embeddedness through the mediating role of positive psychological capital. Psychological empowerment also has a significant relationship with job embeddedness (Sun et al., 2012). Using the theoretical framework proposed by past scholars in the literature, this study thus derives three hypotheses, and all hypotheses are supported. Therefore, this study investigates the effect of psychological empowerment of hotel staff on job embeddedness, and the use of positive psychological capital as a mediating variable is supported.

5. Discussion and Conclusion

In the hotel organization, the psychological empowerment of employees' psychological attitudes affects job embeddedness through positive psychological capital. By obtaining positive psychological resources, employees are empowered by the organization to enhance their personal positive psychology, which can have positive effects on both physical and psychological levels, thus achieving a high level of job embeddedness. Overall, this study echoes the literature through the above findings and provides feedback to the hotel industry and academia. Besides, in order to reduce the losses caused by the hotel industry in the competitive market, the benefits of human resources in the hotel industry can be enhanced through measuring and training the positive psychology of employees.

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Surviving in Asian airlines: The antecedents of abusive supervision and subordinates' coping strategies

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Abstract:

Purpose
This study aimed to explore the antecedents of abusive supervision from both supervisor's and subordinate's perspectives. This study also attempted to investigated subordinates' tactics to cope with abusive supervision.

Design/methodology/approach
This study used a qualitative (interpretivist) approach to fulfil the research purposes. In-depth interviews were conducted with 14 informants, 5 supervisors and 9 subordinates.

Findings
Supervisor-related antecedents consisted of authoritarian leadership, perceived dissimilarity and past mistreatment experience. The subordinate-related antecedents included vulnerability and attribution bias. We found that interviewees used coping strategies to supervisory abuse at different stages, from pre-happening, proceeding to post-occurrence. Before abusive supervision happened, employees took prevention tactics including ingratiation, seeking social support for instrumental reasons and localization. When the abusive behaviors were in progress, subordinates would firstly exert problem-focused coping strategies including reporting and direct communication. When the situation was irreversible or the result of problem-focused coping strategies cannot reach the expectations of the abused subordinate, he or she resorted to the emotion-focused coping tactics including avoidance, seeking emotional support, and positive reinterpretation. These emotional-focused strategies helped them ease their distress and recover from the stressful events.

Originality/Value
The findings on antecedents and coping strategies add to the understandings of abusive leadership in airline workforce.

Practical implications
The study results provide implications for training supervisors and subordinates in the aircrew workforce. On the one hand, measures should be taken to alleviate the inducing effects of supervisor- and subordinate-related antecedents. On the other hand, airlines should develop strategies to help employees to deal with abusive supervision if occurs, rather than relying on the employees' own coping tactics.

Keywords: Abusive supervisory antecedents, Flight attendants, Coping strategies, Asian airlines

1. Introduction

Abusive supervision has been defined as subordinates' perceptions on the level of ongoing hostile and non-physical abuse displayed by their supervisors (Tepper, 2000). Instances of abusive supervisory behaviors are belittling, yelling, scapegoating, ridiculing and credit-stealing (Aryee et al., 2007; Ghayas & Jabeen, 2020). Researchers have identified abusive supervision as a troubling sustained source of employees' stress and dysfunctional emotions (Wright & Cropanzano, 1998), and further may produce their decisions of turnover (Tepper, et al., 2007). The negative impacts of abusive supervision not only reside in employees' well-being but also make organizational operations costly. For example, the annual cost of medical treatment for employees' depression in US corporations has been estimated $50 billion (Durso, 2004) and abusive supervision seriously leads to the cost of approximate $23.8 billion to US organizations in terms of absenteeism and low productivity per year (Tepper et al., 2007). Hence, abusive supervision has become an important topic of organizational psychology and urgent to be dealt with.

The previous literature on abusive supervision used to believe a simple 'giver and taker' logic that indicates the supervisor is the 'giver' to impose abusive supervisory behavior and the subordinate is the 'taker' to passively tolerate it (Martinko et al., 2013). Based on that logic, researches on the antecedents of abusive supervision have been hitherto explored from supervisors' related issues such as their personalities or values. Conversely, researches on the consequences of abusive supervision are mainly identified from its influence on the subordinates' job performance or psychological state (Zhang & Bednall, 2015). However, some academics have realized that the forming mechanism underlying abusive supervision is not a one-way direction but a two-way reversed causation influenced by both supervisor- and subordinate- related factors. For example, Martinko et al. (2013) argued subordinates' job performance can also arouse abusive supervision instead of simply existing as the consequences. Hence, the present study breaks the inherent logic that the supervisor is the 'giver' of abusive supervision and the subordinate is the 'receiver' of it. Instead, it explored both the victim's role played in the supervisory abuse and also identified supervisor-related factors underlying abusive impulses, aiming to unveil more objective and comprehensive antecedents of supervisory abuse.

Besides that, the identified detrimental effects of abusive supervision on subordinates warrants the next research focus of abused targets' coping with the injuries that supervisory abuse arouses (Srikanth, 2020). So far, dozens of studies have explored abused subordinates' cognitive and behavioral coping tactics such as upward maintenance communication (Tepper et al., 2007), ingratiation (Harvey et al., 2007), defensive silence (Kiewitz et al., 2016) and feedback avoidance (Whitman et al., 2014). Although informative, most of them were disjointed to identify single or double coping strategies and test its or their efficacy to reduce psychological distress independently. However, evidence shows that people often use a multitude of coping strategies simultaneously to deal with the same stressor (Tepper et al., 2017). Therefore, it is encouraged scholars to develop a more comprehensive model of coping tactics that is able to shed light on the explanations of the reasons an abused subordinate selects a certain strategy at different circumstances.

Furthermore, crew workplace is unique to investigate, as the temporary relationships of supervisor-subordinate dyad due to random roster arrangements composed of different aircrew every flight, which force subordinates to reappraise the attributions of hostility and their coping capabilities while interacting with different direct superiors. Additionally, the profound impacts of culture on individuals' conceptions of and reactions to the world have been examined (Hofstede, 2011), which are particularly apparent in Asian countries with high power distance (Srikanth, 2020; Xiao & Wu, 2014). Therefore, this study explores the antecedents of and coping strategies to abusive supervision from the scope of Asian context in aviation industry to address three issues below:

1. What are the supervisor-related factors underlying abusive impulses?
2. What are the subordinate-related factors making some specific employees become the target of abusive supervision?
3. What are the abused targets' strategies to cope with supervisory abuse in Asian airlines?

2. Literature Review

2.1 Supervisor-related antecedents

2.1.1. Authoritarian leadership style

Zhang and Bednall (2016) claimed that the way a supervisor behaves depends upon what leadership style he/she supports. If supervisors embrace authoritarian management style, they will demand absolute obedience and submission from subordinates (Cheng et al., 2004). Likewise, Xiao and Wu (2014) suggested authoritarianism consisted of one of important parts of a paternalistic leadership in which the supervisors might make use of strongly subduing, intentionally hiding the important information from followers or being extremely strict with the subordinates. Therefore, the authoritarian supervisors may be easily activated to produce animosity when the subordinates disobey their command or dissatisfy their requirements, especially in high power distance contexts wherein the authoritarianism has become a culture norm (Aryee et al., 2007; Xiao & Wu, 2014).

2.1.2. Perceived deep-level dissimilarity

Supervisors' perceived deep-level dissimilarity with subordinates may be another potential predictor of abusive supervision (Tepper et al., 2011). Based on the moral exclusion theory , people only conduct "moral rules and concerns about rights and fairness toward those inside our scope of justice," (Opotow & Weiss, 2000, p. 478) but treat those excluded from the inner group as "expendable, undeserving, exploitable, and irrelevant" (Opotow & Weiss, 2000, p. 478). From that, Tepper et al. (2011) explained that supervisors favor similar subordinates to enhance self-esteem and validate social identity, whereas they perceive dissimilar subordinates as out of the moral group and undeserving of justice, which possibly provokes a sense of competition and alienation along with discrimination. They further proved that perceived deep-level dissimilarity arouses interactional conflicts and underestimation of subordinates' work performance, in turn, results in abusive supervision.

2.1.3. Past mistreatment experience

A supervisor' s abusive behaviors are also associated with the past injustice or mistreatment that the previous/immediate boss engendered on him/her (Aryee et al., 2007). The enduring effects of past abuse on supervisors may make them suffer from post-traumatic stress disorder to behave "tit-for-tat" and believe that 'retribution' is the only way to deal with the perceived insult (McGurk et al., 2014). Rather than directly fighting back to the source of abusive supervision, displaced aggression may allow the superiors to regard the innocent targets (subordinates) as a delayed emotional outlet or a substituted object for distorted revenge, because the supervisors are afraid that direct retaliation to the provocative agent (boss) may arouse further mistreatment (Tepper, 2007).

2.2. Subordinates-related antecedents

2.2.1. Neurotic personality trait

Previous studies have explored the relationship between subordinates' neurotic personality and the likelihood of being the target of abuse. Park (2012) suggested neurotic individuals are inclined to show anxiety, insecurity, self-blame, temperamental moods and vulnerability, thus supervisors may purposely select and abuse these'safe' and vulnerable targets. Aquino and Lamertz (2004) also asserted that neurotic performance like submission, introversion and lack of assertiveness may be signals to others that these subordinates are fragile to abuse. In addition, individuals in high neuroticism could be 'distress-prone'(Park, 2012, p.24) who are excessively sensitive to perceive more malevolence from others and readily regard themselves as the victims of supervisors' hostile behaviors.

2.2.2. Attribution bias

Attribution bias partially explains the links between neuroticism and perceptions of victimization. Milich and Dodge (1984) defined hostile attribution bias as the extent to which people relate others' actions to the worst intention. Thus, subordinates with high hostile attribution bias tend to perceive being abused as they are inclined to interpret supervisors' instructions as involving hostility and deliberate intentions, and deem the conflicts with supervisors like arguments or unhappy conversations as abusive supervision (Lyu et al, 2016; Martinko et al., 2011). Additionally, Harvey and Martinko (2009) found that employees with self-serving attributional biases (i.e. a tendency to blame others for negative consequences while attributing positive outcomes to one's own efforts and abilities) were likely to ascribe interactional conflicts to their supervisors and reject to credit the supervisors for positive outcomes.

2.3. Two ways of coping strategies to abusive supervision

On the basis of the existing categorization of coping strategies (Folkman & Lazarus,1980), there are two general ways of coping, namely problem- and emotion-focused coping. The former aims to solve problem or take action to eliminate the stressor. The latter aims at reducing and regulating emotional distress motivated by the stressful stimulus. Although both ways of coping will be exerted while facing most stressors, the selection mechanism between the two will be problem-focused coping predominates emotion-focused coping, because a readily available coping response that can solve the problem may cause people to reappraise a menace as less menacing; in contrast, only if people feel incapable of action, dealing with emotional distress becomes urgent (Carver et al., 1989).

Addressed problem- and emotion-focused classification, Yagil et al. (2011) proposed a comprehensive scale of which there are two problem-solving strategies, termed ingratiation that means flattery, doing favors for others to gain acceptance (Harvey et al., 2007) and direct communication to express relational demands, question unfair treatment, and directly discuss the problems existing in the interactional relationships with supervisors (Tepper et al., 2007).

Three emotion-focused strategies were also raised. The first one is avoidance in line with behavioral disengagement (Carver et al., 1989) that is subordinates' engaging in avoiding contact to create psychological or physical distance with disliked partners aiming at alleviating current discomfort or avoiding further abuse (Tepper et al., 2007). The subtle difference is that avoidance refers to "active behaviors directed at evading feedback," (Moss et al., 2009, p. 647), while behavioral disengagement refers to people passively give up attempts to cope with stressor when they appraise the situation is helpless (Carver et al., 1989). Seeking social support from others was also identified as emotion-focused, whereas Carver (1989) deemed that "seeking social support for instrumental reasons" (p.269) such as seeking suggestions, help or information belongs to problem-focused coping. The last one is reframing pertaining to mental reduction of the psychological burden from workplace bullying (Yagil et al., 2011).

3. Methodology

3.1. Measurement

The interpretivist paradigm allows for subjective values wherein the realities of the world are processed by individuals' own perceptions and experiences within the context-specific scenarios (Khan, 2014). As the aim of the present study is to explore antecedents of and coping strategies to abusive supervision from their own appraisals and attributions, a qualitative (interpretivist) approach through in-depth interviews was carried out.

3.2. Sampling Technique

Since this study deals with a sensitive issue, a snow ball sampling technique was administered to reach participants through the (first) author's social networks because she has ever worked as a flight stewardess in two Asian airlines. Multi-data sources were retrieved including first-line flight attendants and pursers/chief pursers. Resultantly, 14 informants aged between 23 and 32 were interviewed, who are/were based in Singapore, China, Malaysia and South Korea respectively.

3.3. Interview sketch

The rationals of designing the interview questions revolve around two parts: abusive supervision antecedents and coping strategies (shown in Table 1). The antecedents part is divided into supervisor- and subordinate-related factors; the part pertaining to coping strategy indicators is constructed as open-ended questions without pre-setting up coping options, aiming to identify unique and specific coping strategies in aviation context. All the interviews were presented in a progressive manner; for instance, a sample question would be "Have you ever been criticized by a supervisor in public?" which was given to explore whether they had experienced the hostile behaviors exemplified by the Tepper's (2000) scale. Then the follow-up question would be "If yes, what is the reason leading to that situation?" that identified the informants' attribution bias. Lastly, the question of "How do you respond to it?" aimed at exploring the coping strategies.

Table1. Structure of The Interview Questions

Antecedents	Focus	Source
Supervisor-related	Authoritarian leadership	Aryee et al. (2007); Xiao & Wu (2014);
	Perceived deep-level dissimilarity(e.g. race/nationality discrimination	Opotow (2005); Tepper et al. (2011);
	Past mistreatment experience	McGurk et al. (2014); Tepper et al. (2007);
Subordinate-related	Personality traits	Park (2012); Jr & Munz (1997)
	Attribution bias	Harvey & Martinko (2009); Lyu et al. (2016)
Topic	**Focus**	**Source**
Coping Strategy	Cognitive (appraisal) Behavioral (problem-focused coping) Affective (i.e., emotional-focused coping)	Lazarus & Folkman, (1984) Carver et al. (1989) Yagil et al. (2011)

3.4. Data analysis

Both deductive and inductive thematic approaches were used in data analysis. The coding scheme is mainly deducted from the literature wherein the theory has been provided before analysis (Rhodes & Coomber, 2010). Meanwhile, induction was exerted to extract new coping strategies within the data interpretation. Analysis was done through open coding and then axial coding with ATLAS.ti 8.

4. Results

4.1. Supervisor-related antecedents

Abusive supervision was verified to be related to some supervisor factors, including perception of dissimilarity, authoritarian Leadership and past mistreatment experience.

4.1.1. Discrimination

Discrimination with 28 quotations is the most frequent code associated with supervisor-related antecedents. Some interviewees exhibited they have been mistreated by superiors due to their races or nationalities. A case is exemplified by Nicole:

> *I think every Chinese crew has been discriminated. Our Chinese crew are often allocated the most tiring jobs. Especially you are still in probation, they deliberately didn't tell you what to do, or didn't remind you, watched you making mistakes or waited for you to screw up, and then happy to see you being scolded by the in-flight manager.*

Discrimination could be associated with country or race stereotypes, as an interviewee (Nicole) noted: " I think Malaysian are lazy, greedy and stupid, and Indian are actually very smart and cunning." Language barrier was another frequently mentioned cause of exclusion as Jayden described: "My spoken English was often ridiculed, I think the most intuitive reason is the communication obstacles with supervisors."

4.1.2. Authoritarian leadership

Some interviewees mentioned time intense and high workload on the flights make them have to choose authoritarian leadership, as Irene noted: "I think there are a few objective conditions: first of all, I think there is limited time on the plane; second I feel that I have more experience so it is more efficient to follow me to do so."

Other interviewees suggested (chief) pursers' accountability for dealing with customers' complaints on the flights, and the hierarchical culture in Asian airlines both make the supervisors carry out authoritarian leadership, in turn, may lead them to engaging in abusive supervision punish those who disobey their orders. As a purser (Lucas) noted:

> *Firstly, I will make it clear how we should work, but if you do not follow my instructions, you will be responsible for the problems you make. Every subordinate should obey the superior, which is a very normal thing the same as you are at school or in any enterprise. A flight should be managed by one person; If everyone has their own ideas and do what you want, the flight can not operate.*

4.1.3. Past Mistreatment Experience

The second most code with 20 quotations suggested the supervisors' past experience that they get along with the boss would be trickled down to the way they treat their subordinates. There would be two divergent results, one becomes very protecting the subordinates, but the other one would be converted from the previous victims into abusers, as Nicole noted:

> *One type will be very good to junior. I was bullied before and I knew how miserable the junior was, I must treat the new junior better, because I don' t want 'you' to experience what I experienced before. But the other one will bully the new junior just like the one who bullied him/her. Actually I think this is a vicious circle.*

4.2. Subordinate-related factors

Abusive supervision might be related to some subordinate factors, including vulnerability and attribution bias.

4.2.1. Vulnerability

Supervisors would purposely select 'safe' and vulnerable targets to abuse. Emma deemed that excessively humble manners could make superiors regard you as junior and incompetent, as she noted:

> *At that time I had actually passed probation, but I still behave very humble like the junior; for example, every time I see senior crew, I will bow to him/her or say thanks/sorry, and the way I talk to them is very kind just like we were at training center. So that makes the ranking crew think I' m still in probation, and she targeted me and asked me very difficult questions purposely.*

4.2.2. Attribution bias
When being asked who should be responsible for a supervisor's hostility toward a subordinate, the interviewees' responses differ. Some interviewees said the supervisor's hostility should be attributed to the subordinate's unsatisfied job performance, as David noted: "the subordinate is more likely responsible for the supervisor's hostility. Maybe certain aspects of the subordinate's job performance are not good, such as bad communication skills, grooming or service skills/attitude."

Conversely, other interviewees suggested that the hostility should be attributed to the supervisor. Irene claimed: "Why do you bring your personal emotion to work?" Emma also supported that "I have seen many ranking crew bullied junior crews. The latter just begin their career, and unfamiliar with everything in the work setting. Ranking crew should give time for their growth, rather than always criticizing them or enforcing pressure on them."

4.3. Coping Strategies
Based on the interviewees' responses, the coping strategies to supervisory abuse vary from different stages of pre-happening, proceeding and after-occurrence.

4.3.1. Prevention
Before the occurrence of abusive supervision, employees will take prevention tactics including ingratiation, seeking instrumental support and localization.
Ingratiation

The code termed ingratiation is associated with 18 quotations. Purposely doing favored things to flatter supervisors could exempt the subordinates from abuse. For example, "junior flight attendants will send a greeting email before the flight and an thank-you email to the purser after the flight, especially when they knew the purser is the prickly type, they must do so". (Nicole). Tami also noted: "You need to observe supervisor's mood and facial expressions. You should think about whether your words are appropriate before speaking."

Ingratiation can help the subordinates to be treated as a favored member of supervisors' moral group and given more preferential treatment. As David noted:

> *If you highly cooperate with the leader's work, she/he will be friendly with you; or you give gifts to the supervisor, he/she may arrange a good flight for you, which is normal. For example, I used to hear that in Guangzhou headquarter, if you bought gifts for the supervisor, he/she would arrange you to inject the yellow fever vaccine for flying to Nairobi as soon as possible.*

Seeking social support for instrumental reasons
Mutual support among coworkers such as covering up mistakes for each other, providing information or giving advice can reduce the probability of the occurrence of abusive supervision. Emma exemplified a case that:

> *The meal tray served for premium economy class is different from that for economy class. Once my colleague gave the wrong tray to an economy-class passenger with an extra fruit but gave the empty tray to the passenger in premium economy class , then we all ate other left fruit without giving any to the other premium passengers so that the ranking crew didn't notice his mistake.*

Top 10 blacklist is a typical way for subordinates to seek instrumental social support to prevent from being abused. Emma told that: "Before flight, I will check my crew list to see whether there is one on Top 10 blacklist; normally I will ask my best friend-Elia whether she flied with the purser before and how the purser is. We need to remember the names on Top 10 list so that we can prepare early."

Localization
Interviewees mentioned part of attributions of supervisors' hostility derives from discrimination especially in the multinational and multiracial working context. Integrating into the local crew's moral group was a method to avoid conflicts. Some foreign crew will localize themselves by dressing up like a local, the ways of speaking like a local or behaving like a local, as Irene noted: "Actually, I think it has something to do with nationality, because I found that some of foreign crew such as Chinese or Japanese crew had become more like local, especially their accent became *Singalish* (i.e, Singapore accent)".

Another Chinese interviewee (Helena) echoed such a situation that:

> *Once I was very tired and yawned during the briefing session, the chief purser suddenly shouted at me that "this is Singapore not China, if you want to yawn, go back to your China?" Since then, I noticed some of Singaporean crew would hate Chinese crew. So I would imitate Singalish and make a hairstyle of French twist as the local senior crew did. And I felt happy when someone told me I was like a girl born from the southeast of Asia.*

4.3.2. Problem-focused coping
When the abusive behaviors are in progress, subordinates will firstly exert problem-focused coping strategies including reporting and direct communication (i.e. positively discussing with and contradicting supervisors).

Reporting
A well-established reporting system can help subordinates to fight against abusive supervision and avoid further abuse. David shared his experience to report a purser who make him a scapegoat: "Once a passenger complained about the purser's service attitudes, I didn't expect the purser made me a scapegoat. So I immediately reported her to the department; finally the company didn't blame me."

However, some interviewees noted the present reporting system exists nominally only and even may arouse additional abuse due to the seniority culture of Asian airlines. Irene shared her experience and chimed in with the situation that:

He (purser) asked me whether I was a holy virgin and gave me a middle finger. So my coworkers all said I should report him. But I was afraid he would remember me. Having experienced a lot, I learned that our junior wanted to report senior was impossible. After all, the culture of this company is that superiors/experienced persons should lead novices.

Direct Communication
Some interviewees chose to openly discuss the problems with supervisors and learn how to improve it. They often apologized for their own mistakes, as Irene noted: “If I think I really did something wrong, but I will apologize and feel self-blamed, and then I would like to communicate with him/her and ask for advice about how I should improve it.”

There were 12 quotations noting that subordinates would retaliate or direct confront the supervisors when they crossed the bottomline such as vicious personal insults (Sandy), race discrimination (Gabrielle) and unreasonable job assignment (David).

4.3.3. Emotion-focused coping
When the situation cannot change or the result of problem-focused coping strategies cannot reach the expectations, the abused targets have to search for useful emotion-focused coping tactics including avoidance, seek emotional support, and positive reinterpretation, aiming at easing their distress and quickly recovering from the stressful events.

Avoidance
Avoidance is the most mentioned strategy by the interviewees with 26 quotations. Most of interviewees would keep silence to allow the supervisor to ventilate his/her rages. Nicole exemplified such the situation: “He threw a jar towards my direction. It happened to touch my clothes but not hit me. Although I was so surprised, because I was still doing the meal service, I just ignored him.” The other interviewees expressed they felt very helpless and had to quit trying, as Emma noted: “when the supervisor yelled at me or wrote me in the report letter, I just cried.”

Seek emotional support
Some interviewees ventilated the negative emotions by seeking moral support, sympathy and understanding from coworkers or friends. As Sandy noted:

> *Working in the airlines, I think it's almost everyone would meet tough things. But my roommate helped me a lot. Every time I share with them: what I encountered today, what kind of person I met, and then everyone also shared their stories with me, then negative emotions disappeared.*

Positive reinterpretation
When the junior crew became senior, some of them grew and recurred the past situation so that they could learn from the experience and understand the supervisors’ behaviors, as Irene noted: “many years later, when you were really mature, you will find that it was you that did something unsatisfactory, indeed they were right. So they were not mean to you. They just want you to follow the right path.”
Alison also learned some service skills from the purser’ condemnation, as she noted:

> *Last month, the purser criticized me that I didn’t wash the plate in the right way and commented that the hanger hooks were not hanged well without hanging in a row. Later, when I recurred to the question raised by her, I recalled she indeed told me to do like that during briefing. So it was me that didn't hang it in time; it was me that didn’t complete the job well leading to her complaints. It was not her problem.*

5. Discussion and Conclusion

5.1. Supervisor-related antecedents

The explorations of abusive supervisory antecedents in Asian airlines was the first focus of this study. The results unveiled abusive supervision was influenced by supervisors' perceived deep-level dissimilarity, authoritarian leadership and past mistreatment experience. The findings suggested cross-racial and cross-national interactions between local and foreign crew in the aviation workplaces could arouse supervisor's perceived deep-level dissimilarity with subordinates due to their country/race stereotypes and cultural conflicts, which further produces a feeling of exclusion and psychological alienation. Those feelings lead both local and foreign crew to morally exclude each other so that supervisors perceive the foreign subordinates as undeserving of justice and credits that triggers discriminatory and hostile behaviors.

This study also disclosed the contextual reasons underlying supervisors' embracing authoritarian leadership style. In the workplaces of aviation industry, supervisors often suffer from high pressure due to intense flight time, high workload and the procedural responsibility of purser, which leads them to exerting destructive leadership to punish the disobedience so as to maintain the smooth functioning of the flights. Furthermore, particularly apparent in Asian workplaces with high power distance such as Malaysia and China (Lee et al., 2016), hierarchical culture advocates the asymmetrical authority between supervisors and subordinates by restricting the subordinates' freedom of expressions and highlighting the internal focus of superiors' instructions (Friebel & Raith, 2004).

Consistent with social learning perspective, our results proved that a part of supervisors would regard abused boss as a role model to conduct similar abusive behaviors on their direct reports (Mawritz et al., 2012). It is reasoned that higher authorities' maltreatment may lead supervisors to regarding aggression and abuse as acceptable and normal in a particular organization, thus aggressive norms will be spread in this organization (Park, 2012). However, the findings revealed another divergent result that the suffered supervisors would show benevolence towards their own employees and even act as a mentor to share knowledge and experience with the novices. A possible explanation is that a 'PTS' (post-traumatic-stress) after an abused experience has sublimated into 'PTG' (post-traumatic-growth) which makes employees construct themselves as a role model who has overcome the stress and achieved growth from the experience to "lead people toward silver linings" (Vogel & Bolino, 2020, p.549).

5.2. Subordinate-related antecedents

Subordinate-related antecedents were also reported. The reason being selected as the abused targets is associated with subordinates' humble manners that is often linked with vulnerability and incompetence by supervisors. Furthermore, this study supported the perceptions of supervisory abusiveness are also related to individuals' levels of hostile attribution bias. High in this personal trait (Douglas & Martinko, 2001), people may be prone to blame upon external factors for negative consequences and believe they have been targeted by others. In contrast, individuals with lower levels of hostile attribution bias would tend to interpret the actors' behaviors justifiable (Lyu et al., 2016). For instance, the interviewee (Alison) illustrated that the purser was just intolerant of unsatisfactory job performance, so the rigorous condemnation was perceived as "abrasive (i.e., tough love)" instead of abusive (Tepper et al., 2017, p.127).

5.3. Coping Strategies
The study developed on the known categories of coping strategies to abusive supervision and paid efforts to uncover other potential forms of coping tactics. We found that interviewees reported different coping strategies to supervisory abuse at different stages, from pre-happening, proceeding to post-occurrence.

Pre-happening
The results supplemented the previous study by Yagil et al. (2011) that claimed employees only used problem- and emotion-focused strategies to deal with abusive supervision. In fact, before supervisory abuse happened, employees have already exerted prevention tactics to reduce the certainty that the abuse will occur or recur (Oh & Farh, 2017), including ingratiation, seeking social support for instrumental reasons and localization. Ingratiation was the most reported acts of prevention. In this coping approach, a subordinate takes political skills to fulfill superiors' personal interests to achieve favorable social interactions; in turn, the effective ingratiator may be perceived as belonging to the superiors' moral group; thus deserving positive appraisals of his/her work performance and high tolerance for making mistakes (Xiao & Wu, 2014).

Furthermore, the temporary relationships of supervisor-subordinate dyad in crew workplaces allow employees to learn from others' experience and seek useful information from colleagues aiming at avoiding conflicts with the abusive supervisors; for instance, Top 10 blacklist was the mentioned useful instrument to prevent from being abused. Concealing mistakes for each other also can effectively reduce the likelihood of the occurrence of abusive supervision. Moreover, this study also disclosed a new type of coping strategy, namely, localization. We found foreign subordinates would localize themselves to integrate into the natives' moral group by dressing up, speaking or behaving indigenously. Language proficiency was also the most mentioned skill of breaking exclusion. For instance, a Chinese interviewee (Mandy) who worked for an airline in Korea illustrated she was barely discriminated by local crew, as "the Korean language I used during flights is very fluent, and then the questions they asked me, most of which I can understand and give him/her answers."

Proceeding
When the abusive behaviors were in progress, subordinates would firstly apply problem-focused coping strategies including reporting and direct communication. Organizational sanctions against workplace bullying such as a sound reporting system can help subordinates combat abusive supervision and avoid further abuse. Unfortunately, this study unveiled the seniority culture of Asian workplaces supports a shared perception that senior employees' abusive behaviors of expressing rages or animosity are permissible in organizations, which makes juniors' reporting backfire, even may triggers more serious abuse. Besides that, although the low occurrence rate of direct communication was reported in the previous literature (Tepper et al., 2007), face-to-face questioning relational injustice reported in this study when the supervisors' acting were badly overdone such as personal vicious assault, race discrimination and nonsensical job allocation.

Post-occurrence
When the situation was irreversible or the result of problem-focused coping strategies cannot reach the expectations, the abused subordinate resorted to the emotion-focused coping tactics including avoidance, seeking emotional support, and positive reinterpretation. These emotional-focused strategies helped them ease their distress emotions rather than eliminating stressors. The results suggested most of interviewees would extricate themselves from the abusers' ventilation of resentment by avoiding contact or keeping silence. Additionally, behavioral disengagement would passively occur when the circumstance was appraised as helplessness (Carver et al., 1989).

The other two emotion-focused coping strategies of seeking emotional social support and positive reinterpretation were also reported. The interviewees noted obtaining sympathy and understandings from peer support would serve as an outlet to relieve their negative affections, which recharged their power for staying. Another reported coping of positive reinterpretation that replenished Yagil's scale allows employees to involve in purposive recurring the previous abuse and reinterpret the experience to achieve growth as a result, which is in accordance with Vogel and Bolino's conception (2020) that the PTG (post-traumatic growth) might be accomplished after a traumatic past.

Based on the discussion above, a conceptual model can be constructed as below:

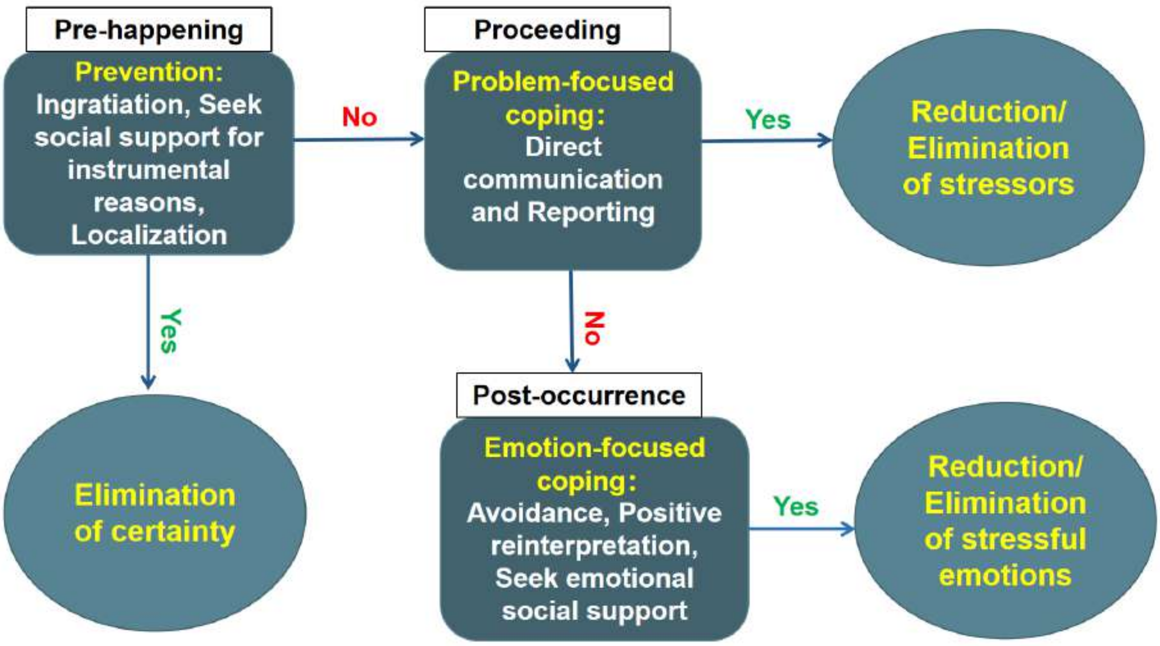

Figure 1. The Dynamic Selection Mechanism of Coping Strategies to Abusive Supervision

5.2. Conclusion and limitations

This study disclosed that the antecedents of abusive supervision within Asian airlines from both supervisor's and subordinate's perspectives. Supervisor-related antecedents including authoritarian leadership, perceived dissimilarity and past mistreatment experience act as catalysts to induce supervisors' abusive behaviors. Subordinates' vulnerability and attribution bias also underlie the occurrence of supervisory abuse. Furthermore, the temporary compositions of supervisor-subordinate dyad in aviation workforce make the investigation of coping with abusive supervision very worthy. This study found various forms of coping strategies were exerted by interviewed flight attendants at different stages, from pre-happening, proceeding to post-occurrence. It classified ingratiation and seeking social support as the prevention ways of coping. Localization was also an newly identified coping tactic which has not been found in previous researches. Also, this study disclosed problem-focused coping strategies at proceeding-phase, consisting of reporting and direct communication, and emotion-focused coping exerted after occurrence of abuse, including avoidance, positive reinterpretation and seeking emotional social support. This study adds to the theoretical underpinning on antecedents of and copings strategies to abusive supervision, and provides implications for organizations' formulating more effective organization sanctions against workplace bullying. However, we found some interviewees tended to provided social desirable responses to questions on the link between abusive supervision and past mistreatment experience, leadership styles. This situation limits the richness of our data and the conclusions we can draw. Personality traits may be also difficult to disclose via interviews, which can be supplemented by follow-up quantitative researches. And gender differences affecting the abused subordinates' ways of coping has been reported by a few interviewees, which is beyond this study but awaits to investigation.

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Impact of COVID-19 pandemic on Generation Z employees' perception and behavioral intention towards advanced information technologies in hotels

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Abstract:

The COVID-19 crisis has accelerated technology innovation. Implementation of advanced technologies requires skilled and committed employees. This study compares Generation Z hotel employees' perception and behavioral intention towards the advanced technologies adopted by hotels before and during the COVID-19 pandemic. Technology acceptance model (TAM) and the theory of reasoned action (TRA) were applied. Data were collected from Generation Z hotel employees in Hong Kong in April 2019 and March 2021. Follow-up in-person interviews were conducted to validate the results.

Keywords: Advanced Information Technologies, Perception, Behavioral Intention, Generation Z, Hotel Employees, COVID-19

1. Introduction

Given the quarantine restrictions and health concerns since the outbreak of COVID-19, the global hotel industry suffered greatly from losing the international market and revenue (Hao, Xiao, & Chon, 2020). There are tightened policies and restrictions imposed on social distance and travelling plan. Thereby, international guests are grounded within their own countries and regions. The crisis has accelerated technology innovation and industry transformation. Digital and contactless services supported by advanced information technologies have replaced more intimate service contacts in the hotel industry (Shin & Kang, 2020). As a major solution for combating the COVID-19 crisis, advanced information technologies are likely to play an important role in the hotel industry's recovery. However, there are also some issues or barriers to the adoption of advanced information technologies, such as resistance to change, information security risk, lack of skilled workforce, etc. (Luthra & Mangla, 2018). Successful implementation of new technologies requires skilled and committed employees. However, hotel employees' perception and behavioral intention towards the advanced information technologies are not clear and the moderating effects of COVID-19 are unknown.

Generation Z, who was born in the mid-1990s through the early 2000s, has been living in a technical era and have intimate proximity than any other generations. Past research mainly focuses on Generation X and Y, who have comforts with new technologies in the workplace and have an appeal to communication and information technologies to send a message and communicate with colleagues (Burke, as cited in Brown, Thomas, & Bosselman, 2015). Little research has been conducted to understand how Generation Z, who will be mainly affected by the adoption of new technologies in the near future, perceive and respond to the technologies in hotels.

This study compares Generation Z hotel employees' perception and behavioral intention towards the advanced information technologies adopted by hotels before the COVID-19 pandemic and when COVID-19 was salient. The relationship between perception and working intention is also examined and compared. Managerial implications will be provided to hoteliers on the basis of the identified attributes that are more likely to affect future employee's perception of advanced technologies and intention to work with advanced technologies.

2. Literature Review

With the rapid progress of technology, advanced information technologies (IT), including information systems and artificial intelligence (AI), have increasingly affected the employees' work environments and duties especially after the outbreak of a pandemic. Before the pandemic, various information systems have been applied virtually in all departments in the hotel industry, such as food and beverage, finance, accounting and marketing, front office and so on. The major applications include the Transaction Processing System, Point of Sale (PoS), Management Information System, Property Management System (PMS), and Decision Support System (Al-Adamat, 2015). With regard to AI technologies, there are adoptions of, for example, desk agents, in-room assistants, vacuum cleaners to enhance convenience and efficiency. Related literature shows that the adoptions of robots, artificial intelligence and service automation (RAISA) not only have brought financial benefits such as, saving labour costs and enhancing the employees' efficiency by saving time, but also have improved the service quality by enhancing the guest experience (Bilgihan, Okumus, Nusair, & Kwun, 2011; Law & Jogaratnam, 2005).

As for the health consideration after the COVID-19 pandemic, advanced IT has been further valued, developed and applied into the hotel industry, such as mobile, AI, facial recognition, Big Data and so on which enables professionals and hoteliers to get to know the disease, find out the way to keep distance but offer service in a safer approach (Jiang & Wen, 2020). Besides, it is proved that organizational efforts and commitments to health hygiene and job security could enhance the perception of employee (Filimonau, Derqui, & Matute, 2020). Accordingly, using advanced IT is a considered more significant and effective way to maintain the employees with a promise to keep internal and external safety.

Some researchers had examined the influence of using advanced information systems on the attitudes of hotel employees and discovered that they are willing to work with these advanced information systems because of the enhanced efficiency and a certain level of security and hygiene (Shin & Kang, 2020; Stergiou & Farmaki, 2021). However, few studies have investigated the potential drawbacks of the adoptions of advanced information technologies in hotels. Such drawbacks may cause negative perceptions and become a barrier for hotel employees to work with those systems.

More importantly, the latest literature discovered the impact on people's mental health brought from pandemic which pushed employee to leave the hotel industry (Pfefferbaum, & North, 2020; Wong et al., 2021). Furthermore, Stergiou and Farmaki (2021) have investigated the employees' willingness to work or to leave in hotels mainly based on negotiable barriers and insuperable barriers led by personal beliefs and external situations – COVID-19 pandemic. When it comes to advanced IT utilized in the hotel industry, previous research has testified and explored the effects to hotel employees based on three dimensions including AI and robotics, hygiene and health concerns as well as health and health care (Jiang & Wen, 2020). However, there is no continuable research with a two-year interval done previously via comparing data collected before and after the COVID-19 pandemic.

3. Methodology

In this study, Generation Z in Hong Kong will be focused on. Currently, Hong Kong SAR still has confirmed case and keeps passenger immigration clearance services suspended which blocks away from the major market – mainland China and other overseas tourists. Existing employees are being persuaded by an insecure situation to leave the hotel industry while the future employees are hesitating and considering whether to join or not. In a word, the impacts triggered by the pandemic truly deserves further study by drawing the attention of hotel managers and suggesting them to take actions to retain and attract future employees. As the absenteeism rate rising, hotel employees are tending to leave the hotel for the sake of family's and personal health consideration (Stergiou & Farmaki, 2021). The hotel industry in Hong Kong is being confronted with the graver issue of labour shortage since hotel employees, especially front-line staff, are more concerned about their job safety when contacting with traffic, which to some extent, worries the hotel human resource management.

This study covers two stages. The pre-pandemic stage is slightly before the outbreak of COVID-19 in April 2019. The pandemic stage is in March 2021. This study aims to examine Generation Z's perceptions, the impact of advanced information systems on Generation Z's working intentions as well as the latent relationship between the contextual background in the context of the COVID-19 pandemic. The study uses the technology acceptance model (TAM) and the theory of reasoned action (TRA) as a basis of the theoretical framework to understand the behavioral intention of adopting IT and future work by Generation Z hotel employees in Hong Kong. A mixed-methods approach is applied. The first part of the study uses a quantitative approach to investigate perceived IT beliefs, task-technology fit, attitude, self-efficacy, and behavioral intention at both pre-and post-pandemic stages. The questionnaires are distributed in printed format and online format to reach a higher response rate. For data analysis, multiple regression is applied to test causal relationships between the variables. The second part of the study will involve follow-up in-person interviews to validate the results of the first part of the study.

4. Results

In the pre-pandemic stage, 106 valid responses have been collected, while in the pandemic stage, 104 valid responses have been gathered. Table 1 describes the demographic characteristics of respondents in these two surveys.

Table 1 *Demographic Characteristics of Respondents*

	Pre-pandemic stage		**Pandemic stage**	
Demographics	Frequency	(%)	Frequency	(%)
Gender:				
Female	70	66	91	87.5
Male	36	34	13	12.5
Educational level:				
HD/AD	19	17.9	7	6.7
Bachelor	81	76.4	79	76
Master	3	2.8	17	16.3
PhD	3	2.8	1	1
Nationality:				
Hong Kong SAR	53	50	52	50
Mainland China	45	42.5	42	40.4
Macau SAR / Taiwan	1	.9	3	2.9
Overseas	7	6.6	7	6.7
Department:				
Front office	60	56.6	55	52.9
Back office	16	15.1	23	22.1
F&B	30	28.3	26	25.0

There are mean differences in Generation Z's perception on the application of advanced IT and work intention between pre-pandemic and pandemic stages. Results are presented in Table 2.

Table 2 *Comparison of Generation Z's perception and work intention*

Attributes	**Pre-pandemic stage**		**Pandemic stage**		**t-value**	**p**	**Comparison**
	Mean	SD	Mean	SD			
Perception							
1.Good for relationship & communication	3.83	.99	4.22	.91	-2.97	.003**	Pandemic > Pre-pandemic
2. Easy to handle	3.34	1.14	3.44	1.13	-.66	.51	
3. Reduce workload	3.82	.98	4.15	.90	-2.56	.011*	Pandemic > Pre-pandemic
4. Deliver hospitality	3.48	1.14	3.72	1.10	-1.55	.12	
5. Necessary to apply in all departments	3.84	1.02	4.15	.92	-2.34	.021*	Pandemic > Pre-pandemic
6. AI is more useful than human-staff	3.25	1.14	3.23	1.19	.09	.001**	Pre-pandemic > Pandemic
7. Front office uses AI technology more effectively than back office	3.37	1.13	3.64	1.09	-1.80	.07	
Intention							
1. I intend to work in an advanced IT-applied hotel	3.53	.95	4.07	.87	-4.29	.000***	Pandemic > Pre-pandemic
2. I will use advanced IT when working in a hotel	3.76	.85	4.22	.76	-4.11	.000***	Pandemic > Pre-pandemic
3. I intend to work with service robots than humankind-colleague	2.80	1.14	2.94	1.26	-.90	.38	
4. It is likely that I use the advanced IT for my job frequently	3.53	.95	3.93	.90	-3.18	.002**	Pandemic > Pre-pandemic

*p<0.05, **p<0.01, ***p<0.001

5. Discussion and Conclusion

Research findings support that COVID-19 has significantly influenced Generation Z's perception and intention towards advanced IT used in hotels. Gen Z employees generally have higher perceptions of advanced IT regarding its supportive effectiveness (i.e., good for communication, reduced workload) and compatibility (i.e., necessary to apply in all departments). Therefore, Generation Z employee's intention of working with advanced IT also increases from the pre-pandemic stage to the pandemic stage. Based on the findings, hoteliers are suggested to use more advanced technologies, such as AI robotics in all departments.

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Interorganisational talent pools – Resolving the talent management conundrum in the hospitality industry

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Abstract:

This exploratory article examines, through a literature review, the use of interorganisational talent pools as a form of coopetition between small, independent, family-owned hotels to address their perennial and often acute talent shortages. Based on a review of the literature, the article reveals that existing assumptions and models of talent models do not apply to this sector of the hotel industry and that more innovative and sustainable solutions to talent management are needed. Moreover, the article uncovers various gaps in the literature with regard to talent management in small to medium enterprises, the use of interorganisational talent pools in general and the hospitality industry in particular. The innovative approach of using interorganisational talent pools to compensate for the deficiencies of individual hotels in terms of their resources and capabilities are presented as a sustainable solution to manage talent demand. A research agenda for the exploration of interorganisational talent pools is listed.

Keywords: interorganisational talent pools, coopetition, talent management innovation, hospitality, common pool resources, sustainable talent management

1. Introduction

As a service sector industry, the hotel industry is disproportionality dependent on its employees for success due to the nature of the service provided, increased competition for market share and the need to exceed the ever-increasing expectations of its customers. Thus, the industry needs highly adaptable and motivated employees with the right attitude and skills. Yet, the industry suffers from a poor image as an employer, which is marred by – in many cases justified – perceptions of low pay, long working hours, outdated hierarchical management structures and high labour turnover (Horner, 2017; Johnson et al., 2019; Nzonzo & Chipfuva, 2013). Accordingly, many hotels experience challenges in attracting, developing, managing and retaining talent (Burbach & Brannon, 2021). Moreover, hotels have been struggling to embrace novel and more sustainable approaches to establishing a reliable talent pipeline, while Baum (2019) contends that existing approaches to talent management are not fit for purpose for the industry and the COVID-19 crises has not done much to change this (Baum et al., 2020).

Some large multinational hotel corporations have set up talent pools to secure a regular pipeline. But with varying success it seems (Jooss, Burbach et al., 2019). Despite the relative significance of these large hotel chains in terms of number of hotel rooms and turnover, the industry is still characterised by a high percentage of largely independent, small to medium sized enterprises (SME), which possess neither the capabilities nor the resources to pursue complex talent management strategies or to develop conventional talent pools (Chang and Eberhardt, 2021). The demand for talent in these firms can fluctuate significantly due to the seasonality of these businesses. This, in turn, compounds the talent management challenges faced by these firms. Thus, there exists a demonstrable need to challenge existing models of managing talent and to consider novel, while also sustainable, talent solutions.

The aim of this article is to explore the use of interorganisational talent pools as an innovative and durable approach to meet the need for hospitality talent and to address talent shortages of SMEs. The article reviews critically the extant literature on the management of talent pools and incidences of interorganisational cooperation with specific regard to talent to glean a clearer picture of the feasibility of and success factors for the establishment of such common, external, and cross-company talent pools. The evidence of such interorganisational collaborations in the literature to date is rare and practically non-existing in as far as their application in the hospitality industry is concerned (see also Chang and Eberhardt, 2021).

2. Methodology

This is an exploratory study of a new phenomenon. For this paper, the authors carried out a comprehensive review of the literature to establish a baseline of existing approaches, solutions and theories as they apply to interorganisational talent cooperation and interorganisational talent pools.

3. Literature Review

Talent management represents a strategic approach that aims to ensure a constant supply of talent for organisations in order to achieve a people based competitive advantage (Collings & Mellahi, 2009; Iles et al., 2010). Its objectives are to attract and retain talents (Sheehan et al., 2018), to develop them strategically (Horner, 2017) and to deploy them in leadership positions in the future based on their potential and performance (Gallardo-Gallardo & Thunnissen, 2016).

The manner in which organisations develop and implement talent management is contingent on their definition and perspective of talent (Tansley, 2011). In particular, the view of talent can be distinguished between the inclusive and the exclusive view (Mousa & Ayoubi, 2019; Tansley, 2011). The predominant view of talent in a firm plays a decisive role in the establishment of organisational talent pools, which are designed to guarantee a steady supply of talents to a company. The inclusive approach regards all employees in an organisational context as talents, while the exclusive approach only involves a certain group of employees who are deemed to play a critical role in the future success of a company (Gallardo-Gallardo et al., 2013). The literature also differentiates between the objective and the subjective view (Dries, 2013). With the subject approach, people themselves are perceived as talents (or not) and contingent on the inclusive and exclusive approach they are then assigned to a talent pool (or not). It should also be noted that talent can belong to more than one organisational talent pool (Jooss, Burbach et al., 2019). With the object approach, people are referred to as talents depending on whether they display certain characteristics (Gallardo-Gallardo et al., 2013; Horner, 2017; Jooss, McDonnell et al., 2019). As the concept of an interorganisational talent pool centres on all of the employees that could potentially transit between a number of collaborating organisations among a common talent pool, this article adopts the inclusive view of talent, although in practice common talent pools do not necessarily have to be inclusive.

A review of the talent management literature demonstrates that talent pools are an established tool in many large national and international companies, to develop, manage and deploy talent in different locations, subsidiaries and positions required, thus ensuring a maximum amount of flexibility and also continuity in their talent pipelines. Research also suggests that firms ought to possess the technological capabilities, for example in the form of human resource information systems (Burbach & Royle, 2010), to expedite their talent management processes. For smaller independent hotels, however, with a limited workforce, limited human resource management knowledge and limited resources to attract, manage, develop, and retain talent, the notion of strategic development of internal talent pools, therefore, is simply out of reach. Perhaps for that reason, talent management in SMEs appears to be a largely ignored field of research in the talent management literature, which focuses predominantly on talent management in multinational corporations (MNC) (Gallardo-Gallardo & Thunnissen, 2016; Krishnan & Scullion, 2017; Thunnissen et al., 2013).

Moreover, it appears that a different meaning of talent is inferred when employees in the hotel industry are considered. Thus, the applicability of existing talent management solutions and definitions in the hospitality industry must be questioned (Baum, 2008). The divergent view of talent in hotels arises owing to the relative and critical importance of talent for the success of hotels, especially for the SMEs in the sector. The nature and importance of talent for this sector of the hotel industry is explored in more detail in the following.

Even as the war for talent is prevalent in most industries, the hotel industry is particularly affected by talent shortages (Johnson et al., 2019), as it is characterised by high labour-intensity and high staff turnover (Horner, 2017; Nzonzo & Chipfuva, 2013). A number of authors propose the application of talent management strategies in the hospitality industry to address the persistent staff shortages in those businesses (Hughes & Rog, 2008; Nzonzo & Chipfuva, 2013; Ramdhony & D'Annunzio-Green, 2018; Willie et al., 2008), to raise customer service levels (Reilly, 2018), to encourage greater degrees of ′hospitableness' (Ramdhony & D'Annunzio-Green, 2018) and to improve the employer brand (Murillo & King, 2019; Sheehan et al., 2018), which in turn would attract more talent.

Yet, much of the industry focuses on short-term talent management measures and on competing with their rivals for talent (Burbach & Brannon, 2021, p. 13) instead of bundling their people management competencies and resources to confront their common and often acute talent challenges and staff shortages as part of a concerted effort and coopetition rather than competition in that regard. Especially small, independent and family-owned operators are usually not able to offer their talents the same levels of training, development, advancement opportunities, benefits packages and perspectives as their larger, better resourced counterparts would be (Krishnan & Scullion, 2017). It is thus evident that those organisations possess neither the resources nor the expertise to compete with larger chain hotels in the war for talent using existing talent management strategies and tools.

In addition, the shortage of hotel employees in rural areas is exacerbated by a number of other influencing factors. These apply largely, but not exclusively, to small family-run companies. Hotels in rural and remote locations find it difficult to attract talent, as residential housing is generally scarce in those areas and employees have to travel long distances to work. The typically long working hours in the industry render this prospect even less attractive. Moreover, millennials (or Generation Y) make up an increasing proportion of the potential workforce of hotels. However, it can be argued that these individuals will be reluctant to work in a remote location with little entertainment and frequently poor internet connectivity. Additionally, millennials tend to prefer short term engagements (Gupta, 2019) and gig economy working arrangements (Thompson, 2019), which is often incompatible with hotel employment. Furthermore, the nature of the hotel trade, especially in rural settings, is very much subject to seasonal fluctuations and a commensurate variability in the demand for labour. As many smaller hotels often find it difficult to attract talent, they frequently resort to agency workers (Knox, 2010), which creates a vicious circle insofar as the reputation of the industry as an employer is concerned. In a similar vein, hospitality firms have stepped up their collaboration with recruitment companies to help them source scarce talent, which, of course, impacts negatively on the personnel budget of these firms, and which has a negative influence on the perception of the company as an employer, both by internal and external employees (Zoghbi-Manrique-de-Lara & Ting-Ding, 2017). Burbach and Brannon (2021) thereby stress that such working arrangements commonly are short-lived because neither the employee nor the firm may pursue long-lasting contracts and hence are not sustainable. Thus, it is seems evident, as Cappelli (2008) argues, that long-term planning in terms of business development is becoming increasingly more difficult and that, the deployment and development of employees ought to be more flexible and on demand in order to limit the risks to firms pertaining to talent and costs associated with fluctuations in talent demand. However, a range of institutional, sectoral, and micropolitical factors can severely restrict organisations' abilities to manage their talent demand at will (Burbach & Royle, 2010).

These examples illustrate some of the obstacles experienced by, in particular, family owned, small and independent hotel companies and the poverty of formulae to solving this talent management quandary. For these companies, prevailing talent management assumptions and models ought to be reimagined and innovated. Innovation can be defined as `the intentional introduction and application within a role, group, or organisation, of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, the group, or wider society` (West & Farr, 1990, p. 9). As we already highlighted above, one of the options available to resource-poor organisations is interorganisational cooperation, which is a frequently used tool to overcome resource shortages and to drive innovation (van den Broek et al., 2017). There are many examples of coopetition in product development and other areas (Fernandez et al., 2019). However, the following section will explore existing evidence in the literature relating to the existence of interorganisational talent pools as a potential talent innovation solution for the hospitality industry.

A review of the extant literate highlights swiftly that the preponderance of the published academic literature focuses solely on organising employees into internal talent pools (Cappelli & Keller, 2014; Mäkelä et al., 2010; Tansley, 2011, p. 270) and that evidence of interorganisational talent pools, cross-company networks and cooperation between firms in managing their talent is scarce. Burbach and Brannon (2021) define interorganisational talent pools as a pool that `comprises of all the potential talent that is available to an industry in a particular region, that a firm has access to and can draw on to supplement its internal talent pool.

Chang and Eberhardt (2021) investigated the shortage of skilled workers in selected rural regions in Bavaria and Austria as part of the EU-Interreg Austria Bavaria project "Trail for Health Nord", which was conducted from 2014 to 2020. The aim of the project was, among other, to initiate concepts for long lasting talent pipelines in the hospitality firms in those regions and thus to contribute to the development of sustainable, cross-border and health tourism concepts. The results of the exploratory study illustrated hoteliers' big challenges in recruiting personnel. The recommendation for action was to initiate regional HR networks and cooperation with, for example, a focus on training and further education of employees and a specific set of rules for cooperation between the companies. In their article, Chang and Eberhardt (2021) also stress the importance of further research of these concepts in order to offer regional forms a practical and viable solutions.

Other notable exceptions examined the approaches to interorganisational talent pools in the healthcare industry. One of the examples is a planned establishment of an interorganisational talent pool in the healthcare industry in China. In their article, Fu, Jiang, Wang and Xing (2018) describe the need for a cross-company talent pool in the Chinese health sector. The talent pool in this case is exclusive, as only selected and regularly reassessed employees from the health sector in the country will be part of the interorganisational talent pool. The aim of this talent pool is to provide highly trained and experienced health care employees to organisations on demand to deploy them nationally or internationally. The other example of an interorganisational talent pool is that of a network of four hospitals in the Netherlands, which have joint forces to form an interorganisational talent management pool in order to be able to counter the shortage of medical staff in the same geographic area (van den Broek et al., 2017). In their case study, they found that the perception of competition varies from one organisation to the next, and that this can hinder joint innovation in cooperation among the participating organisations. On the other hand, the individual actors are motivated to work together due to the staff shortages and other shared challenges they are facing in respect of their talent demand (van den Broek et al., 2017).

Van den Broek at al. (2017) also introduce the term coopetition in combination with the use of talent pools. Coopetition is a neologism conceived at the beginning of the 20^{th} century and is the amalgamation of the two terms competition and cooperation (Fernandez et al., 2019). In detail, this involves the collaboration of independent companies, even though they are competitors, in order to capitalise on their combined knowledge and expertise in a particular area of business. While this appears to be a paradox, coopetition in different industries has become a frequently researched and applied concept in science and practice (Fernandez et al., 2019; Le Roy et al., 2019; Le Roy & Fernandez, 2015). Nevertheless, the little evidence that does exist with regard to talent coopetition highlights that these types of collaborations between competitors require huge levels of trust and regulation.

Burbach and Brannon (2021, 14,) emphasise that ‘particularly within the hospitality industry, which is facing declining talent pools, organisations feel, for competitive reasons, compelled to compete for talent rather than to sustaining industry talent pools`. In order to develop a more strategic and sustainable approach to managing their talent by establishing interorganisational talent pools, these companies must perform a fundamental shift from a short term economic emphasis to a long-term and common good focus (Aust et al., 2020). Other than the example put forward by Chang and Eberhardt (2021), there does not appear to be any published research in interorganisational talent pools in the hospitality industry and the final section of this paper will offer some tentative discussions and conclusions and areas for further examination given the paucity of published research in this aera.

An online search for practical approaches to interorganisational cooperation in the Hospitality industry renders only a few distinct results. One example of such cooperation exists in Tirol - Austria in the "Kitzbühel Alps" and "Wilder Kaiser" regions at hoteljobs.tirol (Prodinger Consulting & Tourimusverband WILDER KAISER, 2021a). There, the Prodinger Consulting company offers regional touristic firms the opportunity to hand over their personnel marketing and recruiting to this agency. For employees and applicants, benefits such as free accommodation, a set day off a week, 40 hours of work per week and a selection of regional perks and rebates are offered. The employment contract is entered into with the individual companies and not with the agency. As a partner of the agency, employers assume the fees for selected HR services by the agency. Depending on the services contracted and the duration of the service offer, the fees for the partner companies vary (Prodinger Consulting & Tourimusverband WILDER KAISER, 2021b). Another example is the employer branding initiative comprising different regions in Austria which can be located on the tourism website for Ischgl in Austria (Tourismusverband Paznaun – Ischgl, 2021). They offer a range of benefits for all employees of the networked cooperation partners. While these examples highlight that interorganisational cooperation in the hotel industry exists, the paucity of practical applications, details and conditions of this concept demonstrates the need for further empirical investigation of external talent pools.

4. Discussion and Conclusion

To date, the talent management literature has merely focused on the concept of internal talent pools and whether they might be inclusive or exclusive. However, as our article highlights, these assumptions are too restrictive and difficult to operationalise for many SMEs, independent and family-owned hotels, which often are located in rural settings or outside of metropolitan areas and which often experience fluctuating needs for employees and which can offer only limited opportunities for career development. We propose interorganisational talent pools as potentially viable and sustainable solutions to the talent conundrum faced by these firms. Interorganisational talent pools are, by their very nature, all-inclusive, thus addressing some of the criticisms of the talent pool literature (Jooss, Burbach et al., 2019; Seopa et al., 2015; Yarnall, 2011). As a result of these acute talent shortages, innovative and collaborative approaches are needed (Burbach & Brannon, 2021) . There appears to exist a scarcity of research on interorganisational talent pools especially what evidence of these types of coopetition in the hospitality industry is concerned. Thus, extensive exploratory research is required to test empirically and validate the assumptions put forward in this article. Novel methodological and theoretical models and practical solutions ought to be employed to explore and develop a framework, success factors and best practice approach for the implementation and management of interorganisational talent pools, some of which are examined in a recently published article by Burbach and Brannan (2021) who employ the theory of common pool resources and sustainable HRM as theoretical lenses for their assertions. Simultaneously, further research on applications of interorganisational talent pools should be investigated viewed through other theoretical lenses such as institutionalism, agency theory, game theory and indeed any other applicable theory, thus offering a more robust theoretical framework underpinning the study of interorganisational talent pools in the hospitality industry and in SMEs in general. Research focused on interorganisational talent pools will also expand further our existing understanding of talent management and will also answer the call to expand the knowledge base on talent management in SMEs, which is a largely neglected area in talent management research. The changing nature of work combined with the changing generational makeup of the workforce in the industry warrant the exploration of more innovative ways to manage talent. Furthermore, empirical research studies could set out to examine the potential synergistic networking effects for talent development emanating from such interorganisational coopetition, which are evident in other successful areas of interorganisational coopetition, and it would be remiss of any academic debate to assume that these successes cannot be attained by talent management coopetition.

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Enhancing marketing students' employability with a real case challenge: Facebook ads

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Abstract:

The volatility of economy, the changing consumer behavior, and the emerging technologies created marketing challenges. Students are more satisfied if they perceive their learning experience provides them skills for employability. This article explains the process of incorporating Facebook Ads campaign into a senior/MBA level digital marketing course. The justification to select Facebook Ads over Google Ads, the introduction of Facebook Ads terminology, the planning and organization of this learning experience were explained. The article also presented students' assessment of this learning experience. This article concluded with the authors' reflections and suggestions to academics for implementing similar activities in a marketing course.

Keywords: Digital Marketing Pedagogy, Student Employability, Facebook Ads Pedagogy

1. Introduction and literature review

Employability is crucial to higher education stakeholders, because student job placement is a significant factor in assessing the quality of hospitality education and the success of individual student (Beaumont, Gedye, & Richardson, 2016; Yang, Cheung, Fang, 2014; Wang & Tsai, 2014; Sox, Crews, & Kline, 2014; Kitterlin-Lynch, Williams, and Zheng, 2015). The volatility of economy, the emerging technology and business models, the rising tuition and fees, and the fierce competition among job candidates further pressure faculty members to prepare work-ready students (Beaumont et al., 2016; Yang et al., 2015; Wang & Tsai, 2014; Sox et al., 2014). Graduates are more satisfied with their learning experience if it provides them with the skills for employment preparation (Martin, Milne-Home, Barrett, Spalding, and Jones, 2000).

The convergent of the Internet, mobile devices, and traditional media, as well as the ability to track customer journey with marketing analytics and develop customer insights, and the capacity to provide personalized products and services have contributed to the concept of Integrated Marketing Communication (Kerr & Kelly, 2017). Leeflang, Verhoef, Dahlstrom, & Freundt (2014) identified ten marketing tensions as digital revolution and business models, customer insights, stifling creativity and innovation, social media and brand health, online targeting, price transparency, automated interactions, online metrics, talent gap, and organizational challenges. Consequently, there are four marketing challenges, including

> *"the use of customer insights and data to compete effectively; the threatening power of social media for brands and customer relationships; the omnipresence of new digital metrics and the subsequent assessment of the effectiveness of (digital) marketing activities; and the increasing talent gap in analytical capabilities within firms." (Leeflang et al., 2014, P. 9).*

In the hospitality and tourism industry, the ubiquity of mobile devices and the Internet access, the prevalence of data (for example, customer reviews, competitor information, marketing performance data) and digital channels (for example, social media, online travel agencies, customer to customer sharing sites), and the ability to more accurately monitor marketing performance have profoundly transformed marketing. Given these tensions and challenges, the knowledge and skills demanded for marketing professionals have changed as well. Future marketing professional should have the strategic knowledge to integrate digital into traditional marketing; possess the specific technical knowledge; has the capacity to foresight and assess the impact of emerging trends; and the ability to continuously learn in order to keep knowledge and skills up to date (Royle & Laing, 2014). Consequently, researchers have documented the gap in marketing skills, urged that universities should review their marketing curriculum and approaches to teach marketing, and align the marketing curriculum with actual business practices to alleviate this gap (Kerr & Kelly, 2017; Brocato, Whie, Bartkus, & Brocato, 2015; Leeflang et al., 2014; Royle & Laing, 2014; Wymbs, 2011). Kerr and Kelly (2017) warned that there may be concerns of staff proficiency and the skills shortage in academic staff; and urged academic develop a new skill set. Yang et al. (2014) stated that to improve employability, educators should enhance teaching and form partnership with employers. Students often attend short courses offered by professional marketing bodies to gain skills and lessen the gap (Royle and Laing, 2014).

Marketing professors are aware of changes in marketing and incorporated social media and digital marketing platforms in their courses. Brocato et al. (2015) reviewed 90 syllabi from 65 U.S. institutions to understand how universities address social media. The most common course objectives for social media are to understand and use social media, develop social media marketing strategies, understand social media's role in an integrated campaign, and analyze social media metrics (Brocato et al., 2015). The most addressed social media in courses are blogs, Twitter, Facebook, YouTube, and LinkedIn, respectively (Brocato et al., 2015).

In the hospitality and tourism domain, Murphy, Hudson, Hunter, and Neale (2009) shared their experience in using Google Online Marketing Challenge in their courses. Murphy et al. (2009) introduced Google AdWords (now Google Ads) concepts, briefed the Challenge process and organization. The benefits include problem based learning in the real world setting; developing new marketing knowledge and skills; opportunity to plan, execute, optimize, and report on the process; and creating a competitive advantage for students comparing to other job applicants (Murphy et al., 2009).

Digital marketing professors may share our concerns of the evolving digital marketing tactics and tools, and the best ways to improve students' employability. Given the changing marketing discipline and the importance of employability, we have developed a senior / MBA level digital marketing course, incorporated a Facebook Ads campaign as the course project. In this article, we share our experiences and insights gained from our three times of delivery of these courses. We hope this article will help hospitality and tourism educators evaluate the feasibility of incorporating Facebook Ads in their senior marketing courses.

This article is presented in the following order. First, we present a short introduction of our Digital Marketing course, an introduction to Facebook Ads, the details of planning and organization, students' evaluations, and finish with our reflections and suggestions.

2. Digital Marketing Course

At Ecole Hoteliere de Lausanne, all undergraduate students take Foundations of Hospitality Marketing (introduction to marketing strategy, segmentation, targeting, positioning); Hospitality Marketing Operation (marketing 4Ps, tactics, and marketing plan); International Service Marketing (service marketing); Customer Information and Distribution Channel Management (place or distribution, customer data, customer journey); and Revenue Management (pricing). Digital Marketing is a senior level elective course and focuses on promotion. The MBA students are required to take Service Marketing, and Digital Marketing. The learning objectives associated with the Facebook Ads campaign are identical for both undergraduate and graduate programs.

The learning objectives for Facebook Ads campaigns are

1) To develop creatives for target audiences in order to achieve marketing objectives
2) To make decisions based on marketing performance metrics
3) To align marketing strategy with marketing tactics

This Digital Marketing course has 30 contact hours and is delivered in 5 weeks. The Facebook Ads campaign accounts for 20% of the course grade. Students were evaluated based on their presentations detailed below.

2.1. Why Facebook Ads?

Google and Facebook have opened opportunities for marketers to execute more accountable, and influential multidimensional campaigns (Yang, 2014). Google dominates search engine advertising, while Facebook rules display advertising (Kapko, 2017). Google Ads and Facebook Ads are both advertising options and share some similarities and differences. Regarding similarities, both provide a digital platform serving advertisers with large or small advertising budgets, offer rich customer data for advertisers, and provide marketing performance data in almost real-time. In terms of differences, Google Ads is text-driven and works better when customers are ready to buy, while Facebook Ads is more visual and works better to raise brand awareness (Castro, 2017). Given our Digital Marketing course is an intensive short course, the number of groups, and the small marketing budget, we selected Facebook Ads over Google Ads. Comparing to text ads, visual ads are more intuitive, could illustrate more emotion and creativity, and may have a steep learning curve. The competition for Facebook Ads is not as strong as Google Ads, and the cost per click is lower for Facebook than Google (Castro, 2017). With a small budget, we want to run the campaigns as long as possible to collect more marketing performance data and give students time and opportunities to revise their ads. Hence, Facebook Ads serves our needs better.

2.2. Introduction to Facebook Ads

Facebook is the most popular social media, reached 2.8 billion monthly active users in the fourth quarter of 2020 (Statista, 2021). The growth of usage and time spent contributed to Facebook's revenue growth (eMarketer, 2017a). Worldwide advertising will reach $ 223.74 billion in 2017 and expect to see double-digit growth through at least 2020 (eMarketer, 2017b). Advertisers are allocating more resources to paid social advertising, especially Facebook (Rimma, 2017). Facebook is the second largest digital publisher in the world and is expected to bring in $ 36.29 billion ad revenue in 2017 (eMarketer, 2017c). In the U.S., Facebook display ad is projected to reach $ 16.33 billion in 2017, and capture 39.1% of the market (Kapko, 2017).

2.3. Facebook Ads Campaigns
Ads Manager is the Facebook Ads platform, where advertisers will select their target audiences, create ads, review ads, and receive ads performance reports. Facebook Campaigns are structured around Ad Sets and Ads. Ad Sets are target audiences or personas; while ads are creatives, including photos, videos, slideshows, etc. A campaign can have several Ad Sets, and every Ad Sets can have several Ads. Segmentation criteria available in Ad Sets include demographics, location, interests, and behaviors. Although the criteria are the same, some countries (i.e. the U.S.) have more complete data than others. Nevertheless, the rich segmentation criteria, the ability to use these criteria to approximate target customers are unprecedented! When constructing the target audience, Ads Manager provides Audience Size indicating if the defined audience is too broad or too narrow. For example, if the only targeting criteria are female living in the U.S., it is too broad. On the other hand, targeting female, 21 years old, living around the Union Square in San Francisco, vegetarian, uses iPhone 10, likes hiking, and appreciates Japanese sake, may create a narrow target. Students can use Audience Size to evaluate their targeting decision. Furthermore, Ads Manager has an Estimated Daily Reach, representing the number of audiences based on the allocated daily budget. Between Audience Size, and Estimated Daily Reach, students can modify their Ads Set and daily allocation of marketing budget.

The ads are creatives or messages to be communicated to the target audiences. Because more than one Ad can be served to the same Ad Sets, we can conduct A/B testing to evaluate the effectiveness of ads. Facebook provides performance data or key performance indicators (KPIs) such as cost per thousand impressions (CPM), the number of impressions, cost per click, click through rate, remaining budget, relevance score, etc. These data can be accessed through Ads Manager in near real-time.

2.4. Planning and Organizations
Even we learn Facebook Ads from trade journals and videos, we still can't offer as much as an insightful marketing professional practitioner does. Fortunately, our marketing director is an expert in Facebook Ads, shares our vision in pedagogy, and most importantly, is willing to invest the extra time to guide this project. We explained our planning and organizations in details below.

Stage 1: Preparation
1) We obtained the approval from our marketing director to use our school's marketing budget and Facebook account for the student project.
2) Based on our students' nationalities and language skills, our marketing director identified and created target markets.

Stage 2: Introduction lesson
1) A small exercise asking students to identify market selection criteria was given to the class. The purpose was to raise students' awareness of the market potential, and their strengths.
2) Although students are Facebook users, most do not have Facebook advertising experiences. We used Facebook tutorial videos available on YouTube to introduce Facebook Ads terminology and platform to students.
3) Our marketing director delivered the introduction presentation, explaining the campaign objective, resources available, guidelines, and a list of markets.
4) Student groups identified three preferred markets based on their group member profiles and created new Facebook accounts just for this project. The purpose of the new Facebook account was to ensure all team members can have the access to Facebook Ads platform. Our marketing director gave the access of Facebook Ads platform to these groups' Facebook accounts.

Stage 3: Developing creatives in classes

1) We provided a package of articles for students to learn Facebook Ads and programming Facebook campaigns on Facebook Ads Manager.
2) Our marketing director assigned groups their markets. Every group worked on one market.
3) During this stage, students created target audiences (Ad Sets), allocated marketing budget, developed creatives (Ads), and programmed the ads on Facebook Ads Manager. The landing page was provided by our marketing director.
4) Together with our marketing director, we provided at least two feedback sessions to each group. The feedback sessions focused on answering questions and identifying mistakes in programming the ads.

Stage 4: Show time!

1) Our marketing director turned on Facebook Ads campaigns, and ads automatically shown on the timeline of target audiences. In a few hours, students started to see marketing performance in real-time. Once the campaigns started, except the final presentation, we no longer devoted class contact hours to Facebook.
2) Based on the market performance, student groups optimized their target audiences, creatives, or budget allocation.
3) Our marketing director provided the leaderboard updates for groups to benchmark their performances.

Stage 5: Final presentation

1) Student groups presented their initial strategy and creatives, modifications made during the campaigns, and reflections on the learning experience. The grade of this Facebook Ads campaign was based on the presentation. The outcomes of Facebook campaigns were not part of the grade.
2) Our marketing director presented the winning team and shared her trade secrets and tips with students.

Alternatively, we present the student-centered version of Facebook Campaign activities and competencies in Table 1 for your reference.

Table 1 *Facebook Ads Campaign Activities and Competencies*

Week	Activities	Specific Activities and Explanations	Marketing Competencies
1	Identifying three target markets	• A practitioner (i.e. our marketing director) makes an introduction presentation, specifying the objectives, rules, and markets • Students groups leverage their local knowledge and assess the potential of markets to identify target markets	• SWOT
2 & 3	Learning Facebook Ad Manager, developing campaigns	• Students learn Facebook advertising and Facebook Ads Manager platform • Student groups develop creatives and program ads on Facebook Ads Manager	• To construct holistic personas using Facebook Ads Manager • To communicate with target audiences by creating enticing images and written texts • To use Facebook Ad Manager platform

		• Based on the feedback provided by the instructors and practitioner, student groups make adjustment	• To allocate marketing budget
3 & 4	Show time	• Once campaigns had been activated, student groups receive real time market performance data • Students optimize their campaigns based on market performance data	• To understand and monitor digital marketing performance indicators • To optimize Ad Set or Ads based on marketing performance data • To manage budget
5	Presentation	• Based on their Facebook campaign experience, students present their initial strategy (targeting, creatives, budget allocations), adjustments, and changes they will make if they run Facebook campaigns again in the future	• To deliver a professional presentation

3. Method

To understand students' evaluation of the Facebook Ads Campaign experience, a survey was developed. The survey items were developed from literature review (Lowe et al., 2013), and our own research interests. Furthermore, demographic variables such as gender, studied program (undergraduate vs. graduate), and previous experience with Facebook Ads were included in the survey. We used Likert scale anchored between 1 (totally disagree) to 5 (totally agree). After the Facebook campaign experience, we asked students to complete the online survey. In this research, we reported the means and standard deviations of the responses.

4. Results

This research presents the results from three semester students. A total 72 responses represent 49% response rate. Table 2 presents the respondent profile.

Table 2 *Respondent Profile*

	Number	In %
Gender		
Male	27	38%
Female	45	63%
Total	72	100%
Program		
Undergraduate	46	64%
Graduate	26	36%
Total	72	100%
Facebook Ads Experience		
Yes	13	18%
No	59	82%
Total	72	100%

The survey results are presented in Table 3. Overall, students' assessments of their Facebook campaign experience are positive. Their supports to continue this activity for future classes could be an endorsement of the value of this learning experience. Murphy et al. (2009) reported overwhelming positive feedback from students and faculty for participating in Google Online Marketing Challenge as well.

Table 3 *Students Assessment on the Facebook Ads Campaign Experience*

Item	M	SD
As a learning tool, I believe that using Facebook		
… is enjoyable	4.01	0.98
… is practical	4.06	0.94
… is helpful	4.15	0.87
… is effective	4.03	0.97
… is fun as part of web technologies	4.06	1.06
… is exciting as part of web technologies	4.03	1.16
Running a Facebook Campaign in this class		
… made marketing examples and case studies more realistic	4.32	0.82
… helped me to gain a wider perspective of marketing	4.28	0.81
… made marketing examples more relevant	4.28	0.74
… enhanced my ability to see how the theory linked to practice	4.22	0.81
… enhanced my marketing skills	4.15	0.80
… improved my overall knowledge of marketing	4.13	0.81
… improved my skills of using web technologies	4.24	0.87
… help me to put the knowledge I gained to use in other courses	3.83	0.93
… developed career skills	3.73	1.11
… Increased my overall satisfaction with this course	4.10	0.79
… provided access to more up-to-date marketing skills	4.30	0.74
… is an efficient teaching method in general	4.17	0.77
The learning experience provided by running a Facebook Campaign		
… provided immediate feedback	4.14	0.66
… was worth the effort	4.14	0.82
… was more productive than listening to a lecture	4.18	0.84
… motivated me to study harder	3.62	1.07
… was valuable to my learning in this course	4.13	0.84
As a result of the Facebook Campaign, I would recommend this Digital Marketing course to others	4.06	1.03
Facebook Campaign should be used in future classes	4.22	1.02

5. Reflections and Suggestions

5.1. The benefits of adopting Facebook Ads Campaign as a learning tool

The Facebook Ads campaign provides students an environment to achieve the three learning objectives. Students identified target markets (Ad Sets), developed creatives (Ads), in order to achieve marketing objectives. They can adjust based on the marketing performance data. Overall, this exercise links marketing strategy to marketing tactics.

Facebook Ads Manager provides almost real-time marketing performance data through various KPIs. Although KPIs had been explained before the action, they became meaningful when the campaigns started. Moreover, some students even questioned the validity of these KPIs, and demonstrated a higher level of thinking.

The marketing performance data has profound pedagogical impacts. Too often, marketing students completed marketing assignments, and received feedback only from professors (Murphy et al., 2009). They hardly have the opportunity to see if their ideas will work in the real world. Facebook Ads campaigns provide feedback through the marketing performance data, and students use these data to adjust.

This learning experience is realistic, holistic, and engaging. Students know they are competing with other advertisers in the market and could see the responses from their target audience. This realistic experience greatly increases students' engagement. Students' engagement had been observed by the amount of changes and the time of changes they made during the entire campaign period. In addition, the student assessments shown in Table 3 also provide supportive evidence of this learning experience.

Students appreciate the opportunity to learn Facebook Ads before graduation, which can put them a step ahead of competitors. The dominant role of Facebook Ads contributed to students' willingness to tolerate the occasionally technical difficulties and frustration. Facebook changes its platform regularly and does have some minor technical problems. Students may work extremely hard, construct their best Ad Set and Ads, but market did not respond! This realistic experience reminds students that uncertainty is part of the business nature, and the best efforts do not guarantee success. Their success is determined by Facebook algorithms, the customers, and the competition. To some extent, fairness has a different meaning. All these could strengthen their persistence when they go to work.

5.2. Suggestions for Academics

Invite an experienced Facebook Ads professional to co-teach this course. Facebook adds new functions on Ads Manager on a regular basis. Faculty members may not be aware of all these changes and must count on the practitioners' inputs. The faculty member contributes by linking the campaign objectives to the marketing learning objectives. The Facebook Ads Campaign is the medium, not the goal.

When a campaign is not performing, it could be the wrong target audience, the wrong creative, not enough marketing investment to compete with other advertisers, or all of the above. Hence, when giving feedback, focus on the alignment between target audiences and creatives, as well as the fundamental marketing concepts. For example, should we serve the same marketing message across different audiences? Should we still target desktop users? Have we emphasized the point of differences? When there is no click, what are the other ways to assess the advertising performance?

There is a steep learning curve. In the first two weeks, students were overwhelmed, and complained about the interface of Ads Manager. Yet, by the end of the second week, they were proficient in using Ads Manager. There is a predictive learning curve, and we just need to wait for them to get there. In fact, after Digital Marketing course, students on their own put Facebook Ads to promote various school events.

Please incorporate the reflection session as the conclusion (Murphy et al., 2009). Students appreciated this opportunity to review what they have accomplished and look forward to the next opportunity to run Facebook campaign.

It is important to have the confidence in Facebook's pedagogical potential. We made this point for two reasons. Firstly, Facebook changes all the time, and has technical mistakes every now and then. Secondly, sometimes, our favorite ad or perfect ad sets did not get the best performance. These two points could create frustration for faculty and students. Yet, Facebook does provide a learning environment to achieve learning objectives, including to align marketing strategy with tactics, making decisions based on marketing performance data, and develop creatives for the target audiences to achieve marketing objectives. The benefits outweigh the costs.

We conclude this Facebook Ads campaign experience by linking to other digital marketing platforms and their future. There are three conclusions. Firstly, marketing and technology complement each other. Facebook Ads Manager can be used to program Instagram as well. Google Ads also has its platform. In the future, there will be other digital platforms for marketing. Second, this learning experience can be repeated for Google Ads, Google Analytics, or other advertising platforms. Students need to know the terminology and programming for a specific platform, but the focus should be on the target audiences and achieving the marketing objectives. Thirdly, as demonstrated in this Facebook campaign exercise, the ability to learn and to keep upgrading themselves will be required competencies for future professionals.

6. Conclusion

The volatility of economy, the emerging technology (devices, channels, marketing analytics), and the changing consumer behavior create marketing challenges. We, as marketing professors, must prepare students with the ability to face these challenges, enhance students' employability, and alleviate the talent gap. In this article, we introduced Facebook Ads, discussed our experiences in using Facebook Ads Campaign to enhance the learning experience, shared students' evaluations, and concluded with our reflections. Witnessing the campaigns and the availability of marketing performance data sharpen students' marketing understanding. Hopefully, the new knowledge and skills put students one step ahead of their competitors. We also hope students will leverage this learning experience to learn other digital marketing platforms and tools on their own.

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Modelling food safety culture framework for food tourism sectors: Towards improvement of food safety practices

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Abstract:

A qualitative approach was used to gain insights into the elements of food safety culture in large- and medium-size (n=10), small-size (n=10) and micro-size (n=20) foodservice operations. Semi-structured interviews were conducted in the main tourism areas of Malaysia. Eight elements appear relatively persistent across operations. Consumer perception and home culture were identified as unique elements reported in this context of the study which particularly emerge in certain size of operations. The findings can provide guides to incorporate the element of soft-skills in food safety training to enhance food handlers' practices.

Keywords: Food safety culture, food tourism, food safety, food handlers

1. Introduction

Malaysia remains as one of the world's most popular tourist destinations, with year by year increases in tourist numbers (Sharina & Norwani, 2020). Statistics have shown tourism industry contributed 27.9% of the nation's income, in which the food and beverage sector is the second-largest contributor to tourism products (Department of Statistics Malaysia, 2020). Food and beverage were identified as business opportunities to support Malaysia's tourism industry's growth under the Economic Transform Program. This places a greater responsibility on the foodservice industry to do their utmost to ensure the food they serve is safe.

To date, food safety is persisting as pertinent issues in the foodservice industry. According to the World Health Organization (2013), foodborne illnesses place a significant strain on healthcare, trade, and tourism. They affected economic productivity and placed people's lives at risk (WHO, 2013). The Malaysia Ministry of Health recorded 55.2% of food poisoning incidence rate per 100,000 population in 2018. Between 2015 and 2016, the country recorded an increase of 7.87% food poisoning incidences and 0.01% mortality (Ministry of Health Malaysia, 2017). Foodborne illness frequently occurred from food handlers working at foodservice operation as they often failed to practice good food handling practices (Arendt et al., 2015; Fujikasi et al., 2018).

Most of the foodborne illnesses were reportedly associated with the food handlers. The perceived food safety culture influences their attitudes and practices toward food safety in an organization (De Boeck et al., 2016; De Boeck et al., 2017; Fujikasi et al.,2018; Grififth et al, 2010b; Yiannas, 2009). Food safety culture has emerged as a new concept to understand food safety as it goes beyond food safety management systems. An increasing number of studies have explored organizational prevailing food safety culture as a measure to enhance food safety performance (De Boeck et al., 2015; Fatimah et al., 2014; Griffith et al., 2010a; Jespersen et al., 2017; Manning, 2018; Nayak & Taylor, 2018; Nyarugwe et al., 2020; Powell et al., 2011). Although food safety culture significantly influences food safety practices, limited study has explored any food safety culture differences based on the organization's sector and size.

Being complex organizations comprising multiple units, each with its own culture, it would be challenging to evaluate diverse cultures across the food and beverage business unit. Although stakeholders valued the importance of food safety culture and understood the benefits of assessing food businesses' culture, there are various thoughts on what factors were to be assessed and how to assess them. Therefore, the objective of this study is to determine whether the elements of food safety culture varied across the various size of foodservice operation. The study aims to develop a food safety culture framework for application in the food tourism sector.

2. Methodology

2.1. Research Design and Study Participants

A qualitative approach was employed to gain in-depth data from participants using semi-structured interview (Thaivalappil et al., 2018). Interviews were conducted with the food handlers, including restaurant manager and full-time employee from large- and medium-size (n =10), small-size (n=10) and micro-size (n=20) foodservice operation. A purposive sampling technique was employed for selecting the sample from the various size of foodservice operations. The informants were selected based on four criteria to ensure the participants can provide information on food safety culture in their workplace: 1) Minimum of 1-year experience in a particular restaurant operation, 2) involve with food handling, 3) age above 18 years old, and 4) able to communicate either Malay or English. The study sample was located in selected states with the highest total number of tourist arrival (i.e., Selangor, Kuala Lumpur and Melaka) (Department of Statistic Malaysia, 2020). The size foodservice operation was defined based on the Small and Medium Enterprise (SME) Corporation Malaysia criteria pertaining to annual sales turnover and the total number of employees.

2.2. Data Collection

The participants were contacted via phone call or email, and some participants required permission requested upon arriving at the restaurant from the person-in-charge. The interview protocol was developed consisting of key questions on factors affecting food safety practices in the workplace, including leadership, standards procedure and documentation, communication, training, competence and supervision, employee commitment and management support, monitoring and consequences (Griffith et al., 2017). The interview session lasted between 25 to 45 minutes per informant at the participant's workplace after being briefed about the study's objectives. All interviews were conducted in the Malay language and were audio-recorded with participants permission.

2.3. Data Analysis

This study applied thematic analysis, which identifies, analyses, and describes patterns in data (Braun & Clark,2006). Data were analyzed based on pre-determined themes. New themes and sub-themes that emerged from the data were added, making the analysis both deductive and inductive (Berg, 2004). The thematic analysis allows themes to be derived in an inductive or deductive manner, and it is not bound to any specific theory or data collection method (Braun & Clark,2006). In this study, the transcriptions were imported into Atlas.ti 8 for coding, sorting, and easy retrieval of coded quotes. Two validation strategies (i.e., peer review and member checking) were applied for ensuring data trustworthiness.

3. Result

3.1. Profile of Study Participants

A total of 40 participants took part in semi-structured interview from large-and medium-size foodservice operation (n=10); small-size foodservice operation (n=10); and micro-size foodservice operation (n=20). A majority of the participants were male from large-and medium (60%) and small size foodservice operation (80%), while for the micro-size foodservice operation, more than half of the participants were female (60%). Participants' working experience in the foodservice industry for all of the operations' size varied from less than two years to more than ten years. Most of the participants, from each size of foodservice operation have working experience in the current operation not more than five years: large-and medium-size foodservice operation (70%), small-size foodservice operation (80%) and micro-size foodservice operation (55%). Almost all of the participants from each size of foodservice operations had received food safety training.

3.2. Food Safety Culture Elements

The current study identified the motivators, barriers and perception in safe food handling practices that shaped the food safety culture in various foodservice operation sizes. Analysis of food safety culture elements across organization revealed some key similarities and differences of themes and sub-themes. A total of eight themes emerged, which comprised of 38 sub-themes across the four size of foodservice operations: 1) leadership and management support, 2) communication, 3) management system, style and process, 4) accountability, 5) internal environmental factors, 6) risk perception and risk awareness, 7) teamwork and 8) work pressure. Table 1 presents the themes and their associated sub-themes based on different size of foodservice operation (Appendix). Consumer perception and home culture were identified as unique elements reported in this context of the study which emerge in certain size of operations, particularly the foodservice operation in Malaysia selected tourism spots.

4. Discussion and Conclusion:

4.1. Discussion and Implications

This study determined whether food safety culture elements varied across the different size of foodservice operations specifically located at the tourist spots. Although participants consistently mentioned some elements from foodservice operations of different sizes, participants from these operations also experienced different factors shaping food safety culture in their organization. Overall, eight main themes emerged across all organizational sizes: 1) leadership and management support; 2) communication; 3) management system, style and process; 4) accountability; 5) internal environmental factors; 6) risk perception and risk awareness; 7) teamwork; and 8) work pressure. However, the participants mentioned various component of motivators, barriers, and perception that resulted in different sub-themes across the main themes emerged. The previous research consistently reported the main themes and sub-themes identified in this study from many types of operation, including food manufacturing (Ball et al., 2009; De Boeck et al., 2015), food processing company (De Boeck et al., 2015; Nyarugwe et al., 2020) and institutional foodservice (Fatimah et al., 2014; Fujikasi et al., 2018; Griffith et al., 2016). To date, De Boeck et al. (2015) have compared the food safety climate of food processing companies based on organization size but found insignificant result. Yet, lack of research has identified similarities and differences in food safety culture elements within sectors based on organizational characteristics, particularly in the foodservice sector. Additionally, two unique elements of food safety culture were identified pertaining to customer perception and home culture, which particularly emerge in small and micro-size foodservice operations. The finding regarding the differences in food safety culture across various foodservice operations could help future research and practice develop a specific measurement tool to assess food safety culture. Besides, the development of intervention such as training materials could be tailored with specific focus to improve employees' soft skills needed to enhance their food safety practices.

4.2.Conclusion

In conclusion, this study identified similarities of food safety culture elements across all organizational size. However, there were differences of key components in each food safety culture element that emerged across all organizational size. Besides, this study found two unique elements of food safety culture which customer perception and home culture that particularly emerged in certain size of foodservice operation.

4.3. Limitation of this study and suggestions for future studies

This study is not without limitations. The number of participants from the large and medium-size foodservice operation was relatively small to reflect each organization's views. It may require a larger sample is taken in future research.

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APPENDIX

Table 1 *Summary of key themes and sub-themes by organization size*

Themes	Sub-themes	Organization size of foodservice operation			
		Large-size	Medium-size	Small-size	Micro-size
Main Themes					
1. Leadership and management support	1.1 Monitor	x	x	x	x
	1.2 Role Model	x		x	x
	1.3 Physical engagement				x
	1.4 Inspire	x	x		
	1.5 Firm				x
	1.6 Integrity				x
	1.7 Guide				x
2. Communication	2.1 Openness	x	x	x	x
	2.2 Respect	x			x
	2.3 Bottom-up approach	x	x	x	x
	2.4 Clarity	x	x	x	x
	2.5 Feedback				x
	2.6 Update			x	x
	2.7 Caution	x	x	x	

3. Food safety management system & style	3.1 Policy and Procedure	x	x	x	x
	3.2 Implementation				x
	3.3 Training	x	x	x	x
	3.4 Supervision	x	x		
	3.5 Employee's knowledge	x	x		x
	3.6 Job duties				x
4. Accountability	4.1 Reward	x	x	x	
	4.2 Praise			x	x
	4.3 Punishment/Warning	x	x	x	
	4.4 Internal rules and regulations	x	x		x
	4.5 External rules and regulations				x
	4.6 Responsible				x
5. Environmental Factors	5.1 Availability of equipment	x		x	x
	5.2 Availability of facilities	x		x	x
	5.3 Quality of infrastructure		x		x
6. Risk perception and Risk awareness	6.1 Risk Perception	x	x	x	x
	6.2 Risk Awareness	x	x		x
7. Teamwork	7.1 Between an experienced staff and new staff	x	x		
	7.2 Between department	x	x		
	7.3 Co-worker's support	x		x	x
	7.4 Between manager and staff				x
8. Work Pressure	8.1 Time constraint	x	x	x	x
	8.2 Inadequate staff	x	x		x
	8.3 Inadequate equipment				x
Unique Themes					
9. Customer perception	9.1 Desire to attract customer			x	x
	9.2 Desire to satisfy customer			x	x
10. Home Culture	10.1 Good culture of home				x
	10.1 Poor culture of home				x

Note: x = sub-theme present

A case study: College K towards improving student enrolment in professional chef training programme, Klang Valley

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Abstract:

Education is becoming increasingly important and competition is getting stiffer day by day. It is simply not enough to get by with a Sijil Pelajaran Malaysia (SPM) or Sijil Tinggi Pelajaran Malaysia (STPM) certificate nowadays. In the olden days, school teachers' can be recruited after the after their Lower Certificate Education (LCE) examination; an equivalent of today's Pernilaian Menengah Rendah (PMR). Therefore, students are moving their career towards skilled work. Many students are keen to study Professional Chef Training Programme and due to high demand in the workforce, locally and globally in Klang Valley.

Keywords: Professional Chef Training Programme, Competition, Skilled Work, Workforce,

1. Introduction

Job market demands different set of skills from their potential workers and employees. As an example, Information and Technology (IT) skill is used to be a rare and luxury skill but now a common skill demanded by any potential employer. Another example is culinary arts students are required to take up the Micros System for the food and beverage preparation and in cashiering system. Taking the cue, colleges are setting up culinary arts programme to supply this ever growing and dynamic market.

Parents are willing to pay huge amount of money to enrol their children into colleges although there are constant increases in programme fees. Colleges are currently charging high fees for student enrolment. A two year course ranges between RM20,000 to RM48,000 (Source: The cost of higher education in Malaysia by StudyMalaysia.com on July 3, 2020). Simple mathematics indicate that for every intake, if a college is able to enrol at about one thousand students, it will generate substantial and significant income for the organization.

2. Literature Review

Parents and students today make conscious effort to scout around different colleges before deciding on the final one. Parents will determine which college is recognize in culinary arts program in Klang Valley through internet search engines and college counselling. The purpose of this study is to uncover the criteria that attract students to enroll in private colleges.

The increased need for manpower and the recognition of chef career acceptance in the culinary industry, has resulted in the number of students enrolling to the Professional Chef Training Programme at higher institutions, locally and globally increasing dramatically. Many colleges have developed the above mentioned programme; not only to accommodate the growing interest of students as chefs but also to reap financial benefits that are commonly linked to financial success of the educational institution.

The perception of the culinary arts education by Malaysians are to be the last resort in academic study choice. This is due to the minimum qualification of SPM with results of three credits, which match with the entry requirement for culinary arts with skill-based programs. The superior image put forward by prestigious traditional programmes such as engineering, law, medicine and business studies only relegates culinary arts education to a much lesser image to parents and students (Lee, K.K. 2016).

According to the information available during the counselling session, the service industry has lost its flavor of attraction as a career of choice due to lower income, long hours of working with shifts and inferior mindset of society at large. The idea of "to be served and not to serve" by today's youth creates vast difficulty for the industry to attract and retain quality culinary employees. Furthermore, the lack of transparency in local government educational agencies makes it difficult for culinary arts higher institutions to provide good and quality education. In addition, this culinary arts is related to the taste of food for different cultures and it a challenge for the students to prepare such nice foods satisfying the majority customers. The strict regulation of food industry for quality and cleanliness from government deter the students instead of motivation.

Culinary arts educational system should provide appropriate curriculum covering different types of food and satisfying different cultures. This will produce flexible manpower with strong intellectual abilities and a wider view of the whole culinary industry. This will not only safeguard the public interest concerning standards of culinary arts education qualifications but also encourage major improvement in the management of quality culinary education.

The statistics provided below shows the demand of chefs in hospitality industry in the coming future and the data clearly indicates there is strong demand for chef professions worldwide in industries like Hotel, restaurants, flight catering and cruise liner etc.

Top hotel Statistics

- In 2019, there are over **700,000 hotels and resorts worldwide.**
- The industry is thriving and worth over **$570 billion**
- The global hotel market has over **4 million hotel rooms** worldwide.
- The **average room rate** in the US is $120.01.
- The travel industry is worth around **$1.6 trillion globally** and accounts for one-tenth of the world's GDP.
- There are over **91,000 hotels** and motels in the US, generating over **$194 billion** a year according to IBISWorld.
- Over **52,000 of those are hotels.**
- The **motel industry has grown by 4.4%** over the past 5 years in the US.
- The **average occupancy rate** for motels was **68%** in 2018, 7 out of 10 rooms are occupied at any one time.
- The hotel & motel industry has a total industry revenue **of $206 billion (2019),** outperforming the wider economy for the last 5 years in the US.
- There are **100,535 businesses within the hotel industry**, with more consistently being added to the industry landscape.
- In 2018, there was an **increase of 669,460 rooms** in the US.
- Over **173 million people** are employed in the hotel & motel industry.

(Source: https://www.ahla.com/covid-19s-impact-hotel-industry)

What does the hospitality industry contribute to the economy?

- The hospitality industry contributes **$3.41 trillion** to the global economy every year.
- US hotel industry was **responsible for 1 in 25 jobs** in the US in 2018.
- In 2018, the industry was **responsible for 3 million jobs** – up 160,000 from 2015.
- The average employee works on **average 25 hours a week.**
- Hoteliers spend on average **33% revenue on labour costs.**
- The International Labour Office **estimates 55%** of the global hotel workforce is female.
- **29%** of those working in the hotel hospitality industry is **under 21 years old.**
- **39%** of front of house staff leave within the first 90 days.

(Source: https://res.mdpi.com/d_attachment/ijerph/ijerph-17-07366/article_deploy/ijerph-17-07366-v2.pdf)

The above said statistics clearly define and explain the need of chefs in hospitality industry and demand is always growing at rapid rate.

(Source: https://www.condorferries.co.uk/hotel-industry-statistics)

2.1. Conceptualization

The culinary education in Klang Valley started some 20 years back at modest level but now they are mushrooming ever so quickly, providing benefits to the students, parents and to the hospitality education industry. The tuition fees on average exceeds RM20, 000 per student with an average intake of 150 students per year (Source: The cost of higher education in Malaysia by StudyMalaysia.com on July 3, 2020). This justifies that the Professional Chef Training Programme is earning good revenue and a ‘cash cow’ for College K.

This research is addressing the current issues affecting the selection criteria set by this college K for students who wants to pursue culinary education at College K. This information will guide the potential students and allow College K management and provide more reliable information before joining the culinary arts course. The researcher believes that the findings will be helpful for both students and college management in understanding and solving existing and future arising issues.

2.2. Framework

Michael Porters Theory (1980) consisting of five forces that influence competitive strategy within its industry. In any industry, the rules of competition are embodied in the Five Forces. The five forces are bargaining power of students, bargaining power of college, threat of rival educational program and barriers to entry for college. The Five Forces framework allows any industry to view the complexity and shows those factors that are critical to competition in the culinary arts higher institution. According to the earlier researchers, the five forces framework do inter-relate with each other, thereby forcing the rivalry among the culinary arts higher institutions. Porter’s Five Forces Model has shown that it is beneficial to analyze the competition scenario of culinary arts education in Klang Valley and the above analysis has been tabulate in Figure 1 for easy reference (Aydin, O.T. 2017).

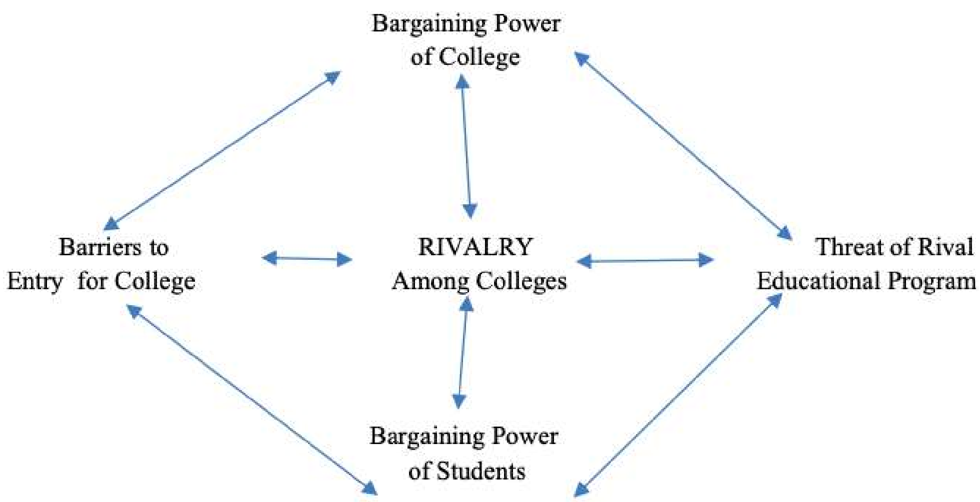

Figure 1. Forces Driving Industry Competition
(Source: Adapted from Porter's Fiver Forces Theory)

2.2.1. Bargaining Power of Students

When potential students are able to choose and pick colleges that can offer an average course fees, good reputation of culinary arts program and satisfactory services, the buyers (potential students) will have high bargaining power. The potential students in the hospitality industry will have high bargaining power because there are plenty of school of hospitality in the market whereby they are growing like mushrooms in the market. Hence, buyers are facing with additional options in choosing a suitable college and sensitive to course fee.

2.2.2. Bargaining Power of College

The bargaining power in the culinary arts education is low because there are plenty of colleges are competing for the market share (potential student or lead). This is due to the Professional Chef Training Programme is standard and easily obtainable from different culinary arts school but with widely different skills from the chef lecturer or facilitator and various quality of kitchen equipment. As such, School of Culinary Arts only need a certification from the Ministry of Education to approve their culinary arts program. It will have higher bargaining power if limited number of college are offer Professional Chef Training Programme.

2.2.3. Threat of Rival Educational Program

The threat of new entrant depends on entry barrier whereby the lower the entry barrier, the higher the threat. Hence, the higher the entry barrier is due to high capital requirement that could be one of the obstacles in starting the school of culinary arts. The threat of a new school of culinary arts is very high because many new competitors can enter the market easily by hiring skillful employee from competing schools.

As competition is getting stiffer for the students, so is the competition among the various tertiary education providers. Each of the institution of higher learning tries to capture the market segment as they came to realize that this is indeed a 'cash cow' business for the organization. College K claim that the total revenue is drastically increase in year 2014 from tertiary education. Therefore, big corporations both from private and public higher institutions are joining the fray in setting up their own colleges.

2.2.4. Rivalry among Colleges

Culinary education competitors can determine the rivalry among existing colleges whereby rivalry among the existing school of culinary arts is high and very intense as stated below factors.

- There are more than 20 competitors dividing the market share. This shows that the market is fierce and aggressive.
- The rate of culinary education growth is above average.
- College K chooses to offer ‘Friends Introduce Friends Scheme’ and sibling discounted price to potential student.
- Very low percentage of school of culinary arts graduates leaving the culinary industry and they operate in a very high overhead environment.

2.2.5. Barriers to Entry for College

The Ministry of Education in Malaysia is very strict in the approval of the new programmes in any higher institution. As such, this will become an obstacle for entry for colleges and the overhead for school of culinary arts programme is very costly if it is to compare with other theory programmes. This is due to the strictly hands-on program and costly kitchen equipment.

3. Methodology

This study is a descriptive co-relational type of research because it examines the significant relationships of the different factors such as academic factors, facilitiy factors, factual information factors, finances and personal factors involved. Questionnaires were self-administered and targeted the students from Professional Chef Training Programmes.

3.1. Measurement

This research were only limited to School of Hospitality, Tourism and Culinary Arts in College K. The respondents are students who are taking Professional Chef Training Programme. They were chosen because they have enrolled in this college for this particular programme. The questionnaires were distributed to the students during class and were collected on the same day. As such, they were the primary target group that has been successfully enrolled by the College K. Their response were considered reliable source as an indication of the criteria for their selection of the culinary arts programme in College K. In addition, respondents (chef students) were available to the researcher for administration of the questionnaire at any time convenient to both parties.

4. Profile of the respondents

Furthermore, the researcher is a lecturer in College K for culinary arts programme and provides opportunity for interaction between respondents and researcher. The researcher is known to be open and in friendly term with students. Such relationship is important to build good pastoral care, induce openness and truthful response for the questionnaires given to the students. The results would not be bias towards the lecturer’s need and purely from the respondents’ opinion. The total number of students enrolled in Professional Chef Training Programme is 55 students and similar number of questionnaires given to them. Based on the counselling data, these students represent the highest program of total population in College K per intake. The Professional Chef Training Programme consisting of 30% in theory and 70% in practical based.

5. Discussion and Conclusion

The purpose of the discussion is to interpret and describe the significance of your findings in light of what have already known about the research problem have being investigated and to explain any new understanding or fresh insights about the problem after researcher taken the findings into consideration.

5.1.1. Academic Factors

Table 1 is consisting of qualified and dedicated academic staff, off-campus experience, relevant academic programme, quality and recognized academic programmes and methods of instruction.

Table 1 *Summary of the Academic Factors Weighted Mean*

Academic Factors	Mean
1. Qualified and dedicated academic staff	3.95
2. Off - Campus Experience	4.15
3. Relevant Academic Programme	3.68
4. Quality and Recognized Academic Programmes	4.60
5. Methods of Instruction (Hands-On)	4.50

The above academic factors findings mentioned the qualified and dedicated academic staff in College K, off-campus experience from chef students, relevant academic factors related to College K, quality and recognized academic programmes in this college and the methods of instruction (strictly hands on) from the lecturers who guide the chef students.

According to Table 1, the most important reasons for selecting a college is the academic strength of a school. For example, if you are going to major in an area of culinary arts programme, it is important to pay attention to the college's strength such as methods of teaching whereby strictly hands on in the area of study in addition to the overall academic strength. Table 1 shows the highest ranking in the quality and recognized academic programme (weighted mean (wm) = 4.6) in College K which offer a prestigious Swiss qualification with the 'Swiss experience'. The programme is recognize by JPA (Jabatan Perkhidmatan Awam or Department of Public Services) from the Malaysian government. College K provide superior learning experience and grant the international recognition to provide the Swiss experience. The training at College K mirrors renowned Swiss methods and curriculum that combine traditional Swiss hotelier with the most modern management technique.

Secondly, with the methods of instruction (strictly hands-on, wm = 4.50) will definitely give a good foundation to our chef students to be tough in the hotel industry and to experience creative and skilled work from the experience staff.

Students will acquire practical skills in food production during the first year of the semester. Hence, College K provide students with competitive edge by offering a unique combination of academic courses for management and 'hands-on' experience as well as industry internship through operations-based knowledge and skills needed to work in this exciting and expanding field.

Apart from Table 1, the off-campus experience (wm = 4.15) will provide a good exposure to the chef students whereby they are dealing with day release butchery training twice a week in any of the butchery kitchen in Klang Valley. This is a valuable experience for the chef students to deal with cold cuts and making of sausages and hams. As such, all students are required to go through a semester of industrial training in renowned hotels or resorts all over Malaysia and abroad.

The weighted mean for qualified and dedicated staff is 3.95 and relevant academic programmes are wm = 3.68 because College K have the best academic staff ranging from industry experts to celebrities. College K realize that the hospitality industry is about superior service and management with ‘cordial and generous treatment of guests’. Therefore, College K is providing the chef students with an all rounded education that cover all aspects of service, management and tourism.

5.1.2. Facilities and Factual Information Factors

Table 2 emphasizes on the good management and teaching processes, well- equipped facilities, job placement / on-campus recruitment, counselling services and housing, library and support services at College K.

Table 2 *Summary of the Facilities and Factual Information Weighted Mean*

Facilities and Factual Information Factors	Mean
1. Good management and Teaching Processes	3.83
2. Well-Equipped Facilities	3.60
3. Job Placement / On-Campus Recruitment	4.63
4. Counseling Services	4.40
5. Housing, Library and Support Services	4.38

The second area was facilities and factual information factor is job placement / on-campus recruitment as shown in Table 2 is wm = 4.63. Towards the end of the semester, College K does organize a ‘Career Talk’ for the chef students to participate. This is to assist them with selecting and choosing the right choice of section in the kitchens and going through interview with hotelier without going through hassle. This has been proven in College K that with strong industrial connection and well recognized by the industry as having the best quality graduates in terms of academic excellence, relevant skills and proficiency. Hence, this college takes pride in knowing that its graduates are highly sought after and offered immediate employment by the top-notch hotels even before they have graduating.

Counselling services with a weighted mean of 4.40 fall under the area of facility and factual information factor. College K provides good pastoral care and counselling session if the student’s encounter with any personal or study problems. The college academic staff bears responsibility in assisting the students to deal with their problem.

Housing, library and support services had a weighted mean of 4.38. The college does provide accommodation within five to fifteen minutes’ walk distant to campus and it is convenient for the students. College K has a fully equipped library and support services such as update foreign students’ passport that provides comfort facilities for the students.

Good management and teaching processes is wm = 3.83 whereby it will ensure the smooth operations in the college and enable student to understand the teaching process without any difficulties. Well- equipped facilities wm = 3.60 is proven that facilities are still considered one of the important criteria for any student who would like to enrol and select the campus.

5.1.3. Finances and Personal Factors

Table 3 findings refer to the extra-curriculum activities, cultural expectation, financial aid, attractive promotional campaign and education or competitive tuition fee between College K and other colleges.

Table 3 *Summary of Finances and Personal Factors Weighted Mean*

Finances and Personal Factors	Mean
1. Extra-Curriculum Activities	3.18
2. Cultural Expectation	3.33
3. Financial Aid	3.38
4. Attractive Promotional Campaign	3.45
5. Education / Competitive Tuition Fee	4.58

Under finances and personal factors, the education institution with reasonable or competitive tuition fees has a weighted mean of 4.58. According to the current chef students' feedback, College K offers the best deal among other private colleges. College K provides needy students with financial aid wm = 3.38 such as scholarships, study loans, instalment schemes or sponsorship. This is to assist the scholar students' who face difficulties in meeting their study fees. College K does provide the most attractive promotional campaigns wm = 3.45 to ensure public awareness and to attract potential students' to enrol in this college. As for cultural expectation wm = 3.33, students would not experience any culture shock at College K. The reason is that most of the foreign students' are from Asia such as China, Korea, Japan, Indonesia and etc. and their culture are almost similar to Malaysia.

5.2. Conclusion

The culinary arts colleges are conducting road shows, education fairs, education seminars and forums, school fairs and distributes professionally printed brochures for attracting students and parents towards culinary arts education presently at Klang valley. The conduct professional presentations in the schools by invitation to promote their programmes and colleges and instil knowledge among youngsters. Potential college students and parents are well informed through counselling, and also through printed and electronic media visuals. The printed brochures and website have assisted this college successfully in disseminating messages and information to the public, especially, the target groups. These efforts will not only assist K college management but also the importance of culinary arts education among Malaysian society at large and young Malaysians in particular.

5.3. Limitations of this study and suggestions for future studies

In future, the researcher will include innovative and appropriate statistical methods that can reveal factors that will be significant influence on the programme enrollment. Future the replication studies research should multiple the data collection methods to increase the survey response rates. Furthermore, the replication studies should look into the diverse and wider nationwide population and subpopulation. Finally, as a reference for other researchers to further extend the topic or explore more possibilities.

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Links to follow up:

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Under the development of New Liberal Arts, the prospect of hotel management education in China

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Abstract:

On November 3, 2020, Chinese Ministry of Education has officially issued the "New Liberal Arts Construction Declaration", and a comprehensive deployment was made for the construction of the new liberal arts. As one of the liberal arts majors, the development of hotel management major has attracted much attention as well. This article will show the current hotel management majors from perspective from Chinese hotel management students, Chinese hotel industry, and Chinese hotel management colleges. At the same time, under the background of China's new liberal arts construction, the future development direction of hotel management will also be the focus of this article.

Keywords: Hotel Management, New Liberal Arts, Education

1. Introduction

The development of the hotel industry in China keeps accelerating. Nowadays, more and more international hotel groups enter China, and domestic hotel groups are also accelerating their nationwide distribution. Most areas in China regard the promotion of the hotel industry as the main driving force for the rapid growth of the local economy, and investment from society, enterprises and governments is also increasing. The prospects of the hotel industry in China cannot be underestimated. Therefore, China's demand for tourism and hotel management talents is also increasing. At present, there are nearly 700 colleges and universities offering hotel management majors in China. These schools have cultivated many high-quality human resources for the hotel industry and have become an important talent cultivation center for the whole industry. Both China's hotel management education and industry are developing rapidly. Therefore, it needs to be serious about the development of China's hotel management education in the future. In hotel management education, academics need not only fully understand the actual needs and characteristics of the hotel for training talents, carry out various teaching techniques to improve the management professional skills of the students, but also fully understand and cultivate the students' professional learning ideas and employment willingness to analyze the factors that directly affect students’ choice of employment in the hotel industry, so that industry recognition and educational value can be improved in a targeted manner.

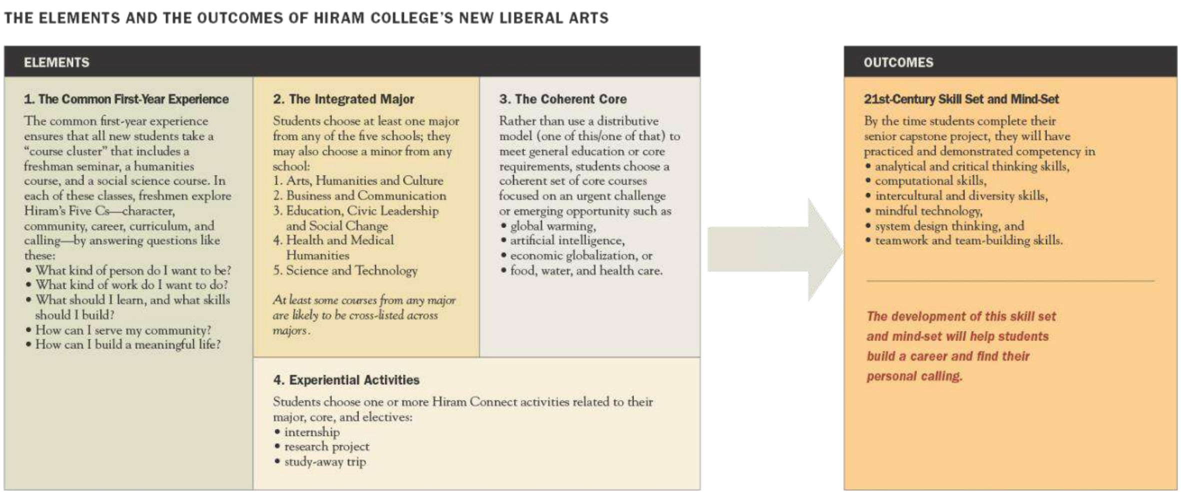
In 2017, Hiram College of the United States clearly put forward the educational concept of "New Liberal Arts". The new liberal arts break through the traditional liberal arts thinking mode, promotes multidisciplinary cross and in-depth integration, from subject-oriented to demand-oriented, from major division to cross-integration, and from adapting services to supporting and leading. Under the background of the promotion of the new liberal arts in China in recent years, the hotel management education can think about making appropriate adjustments and modifications in professional learning, which may be helpful to students' professional learning and future industry employment, so as to train them to be industry talents of the new era. Therefore, this paper will analyze the current development and problems faced by hotel management majors in China from three aspects: hotel management students, industries, and academics, so as to help hotel management schools and even the industry to improve the future hotel management education.

New Liberal Arts

The Princeton University stated Liberal Arts as "an expansive intellectual grounding in all kinds of humanistic inquiry." Liberal Arts education has a long history. the existing of Liberal arts education can co-exist with and improve other educational processes including those that are vocational in nature (Morrison & O'Mahony, 2002).

Hiram College of the United States clearly put forward the educational concept of "New Liberal Arts" in 2017 and reorganized 29 majors, that is, integrating new technologies into courses such as philosophy, literature, language, etc., to provide students with comprehensive cross-border education. "Hiram's model for academic change aims to achieve the following: (1) increase the overall number of students, (2) attract a larger number of students from higher socioeconomic backgrounds, (3) create a structure where integrative and experiential learning becomes a defining part of every student's experience, and (4) ensure that students demonstrate competency in a twenty-first-century skill set and mind-set." (Varlotta, 2018). The four elements of the New Liberal Arts Hiram college were design gives the students a whole new learning experience with integrative, high-impact and mindful technology. (Varlotta, 2018) "New liberal arts" is a topic of great concern in the education field recently.

Figure 1. The four elements of New Liberal Arts in Hiram College, USA



Development of Liberal Arts Education in China

Liberal arts are also called humanities and social sciences in China, but their status in Chinese education has always been inferior to science. At the first national higher education conference held on June 8, 1950, the expert from the Soviet Union Alsingev brought his "Soviet Model". He believed that universities in New China are places to educate workers, farmers, and laborers. They should train engineers, physicians, and agricultural experts for the country, rather than large and useless people like liberal arts students. From then on, Chinese colleges and universities began to reform, and many liberal arts majors were directly cancelled. In the 1950s, China became the country with the smallest number of liberal arts students and the smallest proportion of liberal arts education in the world. (Sun, 2019) It wasn't until the 1990s that China was booming to build comprehensive universities, and liberal arts colleges and departments finally saw a glimmer of hope. In the past few decades, with the major changes in China's social economy, the value and status of the humanities and social sciences are rising. The liberal arts education is declining and redefining in United States, while it is rising and reforming in Europe and Asia (Kirby & Wende 2016a, as cited in Malcolm, 2018). There are 36% of the world's non-U.S. liberal education programs in Asia now (Pickus & Godwin, 2017).

On November 3, 2020, Chinese Ministry of Education has officially issued the "New Liberal Arts Construction Declaration", and a comprehensive deployment was made for the construction of the new liberal arts. With the development of Chinese society, there is a greater demand for social science talents. Cultivating liberal arts talents in the new era is one of the most important tasks at present. The construction of China's new liberal arts is mainly carried out in three aspects: consolidation of basic disciplines, such as philosophy and history; development of new disciplines, such as health service and management, aviation service art and management, big data management and application, etc.; and integration of disciplines, such as the integration of liberal arts and science, the integration of liberal arts and medicine, etc.

Development of Hotel Management Education in China

The hospitality industry in China started to rapidly grow with the China's economy after China began to reformed and opening-up policy in late 1978 (Li, 2012). Hotel management is one of the ten most popular industries in the world, and the talents it needs are always in short supply in the world. Although China's hotel industry did not start as early as European and American countries, with the hosting of many international events in China in recent years (e.g. 2008 Beijing Olympics, 2010 Shanghai World Expo, 2016 G20 Hangzhou Summit etc.), China is becoming one of the world's most important tourist destinations. According to the 2020-2026 China full-service hotel industry market consumption survey and investment outlook trend analysis report released by Zhiyan Consulting, the supply of China's hotel industry continued to grow from 2015 to 2019, and the number of hotel rooms in China increased from 2,150,100 in 2015 to 4,149,700 rooms in 2019.The prospects of the hotel industry in China cannot be underestimated. Therefore, China's demand for tourism and hotel management professionals is also increasing. At present, there are nearly 700 colleges and universities offering hotel management majors in China. These schools have cultivated many high-quality human resources for the hotel industry and have become an important talent cultivation center for the whole industry.

The rapidly growing industry requires international hotel management professional, but the industry is still scare of talents in the whole world (Song, 2019). According to the "Survey Report on China's Hotel Human Resources Status (2020)" launched by China Maidian.com in November 2020, 69% of the 628 hotels surveyed in China indicated that the number of hotel management graduates they actually employed account for less than 10% of the total graduates, and these students have not shown obvious professional advantages in hotel work, and they have a very low sense of career identity. In particular, the current graduates are mainly post-95s. Their characteristics are somewhat different from those of pre-95s. Hotel's current management model no longer attracts them to work hard. In addition, due to the small differences in the measures taken for the continued retention of interns in recent years, the retention rate of hotel interns after the internship is still stay low. 66% of the interviewed hotel stated that the interns have a retention rate of less than 5%, even if some students choose the hotel industry when they graduated, and they will soon be left as long as they find a better job.

The supply (Colleges and universities) and demand(Industry) of hotel management professionals have not been connected as smoothly as people think, so that there is an embarrassing situation in which hotels are in urgent need of professional talents and hotel management students are unwilling to work in hotels. The phenomenon that students majoring in hotel management are unwilling to engage in the hotel industry after their internship has seriously affected the employment rate of hotel management majors in colleges and universities, and the continuity and stability of hotel staff. It also will affect the healthy development of hotel management major and will also cause an imbalance in the relationship between supply and demand in the hotel talent market.

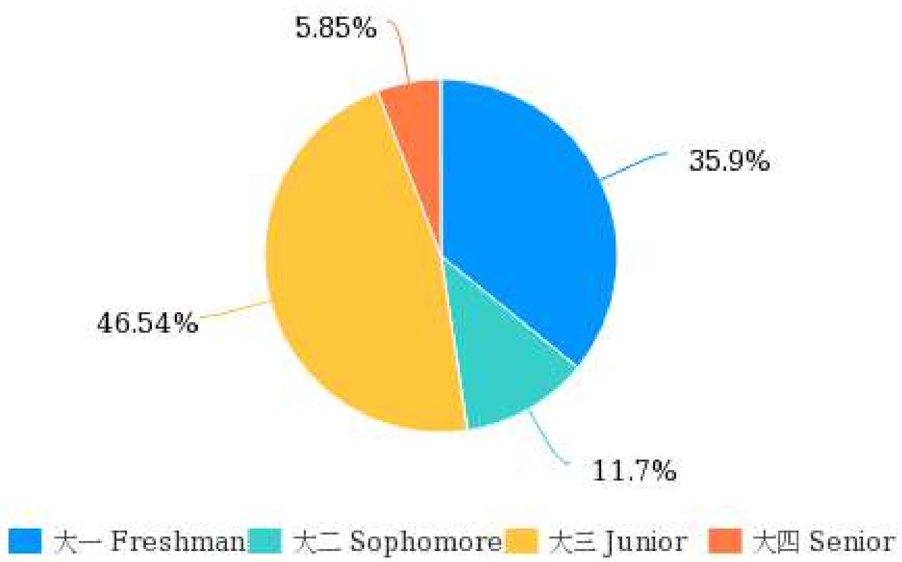
Students perspective on the current hotel management major in China

To understand the prospect of hotel management major, the voices of several important roles are indispensable, the first is the students. As one of the main bodies of education, students' views on current professional learning and future prospects of this industry are very important. The author sent a survey to hotel management students from 11 hotel management colleges in China on the theme of “the prospect of hotel management major under the development of the new liberal arts in China”. A total of 376 questionnaires were returned.

The survey design was divided into four parts: The first part is the basic information of the survey object, including gender, grade, school, and reasons for choosing a hotel management major. The second part is the professional learning experience on campus, including understanding the practicality of the curriculum and the learning of the skills required by the industry. The third part is the industry internship and employment experience, including understanding the reasons of students choose to leave or stay; what are the main factors that affect students' choice of hotel employment, etc. The last part is development of new liberal arts education, including understanding the expectation of students of new liberal arts education.

Within all the respondents who completed the questionnaires, 35.9% of them were Freshmen, 11.7% of them were Sophomore, 46.54% were Junior and 5.85% were Senior (Figure 2).

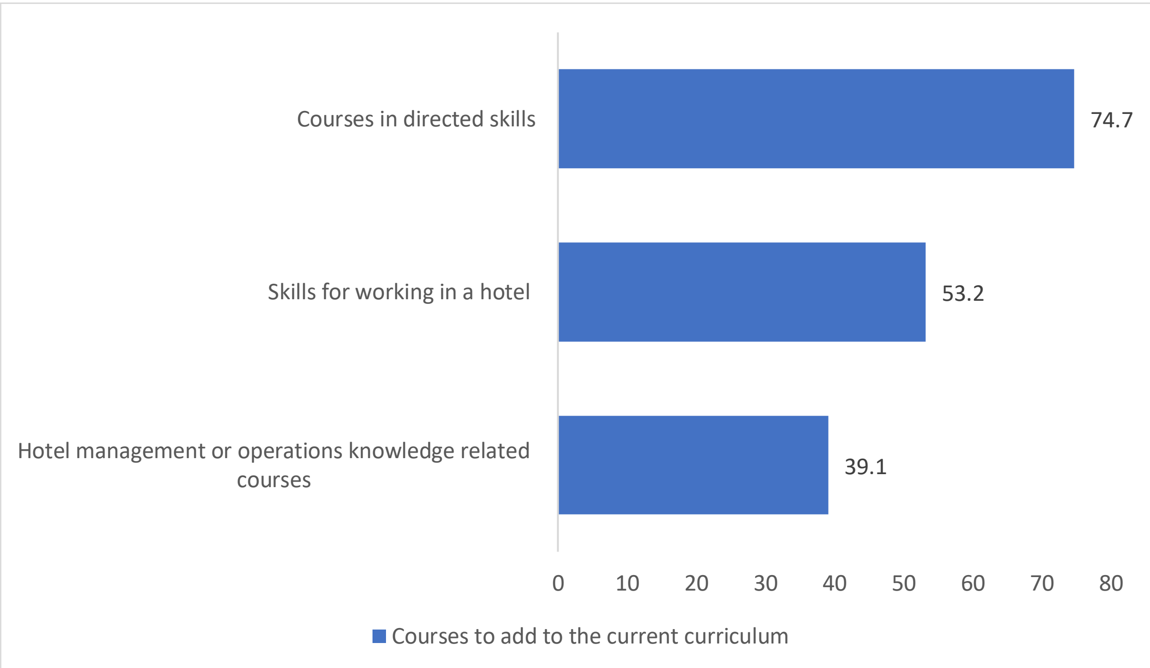
Figure 2. Respondents' grade distribution



When asking about "why do you choose hotel management major?" 31.91% of the respondents said they chose because of personal preference, 20.74% of the respondents chose because of the bright prospects of hotel industry, and the remaining nearly 50% of the respondents who studied this major were adjusted by the school when they applying for other majors or compared to other majors, the admission score of this major was satisfactory, but they didn't understand the industry at all. This is actually one of the current problems in hotel management education in China. Many students do not come to study this major because they love this major, so their interest in learning has not been high.

Regarding the current issue of whether the hotel management courses are limited, only 12% of the students choose it's not too-limited, 22% of the students think the course is too limited, and 66% of the students choose the course content can meet their basic learning requirements. The author continued to ask what kind of courses they would like to add to the existing curriculum. Most of the respondents chose courses in directed skills, such as hotel artificial intelligence, hotel art appreciation and design, hotel environmental medicine, etc. This shows that students are more willing to be exposed to some new technologies and knowledge that are integrated with current social development than the existing hotel basic department operations and skills learning.

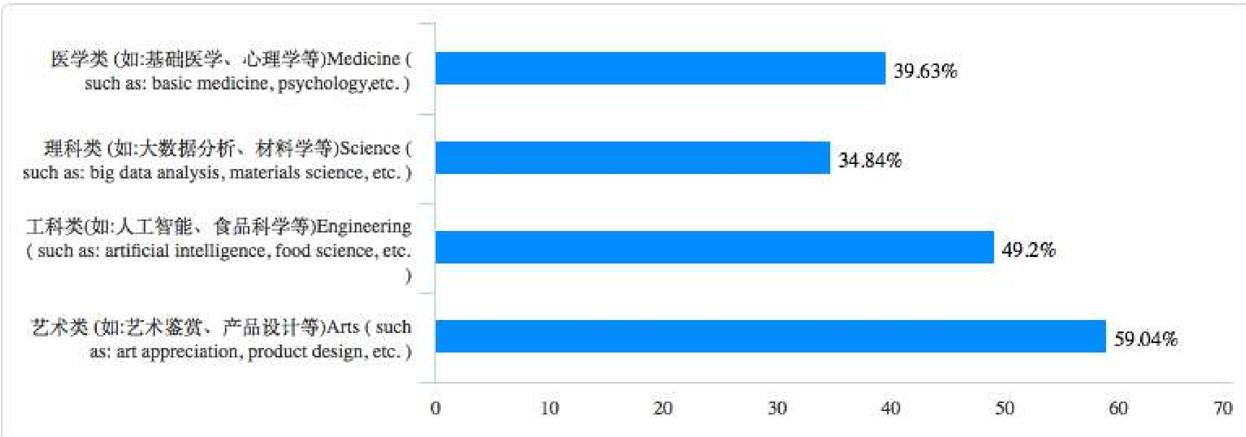
Figure 3. Courses wish to add to current curriculum



There are also some surprising data in the results of the survey. Among the 376 students surveyed, 147 students have already completed their hotel internship. When asked " Will you choose to continue working in the hotel after finishing your internship?", 65.31% of the students chose yes, and almost 80% of the students thought during the internship, there was a good use of the theoretical knowledge learned in the school. These data seem to be much more optimistic than the retention rate surveyed by the hotel industry. It can also be seen that more than half of the hotel management majored students still have a high desire to develop in the hotel industry in the future.

Finally, the author also raised some questions about the development of new liberal arts in China. Figure 4 shows that students have their own preferences and ideas for subject integration. Most students chose hotel management majors to be integrated with art majors, followed by engineering, medicine and science. When asked about specific courses, Hotel Artificial Intelligence Development and Appreciation and Design of Hotel Architectural Aesthetics are the most popular integrated courses among the respondents. In addition to the courses mentioned in the survey, there were also students who proposed to carry out courses such as hotel law, Internet of Things engineering, and basic medical rescue. These data also coincide with the students' previous ideas about directed skills learning. 95% of the respondents believe that the integration of disciplines and the development of multiple types of courses can make them more interested in learning and choosing this industry.

Figure 4. Integrated majors that respondents were wish to have in the future



Industry perspective on the current hotel management major in China

Industry insiders generally expressed that the hotel industry after COVID-19 is facing tremendous changes. Especially in the Chinese environment, the hotel industry has undergone a new change after the COVID-19: lack of talents for middle management level. In the early days, the middle and senior management level of international hotel brands in China were mostly foreigners. However, in the face of sudden "COVID-19 Changes", how to quickly reform and adapt to the new requirements and became a tough issue for local professionals. The Chinese market also urgently needs to train local middle and senior managers to maintain the development of the industry. The hotels believe that hotel management professionals must master the basic knowledge of the industry, but they also need multi-faceted comprehensive capabilities in the later work.

At the same time, in the current epidemic situation, those who can master the basic theories and methods of modern digital hotel management, the application of big data technology in tourism and hotels, digital literacy and innovation capabilities, and can compete in various advanced are urgently increased, and the demand for certain kind of skills experts will continue to increase in the future.

Academic Perspective on the current hotel management major in China

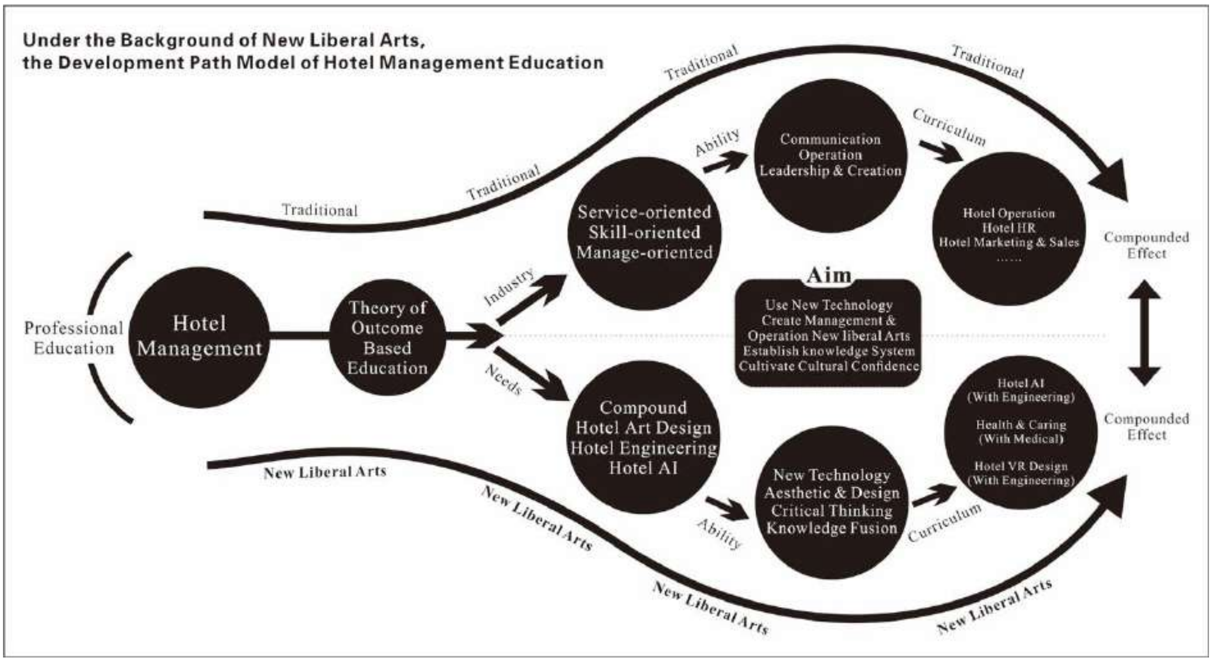
Currently, the talent cultivation goal of most hotel management schools in China is to provide applied service and management talents for the needs of modern service industry. Through "order-based model" schools cooperate with hotel companies, set up oriented classes to cultivate reliable talents for the industry. This type of cooperation reduces blindness in teaching and makes students' learning goals much clearer. At the same time, a broad international perspective is also one of the important aspects of the cultivation. The hotel management school cooperates with international hotel brands and overseas colleges and universities to introduce various international standards, knowledge, new skills into professional classroom teaching and practical teaching to broaden students' international vision. However, many schools have also reflected that there are always gaps between the school's cultivation goals and the needs of the hotel industry in the current curriculum. Especially with the rapid development of the industry, the updating of courses sometimes fails to keep up with the direction of industry changes.

On February 5, 2021, the Department of Vocational Education and Adult Education of the Ministry of Education of China stated that in order to actively adapt to the requirements of the technological revolution and industrial revolution, they will upgrade traditional majors with "information technology +", and timely develop emerging majors formed by the digital economy. In the future, hotel management diploma education in China will be officially renamed "Hotel Management and Digital Operation". After the outbreak of COVID-19 in global area, although the hotel industry has been hit hard, the epidemic has also greatly promoted the digital transformation of hotel industry marketing and operations. With the increase in global vaccine production and the number of vaccinations, the COVID-19 is expected to be controlled and stable in the next 2-3 years. These new disciplines in vocational education in China must meet the needs of the environment in three years later. The hotel management and digital operation major will closely follow the emerging needs of China's economic and social development. In addition, with the rapid technological advancement in the current society and the widespread application of mobile internet, industry boundaries starts to be broken, "cross-border integration education" is taking over the traditional education. Digitization, networking, and intelligence have become common challenges faced by all walks of life. The integration of majors and majors, and the establishment of new courses that cross disciplines and disciplines will inevitably be the trend and direction of future undergraduate education development for hotel management major.

The Prospect of Hotel Management Education in China

Under the background of the new liberal arts construction, major integration will become a new attempt in hotel management professional education in Chia. It will not only change the way of hotel management education in the future, but also provide solutions to the new needs of the hotel industry. Based on the comparison between traditional hotel management professional education and future hotel management professional education, the author summarized the development path model of hotel management education, and summarized the development path of hotel management professional under the background of new liberal arts through industry needs, ability training and course upgrades.

Figure 5. Under the Background of New Liberal Arts**,** the development path model of hotel management education



Industry Demand

As one of the ten most popular industries in the world, hotel management professionals are always in short supply around the international market. According to statistics from the National Tourism Administration, there is a job generated in the tourism and hotel industry every minute of the world. At present, most people in management level in the hotel industry in China have lower academic qualifications than their position required. With the development of the social environment and industry competition, the demand for talents in the hotel industry has shown a diversified trend in recent years. The current hotel services and management capabilities of these low-educated managers can no longer adapt to the current society. Especially after the current hotel industry is gradually becoming integrated, Informational and intelligent, more and more hotels are also aware of the importance of compound talents and oriented technical talents.

At the same time, under the promotion of the new liberal arts in China, the current development direction of all liberal arts majors is to promote the transformation and upgrade of the original liberal arts majors, realize the deep cross-integration of liberal arts and science, engineering, agriculture and medicine, and optimize the new structure of liberal arts majors. Therefore, with the gradual increase in the hotel industry's new demand for compound talents and oriented technical talents, the hotel industry's demand for talents and the cultivation goals of hotel management colleges are both looking for an education reform about multi-knowledge integration and oriented skills learning on the basis of hotel general knowledge and skills.

Ability Training

In the reform of hotel management education, the adjustment of talent cultivation programs and goals is particularly important. The education of the hotel management major should be highly integrated with the new needs of the industry and the development of new liberal arts, and cultivate students with the ability of speculative, critical thinking, and sustainable learning and research. In the context of the rapid development of the Internet, students need to understand the development prospects and trends of the modern hospitality industry, master the system knowledge of modern service industry operation and management, and have the ability to apply to new technologies, aesthetics and design capabilities and other cross-domain knowledge integration capabilities. In the meantime, student should deeply integrate traditional hotel professional knowledge and skills with other disciplines, professional knowledge and skills, and become a high-quality applied compound talent in the future.

Course Upgrades

"Emphasize features" is also one of the concepts of the "new liberal arts" construction. In the reform of the curriculum system, the hotel management major should focus more on the cultivation of applied liberal arts talents, promote complementary advantages with other disciplines, and open new cross-disciplinary and cross-professional courses to cross-domain knowledge-integrated talents for the industry. Hotel management major should integrate deeply with engineering disciplines (e.g. artificial intelligence, food science, etc.); medical disciplines (e.g. basic medicine, psychology, etc.); Sciences (e.g. big data analysis, materials science, etc.); Arts (e.g. art appreciation, product, etc.), and develop new courses such as: Hotel Artificial Intelligence Development (integration of engineering and liberal arts), Hotel Environmental Health Medicine (integration of medicine and liberal arts), Hotel Virtual Reality (VR) Design (integration of engineering and liberal arts), Hotel Architectural Aesthetics (integration of arts and liberal arts), etc., to broaden the teaching scope of hotel management and improve the quality of hotel management talents.

The innovation and transformation of hotel management major will be a long process. The hotel management major should upgrade the cultivation system while adhering to the existing curriculum foundation. The construction of the new liberal arts not only affects the liberal arts itself and science, engineering, agriculture and medical education, but also affects the overall situation of higher education in China. Thus, the promotion of the new liberal arts is also destined to change China's hotel management professional education in the future. How to integrate the characteristics of hotel management major with the requirements of the new liberal arts construction is the direction that Chinese hotel management education should think about.

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Evaluation of potential knowledge transfer between PEIs and SMEs of hospitality and tourism industry in Singapore

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Abstract:

Past research demonstrated a lack of study on the topic of collaborative performance between academia and industry of the hospitality and tourism field in Asia. Thus, current research focused on discovering the issues, concerns or demands to the collaboration initiation based on perceptions of PEIs and SMEs in Singapore. As a result, the major consideration appeared as financial cost for SMEs. Nevertheless, consultancy and training by PEI staff are potential demand channels linked to the academic establishment`s status and lecturer`s credentials.

Keywords: Knowledge transfer, hospitality, PEI, SME, Singapore, quantitative methods

1. Introduction

The collaboration between academia and industry of any field has been named as the "Knowledge Transfer" (KT) process. It is mainly aimed at facilitating application of the field knowledge by all the involved stakeholders (Cooper, 2006). While the number of such interactions in the hospitality and tourism industry has decreased dramatically over the past few decades in various European countries (Sedlacek, 2013; Penfield et al., 2014), Singapore's SMEs (Small and Medium Enterprises) have also shown reliance on government consulting agencies rather than the academia- educational institutions (Goh, 2016) .

SMEs of Singapore comprised 99 % of the total of 189000 enterprises as well as they have contributed to more than half of the GDP (gross domestic product) of the island in 2014 (DSS, 2020 cited by Richmond Consultants Pte Ltd., 2020). Nevertheless, absence of formal education among SME employees (Goldman, 2011; National Population and Talent Division, 2013) often resulted in the lack of SOJT (Structured On Job Training), negatively affecting business operations and drawing attention to their need of KT. Therefore, several government agencies such as ACE, IDA and SPRING SEEDS attempted to provide financial assistance in the form of training grants, reduction of taxes and other exemptions (Richmond Business Consultants, 2015; Skills Future Singapore, 2020;). However, due to certain requirements to be met in order to receive compulsory government approval, there is an existing gap that the current author has discovered. This is related to the accessibility of the aid by SMEs at micro- and macro-levels. Therefore, acknowledging the immense impact on the country's economy, the current author has chosen SMEs as the object of the current study.

Moreover, another object of the current study included Singaporean PEIs (private educational institutions). While higher education institutions have often initiated the process of knowledge transfer with the industry practitioners, the latter have recently acknowledged the need in predicting the factors that would grant the successful outcomes of the collaboration (Sedlacek, 2013; Penfield et al., 2014).

Previous research has focused on the characteristics pertaining to the actual KT process but could not produce unequivocal conclusions (Perkmann and Walsh, 2007; Yusof and Jain, 2010; Bozeman, Fay and Slade, 2013; Ankrah and Al- Tabbaa, 2015). Alternatively, a large number of scholars have also indicated university attributes as the cause of plummeting KT interactions over the last decade (Bennis and O`Toole, 2005; King, Funk and Wilkins, 2011, McKercher, 2018). Thus, a 2018 research attempt by Vaz de Almeida and colleagues from Portugal who clustered PEI characteristics affecting KT process into six variables with the help of industry practitioners has been employed in this study. Due to anticipated cultural distances in the hospitality and tourism industry operations between both countries such as Singapore and Portugal, the author attempted to assess the perceptual significance of each variable with the new distinctive respondent sample.

1.1. Purpose of the study

The primary purpose of this study is to assess the attractiveness of Singaporean PEIs specialising in the tourism and hospitality studies for initiation of knowledge transfer (KT) with the industry representatives. Specifically, from the perspectives of the local small and medium enterprises (SMEs) and PEIs representatives involved in KT based on the six variables derived from Vaz de Almeida, Ferreira and Ferreira (2018).

1.2. Research aim and objectives

The current study aims: to facilitate the knowledge transfer initiation between PEIs and SMEs in the hospitality and tourism industry of Singapore.

The following objectives should aid the achievement of the above aim:

1. To critically evaluate the attitude of SMEs towards PEIs as potential knowledge transferors
2. To identify potential knowledge transfer channels between PEIs and SMEs
3. To critically assess which PEI characteristics are of importance for shaping the knowledge transfer attitude of industry SMEs
4. To provide recommendations to PEIs administration in terms of improving their characteristics for successful knowledge transfer initiation

1.3. Study implications

With PEIs needing alternative sources of income, this study may provide insights into the status of their current qualifications for KT with SMEs. Additionally, suggested recommendations for enhancing the collaboration process may be beneficial for institutions seeking ways to extend their network with industry.

2. Literature Review

2.1. Introduction: Knowledge Transfer

Referring to knowledge type eligible for KT, the academics defined two, tacit and explicit, while the contents of the former represent accumulated individual experience, it is thus related to the matters of diversity in one`s interpretation. In contrast, the latter is not embodied in people and initiated through traditional mechanisms (Bekkers and Freitas, 2008).

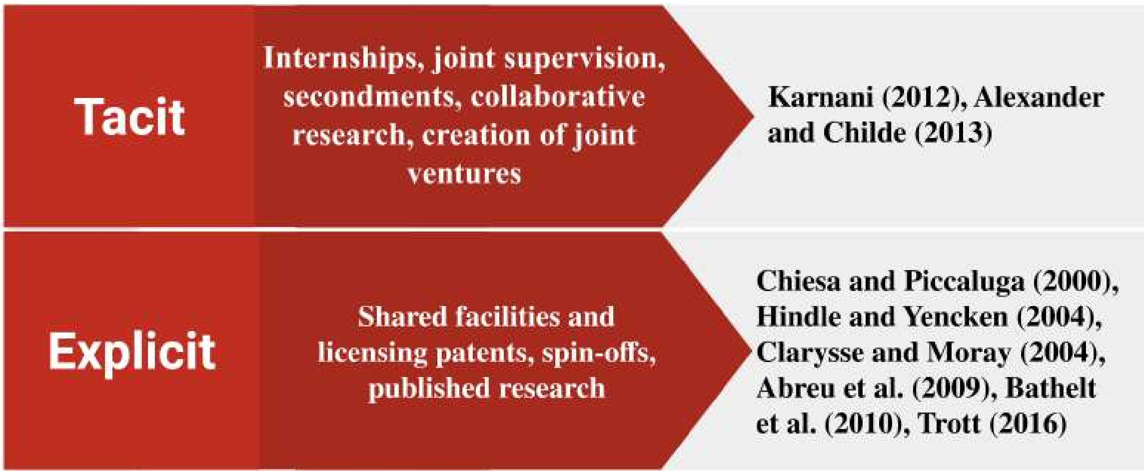


Figure 1. The type of knowledge eligible for KT

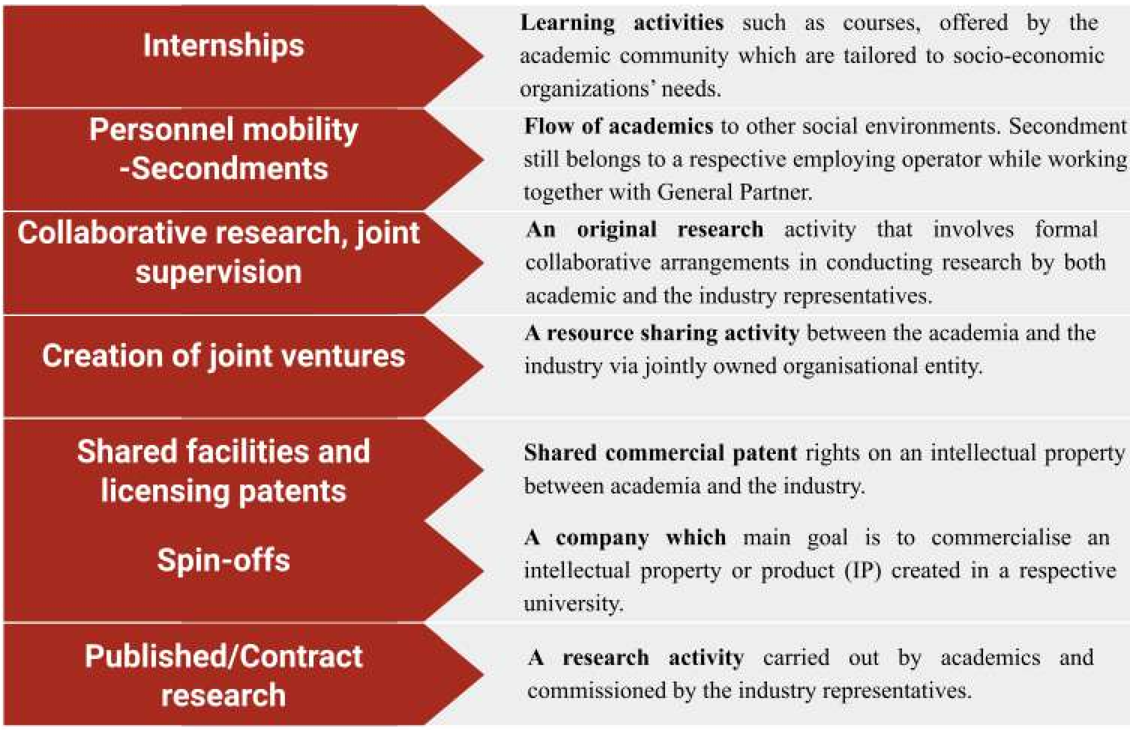


Figure 2. The means of KT between PEI and SME

Thus, the above two have a potential to pose various sorts of challenges in the process of knowledge transfer (KT), that by the matter of contradicting natures may require opposite solutions.

2.2. The framework of the study

The below framework is based on the combination of the two concepts: the Research Ecosystem illustrated in a Twin-Win model (Schneiderman, 2018) and HEI qualities for KT (Vaz de Almeida et al., 2018). The former concept stipulated that the most valid research conclusions were achieved by the collaborative work of a multi-diverse team of corporate workers, government representatives and teaching faculty. The latter concept has focused on dividing the characteristics of the educational institutions, in the current case PEIs, consisting of their capabilities and available facilities into clusters that were meaningful for the collaboration process.

While Molas- Gallart et al. (2002) have been first to extract the clusters characterising the public institution interested in productive collaboration with industry representatives, they could not provide the tools of measure to the results. Furthermore, some of the former characteristics were not found credible in the field of hospitality and tourism industry. Thus, the work of Vaz de Almeida and colleagues (2018) based on industry expert-provided criteria has been regarded as the most effective solution to KT issues posed by the current research. Additionally, the choice of Research Ecosystem concept has been made on the grounds of existing conflict between the standards of industry practitioners and faculty in an academic institution as discovered by wide array of hospitality scholars (e.g. Bennis and O`Toole, 2005; King, Funk and Wilkins, 2011, McKercher, 2018). Hence, PEI and SME helices below are the indication of measure of the two perspectives on the six variable clusters.

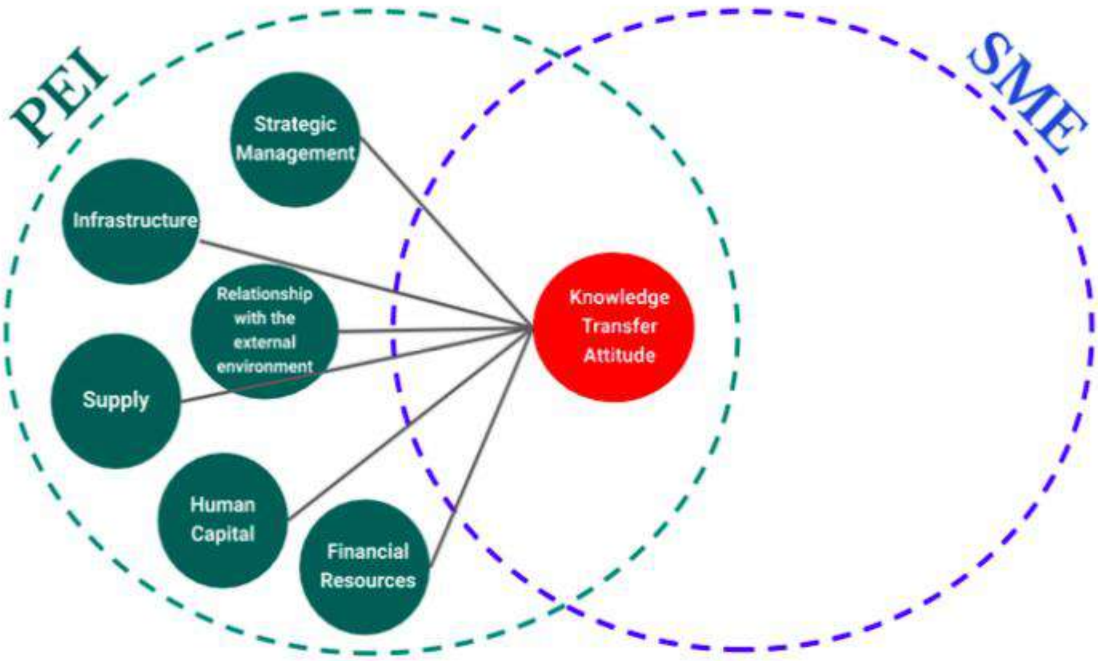


Figure 3. The conceptual framework of the study

2.2.1. Infrastructure

A characteristic of "non-conventional workspaces" such as libraries or laboratories that serves as an indication to institutional establishments' level of knowledge base (Huggins, Johnston and Stride, 2012). Additionally, while undergraduate students are considered a part of a research team supporting academic staff (e.g. Schneiderman, 2018), it is evident that presence or absence of infrastructure at a PEI may affect the results of KT with the industry representatives. However, past research produced ambiguous results. As a sample, 126 Kuwaiti administrative and lecturing staff along with business students indicated no effect of library services on academic performance (Al Harbi and Middleton, 2011) and in contrast, 7958 students of 36 US colleges have reported gains in critical thinking (Whitmire, 2002).

2.2.2. Financial Resources

Vaz de Almeida and colleagues (2018) have interpreted this factor as the way of a higher educational institution to land funding opportunities through either consultancy or a joint project. While larger hospitality organisations would usually possess higher amounts of financial resources for this activity, the university scholars associate high value to their ideas and concepts as their respective institutions are often supported by the government

(Fazackerley, Smith and Massey, 2009). As a result, a high preference for collaboration of those with larger organizations is obvious. This has been confirmed by findings of Fontana, Geuna and Matt (2006). In contrast, recent findings suggest that the above claims might not be applicable in a private university (e.g. Bruneel, D'Este and Salter, 2011), hence leaving possibility for an SME.

2.2.3. Supply

With regards to research missions an educational institution may choose to provide an ample of courses on various majors following different teaching methods or specify only on one. As a sample, this could be a university specialising in large-scale undergraduate education such as MSc or a PhD, while those might be related not only to hospitality and tourism management but social and applied sciences (Daraio and Bonaccorsi, 2016). The study of Olmos-Peñuela, Castro-Martínez and D`Este (2014) involving 97 research groups has proved that universities with a wider range of majors offer larger amounts of KT methods to utilise for a collaboration with industry.

2.2.4. Relationship with the surrounding environment

An established university is likely to interact with the higher range of organisations of various sizes (Huggins, Johnston and Steffenson, 2008; Brown, 2016), which explains why it is challenging for newer universities to establish the link with the industry (e.g. Guerrero, Urbano and Herrera, 2019). Hence, the above confirms that organisations interested in a KT with a university may be attracted by its reputation measured by number of interactions with other partners and stakeholders (Guo, Liu and Yain,2020). While the direct link has not been thoroughly studied, a comprehensive analysis of 1497 academic spin-off data set from 28 European countries, has confirmed that high-performing institutions have an elevated probability of attracting potential collaborators from the industry (Munari, Pasquini and Toschi, 2015).

2.2.5. Human Capital

While the current author considers the knowledge base to be in the face of PEIs academic researchers, D'Este and Patel (2007) claimed that individual characteristics of those weigh more than that of PEI itself in the KT. In other words, the personal qualities of the researchers validated the scope of the underlying knowledge. The studies related to the relationship and determinants of the KT with consecutive analysis of questionnaires from 443 and 834 respective Austrian hospitality firms support the above claim (Landry, Amara and Ouimet, 2006). Nevertheless, Fontana, Geuna and Matt (2006) did not deny that PEI researchers' productivity in the scientific sense was also beneficial for KT as it affected the variation of offered KT methods (e.g. Bekkers and Freitas, 2008).

2.2.6. Strategic Management

Sharer and Faley (2008) have investigated four KT organisational goals, which the current author has found predisposed to adhere to the views of the parties in the research ecosystem. While Giuri et al. (2019) claimed three strategies in a KT process to utilise, Feldman et al. (2002) discovered that this responsibility belongs to the Technology Transfer Offices (TTO) offices serving the university. Therefore, Giuri and colleagues have analysed data of 178 university TTO offices and factors affecting their choice of strategy in KT with the industry. As a result, a joint research project, rather than a mere consulting activity, is more general, which inclines expected publication. While the process of publication may improve PEIs/HEIs ranking and prestige, closely related to the enlargement of KT opportunities with other industry parties (Daraio, 2017), it may contradict with the goals of SME.

Thus, with all of the above mentioned the author has suggested the following hypotheses for testing:

H1 or Hypotheses 1	**H_0: There is no statistically significant relationship between the opinions on PEI infrastructure and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between the opinions on PEI infrastructure and the overall knowledge transfer attitude.**
H2 or Hypotheses 2	**H_0: There is no statistically significant relationship between the opinions on the source of PEI`s research income and the overall knowledge transfer attitude.**  **$H_a$: There is a statistically significant relationship between the opinions on the source of PEI`s research income and the overall knowledge transfer attitude.**
H3 or Hypotheses 3	**H_0: There is no statistically significant relationship between the opinions on PEI specialisation in the education supply and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between the opinions on PEI specialisation in the education supply and the overall knowledge transfer attitude.**

H4 or Hypotheses 4	**H_0: There is no statistically significant relationship between the opinions on the PEI status among the public and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between the opinions on the PEI status among the public and the overall knowledge transfer attitude.**
H5 or Hypotheses 5	**H_0: There is no statistically significant relationship between opinions on the PEIs staff profile (i.e. academic credentials, socialisation skills) and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between opinions on the PEIs staff profile (i.e. academic credentials, socialisation skills) and the overall knowledge transfer attitude.**
H6 or Hypotheses 6	**H_0: There is no statistically significant relationship between the opinions on the diversity of KT collaboration methods offered by PEI and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between the opinions on the diversity of KT collaboration methods offered by PEI and the overall knowledge transfer attitude.**
H7 or Hypotheses 7	**H_0: There is no statistically significant relationship between the opinions on the alignment of KT method choices and the overall knowledge transfer attitude.** **H_a: There is a statistically significant relationship between the opinions on the alignment of KT method choices and the overall knowledge transfer attitude.**

Figure 4. Hypotheses of the current research

3. Methodology

3.1. Approach

Quantitative research usually lowers the probability of data "contamination" by alleviating direct contact with its participants (Watt, 2007). Thus, the author has chosen this method to extend the likelihood of receiving honest responses. Additionally, the variables evaluated in the current study are related to substantial theories and empirical evidence, which was the reason for choosing a "controlled" fashion for data collection.

3.2. Sampling
The study aimed at the staff potentially involved in the process of knowledge transfer or having experience in this process (supervisors, managers and academic staff, administration and graduate students). Thus, targeting a population with distinct features complies with the characteristic of purposive sampling (Beins, 2009; Etikan et al., 2016).

3.3. Data collection
Referring to DSS (2019), STB (2018) and The Grid (2020), the number roughly summed up to 10000 units (covering SMEs by over 1000 in travel, slightly over 6900 in food and beverage and around 43 in accommodation). Additionally, minding that the acceptable margin of error is 5% and confidence interval is 95% (Conroy, 2020), the research sample would consist of 370 organisations. Furthermore, current study mainly focuses on closed forms of data collection technique, specifically, the ranking scales (Likert-scales), since there is a lower chance of bias emerging during the interpretation stage of lengthy and non- standardised replies (Converse and Presser, 1986 cited in Royal et al., 2010). Concerned with generalisability of the study results, and to include diverse actors from both sides, the author utilised two separate forms of the e-survey including the same scales, but differing in the questions relating to the background information of the respondents adapted from Smirnova (2016).

3.4. Data analysis
The current study has used descriptive analysis using means and standard deviation to draw the case study as suggested for the interval scale data analysis (e.g. Ary, Jacobs and Sorenson, 2010). Additionally, current research samples represented two different populations, which also had their sub-groups such as academic staff, administration, students (PEIs) and F&B, accommodation and travel (SMEs). Hence, while the study measured the relationship between the dependent KT attitude and multiple independent PEI characteristic variables (human capital, strategic management, relationships with the surrounding environment, financial resources, supply and infrastructure), the author has expected a discrepancy in the opinions. Therefore, further inferential analysis tools included Independent T-test for KT attitude factor, to confirm the expected differences in responses of sub-groups. Additionally, the PCA (Principal Components Analysis) for each sample population of SMEs or PEIs to reduce the number of non-related items on the same scale (e.g. Bryman and Bell, 2011; Smirnova, 2016). Further, the author has tested the KT attitude along with the PEI characteristic scales for internal reliability by Cronbach`s $\boldsymbol{\alpha}$ (retaining factors with value >0.7). The confirmation/rejection of the hypotheses was completed via Spearman's correlation test as the Likert scale data set was advised to be measured by a non-parametric correlation test (e.g. Hollingsworth et al., 2011).

Despite the scholar preferring CFA (Confirmatory Factor Analysis) together with SEM (Structural Equation Modelling) in testing validity and seeking correlations between variables (Brown, 2006), due to the presence of numerous sub-groups within sample population, the total number of available responses (N=153) was not statistically significant to use these in the current study.

4. Results

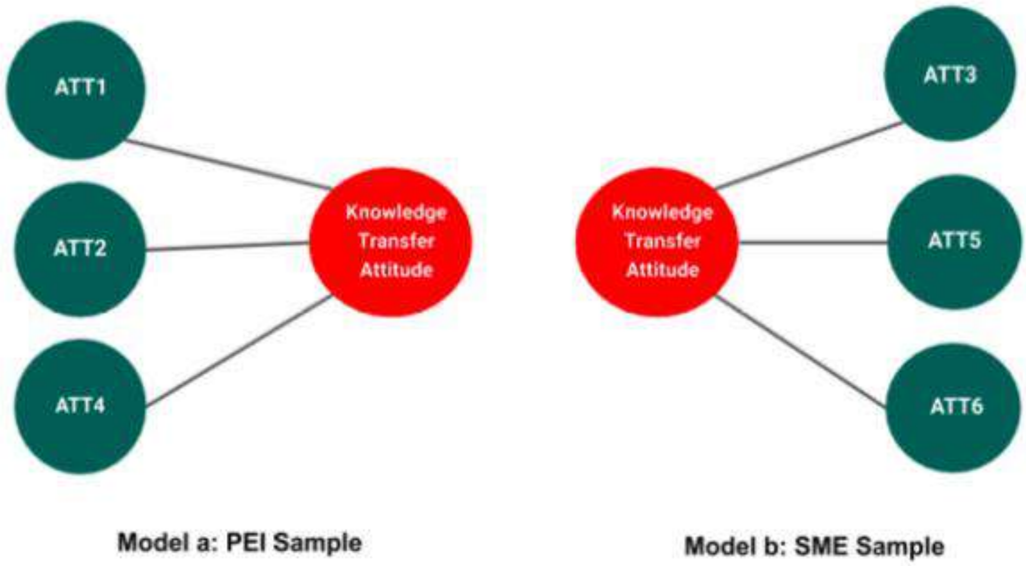
4.1. Profile of the respondents
The overall response rate has resulted in 48% and 88% among Singaporean PEIs and SMEs respectively, in other words, a total of 153 respondents from 14 PEIs and 93 SME representatives. The PEI sample (N1=100) included academics (12%), students (82%) as well as administration (6%) of institutions accredited by the foreign partner (53%). In contrast, 92% of SME (N2=53) respondents belonged to local entities of the F&B industry of Singapore.

Further results will be illustrated following the objectives of the study:

4.2. Research outcomes:

4.2.1. Objective 1: ***To critically evaluate the attitude of SMEs towards PEIs as potential knowledge transferors***

In regards to the instrument measuring the attitude of both population samples to the KT process: after Factor Analysis followed by PCA (Principal Component Analysis) with Varimax rotation, the author has received the summarised in Figure 5. The general Cronbach`s **α** cut-off value for the scale with the number of items less than four is 0.7 (Field, 2013), which is the case in the current research.



ATT1	SME management is negatively disposed towards the cooperation with PEI.
ATT2	New knowledge is too expensive for SME.
ATT3	PEI-SME relationships are often established on the basis of personal acquaintances.
ATT4	The SMEs of Singapore in hospitality and tourism field lack knowledge.
ATT5	PEI academic staff are not familiar with industry's actual needs.
ATT6	Research conducted in Singapore PEIs is usually of low quality.

Figure 5. Knowledge Transfer Attitude of sample populations

As it can be seen from above, SMEs believed that the research quality at PEIs is low. The latter is likely to be explained by the lack of TTOs (knowledge transfer offices) which are usually responsible for delegating research-related projects among the departments and staff at PEIs to enhance their quality as discovered by Tang (2011). Alternatively, the findings of Goh (2016), Ying (2016), SMU (2016) cited by Digital Senior (2020), who have discovered that PEIs would generally hold lower appeal among Singapore public, due to fraudulent cases of the past, have been confirmed as well.

Hence, due to result inconsistencies, the author decided to conduct an Independent Two-Sample T-test.

The object	The statements	Two-tailed T-test (p)*
Faculty vs. Administration	ATT6	0.000
	ATT5	0.010
	ATT3	0.013
Administration vs. Student	ATT2	0.000
	ATT3	0.001
	ATT5	0.000
Faculty vs. Student	ATT1	0.030
	ATT2	0.045
	ATT6	0.000
PEI vs. SME	ATT6	0.000
F&B, restaurant, cafe, hawker stall vs. Travel Agency	ATT3	0.035
F&B, restaurant, cafe, hawker stall vs. Accommodation provider	ATT2	0.001
	ATT6	0.000
	ATT5	0.000
Travel Agency vs. Accommodation provider	ATT2	0.023
	ATT5	0.007
Note: statistical significance at p<0.05*		

Figure 6. Independent Two-Sample T-test: SME vs. PEI samples

Thus, the below statements provided a statistically significant difference (equality of means, $p<0.05$) in the responses when equal variances were not assumed.

*4.2.2. Objective 2: **To identify potential knowledge transfer channels between PEIs and SMEs***

The analysis presented by mean, median and mode values has identified that SME and PEI samples agree on selecting Consultancy with PEI staff as their communication interest (100% and 81% relatively). Next were, PEI Graduates as employees or interns (85%), Training by PEI staff (79%) and Participation in workshops or conferences (9.4%) chosen by SME sample. Based on the findings in chapter 4.7, only 23% of surveyed SMEs (N=53) have been in a relationship with PEI and only 9% of PEIs in their turn were in an exclusive collaboration with SMEs. Referring to the Ministry of Manpower (2019) that provided foreign student internship exemptions only to few PEIs in Singapore under limited conditions, the author concludes that this may have served an explanation to the low interaction levels between PEIs and SMEs.

4.2.3. Objective 3: ***To critically assess which PEI characteristics are of importance for shaping the knowledge transfer attitude of industry SMEs***

Finally, as of the six variables adapted from Vaz de Almeida et al. (2018), which had undergone similar procedure (i.e. Factor Analysis, PCA) as well as Spearman's Correlation test to confirm or reject the hypotheses of the research, the results have been illustrated below.

Variable	Statements	Cronbach`s α*	Explanation
Infrastructure (INFRA)***	INFRA1 INFRA2	0.814	Removed statement: *REINFRA3* Inter-item correlation: 0.708 **
Supply (SUP)***	The factor has been removed from the analysis, due to overall negative covariance among measured items that contradicted with the general notions of the unidimensional scale.		
Relationship with the surrounding environment (RSE)***	RSE 1 RSE 2 RERSE3	0.954	
Human Capital (HC)***	HC12 REHC16 HC21 HC22 REHC23	0.717	
Strategic Management (SM)***	SM1 SM2 RESM3	0.926	
Financial Resources (FINR)***	FINR2 REFINR3	0.718	Removed statement: *FINR1* Inter-item correlation: 0.597**

* The statistically significant value at above 0.7 (4-item scale or below). But several mention 0.6-0.7 as an acceptable range.
** Coertjens et al. (2013) state that with few items(statements) involved in a construct, inter-item correlation value is a better measure than Cronbach`s α. Inter-item correlation below 0.8 (or 0.9) is preferred to avoid multicollinearity (Senaviratna and Cooray, 2019).
*** The descriptive statistics for the scale items can be found in the Appendices.

Figure 7. SME sample reliability statistics based on SPSS Output

As it can be seen above, the factor SUP or Supply presented a "weak" correlation ($r=0.222$, $p<0.01$), between opinions on the specialisation of PEI in educational supply and the attitude on knowledge transfer between PEI and SME. This has been in line with the findings of Olmos-Peñuela, Castro- Martínez and D`Este (2014) which advocated the existence of the relationship between the KT methods offered by PEI, the range of its academic specialisation and the effectiveness of the KT process.

Variable	Statements	Cronbach`s α*	Explanation
Infrastructure (INFRA)***	INFRA1	**0.913**	
	INFRA2		
	REINFRA3		
Supply (SUP)***	SUP1	**0.717**	Removed statement: *SUP2* Inter-item correlation: 0.56 **
	RESUP3		
Relationship with the surrounding environment (RSE)***	RSE 1	**0.858**	
	RSE 2		
	RERSE3		
Human Capital (HC)***	HC11	**0.771**	
	HC12		
	REHC14		
	HC21		
	HC22		
	REHC23		
Strategic Management (SM)***	SM1	**0.725**	
	SM2		
	RESM3		
Financial Resources (FINR)***	FINR1	**0.6**	Removed statement: *FINR2* Inter-item correlation: 0.49**
	REFINR3		

* The statistically significant value at above 0.7 (4-item scale or below). But several mention 0.6-0.7 as an acceptable range. Yet, FINR reliability here is questionable.
** Coertjens et al. (2013) state that with few items(statements) involved in a construct, inter-item correlation value is a better measure than Cronbach`s α. Inter-item correlation below 0.8 (or 0.9) is preferred to avoid multicollinearity (Senaviratna and Cooray, 2019).
*** The descriptive statistics for the scale items can be found in the Appendices.

Figure 8. PEI sample reliability statistics based on SPSS Output

In contrast, as can be seen from Figure 8, the statistically significant correlations of PEI sample have been established between Mean Attitude (mean of ATT1, ATT2 and ATT4) and Mean Financial Resources (mean of FINR1 and REFINR3) as well as Mean Attitude and Mean Supply (mean of SUP1 and RESUP3). The significance has been estimated at the p-value < 0.05 level (e.g. Field, 2009).

Hence, with respect to Spearman's correlation tests, Figure 9 summarised the outcomes of hypothesis testing (Table 1) with conceptual framework adjustments.

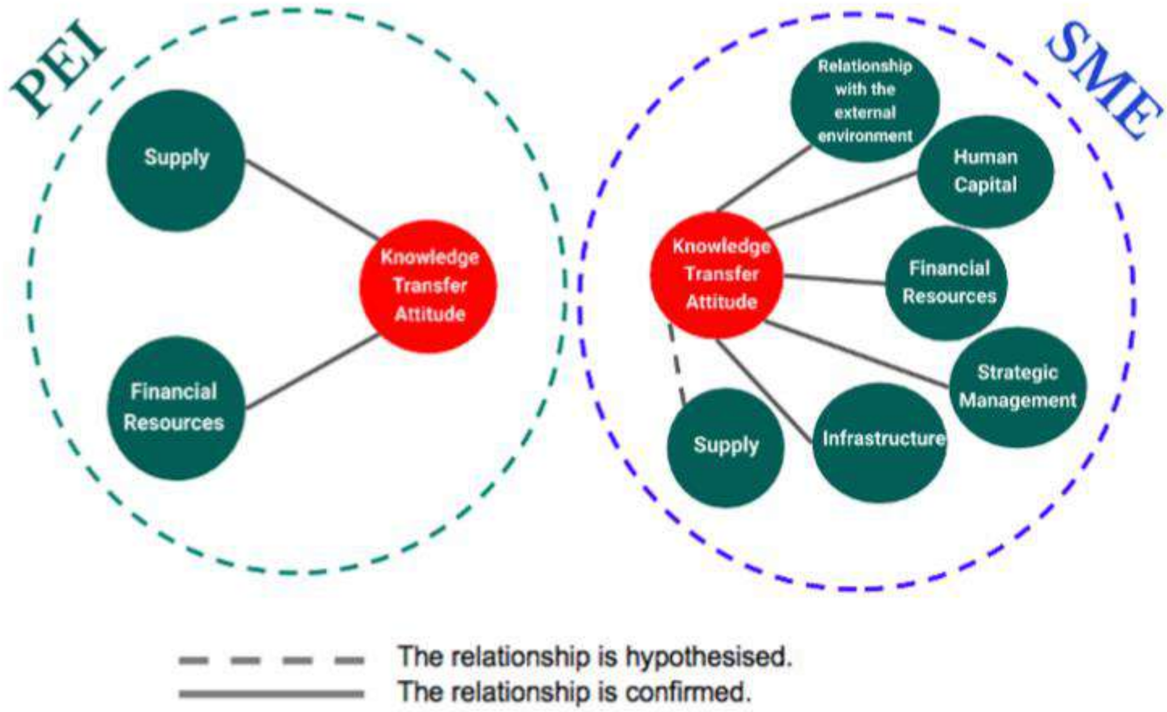


Figure 9. The updated framework of the research after result discussion

PEI sample		SME sample	
Null H1	accepted	Null H1	rejected
Null H2	rejected	Null H2	rejected
Null H3	rejected	Null H3	the variable removed from testing
Null H4	accepted	Null H4	rejected
Null H5	accepted	Null H5	rejected
Null H6	accepted	Null H6	rejected
Null H7	accepted	Null H7	rejected

Table 1 *Hypotheses testing results of the current study*

Correlations

			Mean Attitude	Mean Infrastructure	Mean Relationship with Surrounding Environment
Spearman's rho	Mean Attitude	Correlation Coefficient	1.000	.401**	.566**
		Sig. (2-tailed)	.	.003	.000
		N	53	53	53
	Mean Infrastructure	Correlation Coefficient	.401**	1.000	.895**
		Sig. (2-tailed)	.003	.	.000
		N	53	53	53
	Mean Relationship with Surrounding Environment	Correlation Coefficient	.566**	.895**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	53	53	53
	Mean Human Capital	Correlation Coefficient	.548**	.835**	.941**
		Sig. (2-tailed)	.000	.000	.000
		N	53	53	53
	Mean Strategic Management	Correlation Coefficient	.455**	.781**	.896**
		Sig. (2-tailed)	.001	.000	.000
		N	53	53	53
	Mean Financial Resources	Correlation Coefficient	.511**	.770**	.822**
		Sig. (2-tailed)	.000	.000	.000
		N	53	53	53

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 10. Spearman's Correlation test SME sample SPSS Output

As a reference, based on Figure 10, the author was able to **reject** the **null hypotheses** to **H1, H2, H4, H5, H6** and **H7** and confirm the alternates at the "moderate" level of power, estimated at above 0.4 or 0.5 correlation coefficient value when $p<0.05$ (e.g. Hollingsworth et al., 2011).

5. Discussion and Conclusion

5.1. Discussion and implications

Referring to the appraisal of knowledge transfer (KT) attitude, both parties have agreed that SMEs are negatively predisposed towards cooperation with PEIs. However, each has indicated different reasons. Thus, SMEs have stated they had mainly considered PEIs research work to be of low quality and that the collaboration required a personal acquaintance to PEIs staff. While the former may not be an issue as research publishing is not a preferred channel of knowledge transfer by SMEs as shown by results of the study, the latter would require a solution*. On the contrary, PEIs were concerned with the lack of financial support among SMEs to afford the collaboration. However, when seeking linkages to the Financial Resources (FINR) factor, both population samples have shown the "moderate" power level correlations. Hence, the current author suggests PEIs explore and design cost-savvy pricing strategies for the KT with SMEs. As a sample, with elements of a "barter trade" agreement, such as offering consulting services by PEI academic staff in exchange for SMEs accepting PEIs international students on an internship, if it is fit for government exemptions/terms.

In support of the effectiveness of this solution, the current author speculates that it may also provide a chance for PEIs to gain SMEs trust, as a new acquaintance and solve the earlier issue* (e.g. Smith and Bagchi-Sen, 2012; Penfield et al., 2014). Furthermore, shown by the additional inter-factor correlations, such as FINR to RSE (Relationship with the Surrounding Environment), the solution could also positively affect the public image and status of PEIs among SMEs. Due to the RSE factor establishing a "moderate" power correlation with the KT attitude factor, the author concluded that PEI status among the public is of significance to Singapore SMEs who considered initiation of KT.

5.2. Conclusion

The current study has also revealed that SMEs find both qualities such as academic credentials and socialisation skills equally valuable for the KT. Hence, with Consultancy and Staff training being the most likely KT channels between PEIs and SMEs in Singapore (e.g. results), and considering the claims of Choon-Yin (2017), partially advocating for the actual level of socialisation skills among PEI faculty, it is advised for PEIs to invest in improving current faculty's academic qualifications. Moreover, the Strategic Management (SM) factor has shown a "strong" correlation to the KT attitude of SMEs. Thus, the additional "strong" inter-factor correlation between HC and SM factor, supports the given recommendation.

5.3. Limitations of this study and suggestions for future studies

The author adapted the instrument of the current study from the works of Vaz de Almeida and colleagues (2018) as well as Smirnova (2016). Nevertheless, several challenges in analysing the surveys have persisted.

One of them is, the sample of the pilot study has included supplementary sub-groups such as Faculty and Administration similar to SMEs division (i.e. travel agency, F&B and accommodation). Hence, views on several scales have differed drastically. Thus, in the recommendation for future research, the author urges to choose one of the following options. Either focus on one of the given sub-groups in the whole study or to increase the pilot study sample to include at least 10 representatives from each sub-group.

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Flipping a tourism class

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Abstract:

Numerous arguments exist in favour of flipping a class, where main theoretical learning takes place outside the classroom and class time is dedicated to practice and application. Efforts to understand the success of and students' support for such efforts is gaining ground and hold greater significance following the effects of COVID-19. A tourism management class was flipped and students were asked to provide their feedback on the nature of the course. Results suggest that students supported and appreciated the flipped approach and would like to see greater evidence of the impact of flipped classes on their grades and learning. This exploratory research offers some interesting suggestions on how a tourism class can be flipped and possible future research directions.

Keywords: Flipped classroom, Tourism education, virtual learning

1. Introduction

In his seminal work, Boyer described the Scholarship of Teaching as one of, if not the main duty of a scholar; to communicate and spread knowledge, "...when the duties of a professor becomes consequential…" (Boyer, 2016, p. 74). However, the best approach to result in long-term learning is debated (Mok, 2014). Of the variety of factors that need to be considered when designing a course, one is the delivery mode; how will the content, activities, and information be conveyed to the student? The flipped classroom delivery style has attracted increasing attention and interest over recent years (Mok, 2014).

Prior research has given merit to the adoption of flipped classrooms across disciplines, including business, medicine, psychology (Roehling et al., 2017), computer programming (Mok, 2014), and tourism (Davis, 2016; Mei, 2019). In a flipped classroom, typical lecture material is moved outside the classroom, while homework and application problems are moved into the classroom (Davis, 2016; Mok, 2014; Roehling et al., 2017). Online videos, readings, and podcasts are used outside of the classroom by students to introduce and explain the topics, while class time is spent on activities and discussions (Davis, 2016; Roehling et al., 2017). It has been suggested that flipping a classroom provides more opportunities for students, greater flexibility and ownership, and greater engagement with the content (Davis, 2016). The true effectiveness, however, has been debated (Roehling et al., 2017). Given the greater use of technology in teaching given the COVID pandemic, it becomes even more important to understand how students respond to different delivery modes using technology – in the case of this research – tourism education.

This paper reports on students' perceptions of two classes that were flipped, as well as instructor observations on the apparent effectiveness and satisfaction with a flipped class.

2. Literature Review

Of the many decisions an educator must make, one of the most significant is their choice of delivery style. While not completely siloed, there is generally the more traditional face-to-face approach, blended learning, and distance learning. Each have their own advantages and disadvantages, depending on the course, subject matter, students, and educator. One approach which is gaining momentum is the use of blended learning, particularly in the form of a flipped classroom (Mok, 2014).

Blended learning incorporates elements of online and face-to-face learning to provide, supposedly, a more complete learning experience (Davis, 2016; Mok, 2014), helping to maintain the currency of pedagogical outcomes (Benson & Kolsaker, 2015). Students may be required to undertake some pre or post class activities online, while contact time is then spent on reviewing, practicing, and applying this content (Roehling et al., 2017). One of the most cited benefits of a flipped classroom is that students are given control over their learning, allowing them to address the more basic learning requirements by themselves at their own pace (Reyna, 2015). Additionally, there is the added benefit of encouraging greater experience and practice with the application of theories, rather than more basic memory recall. By bringing the application component into the classroom, the educator is in a position to better structure, supervise, and answer questions in relation to the real-world application of the theory, aiding better long-term learning (Mok, 2014). There is still, however, a number of different pedagogical approaches which can be adopted, even within the method of blended learning, ranging from more lecture-style delivery to more action-based learning (Benson & Kolsaker, 2015).

With the proliferation of mobile technology through all aspects of life, the capabilities currently exist to better leverage institutions' learning management systems (LMS) to deliver content to students outside of class hours to support in-class applications.

While several studies relating to flipped classrooms in tourism and/or programmes exist, further understanding can and should be gained to gather a more complete picture with regards to the most effective methods, especially given the, generally, practically-orientated nature of the degree.

3. Methodology

A quantitative instrument was designed which asked students enrolled in the researchers courses about their perceptions of the flipped classroom. Questions were developed from the work of Roehling et al. (2017), who applied a similar approach in their psychology class.

Surveys were distributed to students at the conclusion of the course and were advised that completion was voluntary and would serve to help plan future courses the students would have with the research (it was known to all parties that the students would see the educator again the following term). A total of 36 completed surveys were returned, which covered all students in the courses.

Given differences between cohorts and other changes to the course e.g. assessment type and weighting, comparing these students' grades to previous years would not necessarily (dis)prove the effectiveness of a flipped classroom. Instead, the focus lay on students' (dis)like for the approach and a self-assessment on how much they felt they had learnt.

*3.1. Course*s

The educator implemented a flipped classroom in two courses they taught at the beginning of the academic year 2019-2020; International Tourism Management, and Research Methods. Both courses are delivered to final-year students, and constituted the same students. There were, therefore, 40 students were enrolled in both courses, all of whom were invited to participate. Inferential statistics were not calculated as the sample size was insufficient to draw accurate and insightful conclusions. Hence, descriptive statistics were analysed.

For both courses, the educator created customised videos, uploaded them to Youtube, and then embedded the videos into the relevant LMS pages. Descriptions were also provided to students to guide them through the week's content. These descriptions included: the course learning outcome being addressed, specific topics being covered, basic terminology, definitions, and background information, guiding questions to think about while watching videos, required readings, recommended readings, and guiding questions for the readings. Appendices A and B provide sample screen shots of this structure.

In terms of content delivery, the educator advised students about the presence of and need to watch the videos prior to class. The class was split into a two-hour 'lecture' and a two-hour tutorial. During the 'lecture' time, the educator covered specific topics of uncertainty or particular complexity in the content, and addressed students' questions or concerns. Students' were then provided with an activity which would encourage them to apply this content to a real-world scenario. During the tutorials, case studies would be discussed or other activities offered, required students to apply their learning to resolve the issue.

Concurrently, a What'sApp group was created and all students were enrolled. The purpose of the group was to allow students to ask and answer questions during the class. Therefore, if students had a question or idea but were afraid of forgetting or too shy to ask, they could WhatsApp the question and the educator would check during the break and before the end of class. Instead, students preferred to use the group to ask questions outside of class or share information (se appendix C for an example, deidentified, conversation).

4. Results

The WhatsApp group did not function as planned; students used WhatsApp as an additional means of publicly contacting the lecturer, as an extension of asking questions in class. However, students often would answer each other's content or administration-related questions, demonstrating to the educator what topics were causing concern and that they were being addressed.

The findings suggested that most students preferred to use the videos as a revision tool, not a pre-class tool. Therefore, students often arrived to class unprepared, gathered the basic background, then supplemented this by watching the videos after the class.

Table 1 *Sample demographics*

Variable	**Count**	**Valid Percentage**
Gender		
Male	18	51.43%
Female	17	48.57%
Total	*35*	*100%*
GPA		
Less than 2.5	1	3.03%
2.6-3.5	22	66.67%
3.6+	10	30.30%
Total	*33*	*100%*
Watched videos before class		
Yes	15	41.67%
No	21	58.33%
Total	*36*	*100%*
Delivery Preference		
Prefer Flipped	28	77.78
Prefer Traditional	8	22.22
Total	*36*	*100%*
Variable	**Mean**	**Standard Deviation**
Age	20.82	1.87
Number of videos watched (out of 12)	6.24	3.48

Table 2 *Variable statistics*

Variable	**Mean**	**Standard Deviation**
I...		
Liked the availability of videos	4.31	0.86
Liked the WhatsApp Group	4.44	0.73
Liked the focus on applied learning	4.28	0.85
Liked the Classroom discussions	4.42	0.81
Thought the videos were useful	4.19	0.79
Thought the in-class activities were interesting	4.25	0.87
I would actively watch the videos and read the articles if…		
I learned better	4.28	0.70
I got better grades	4.50	0.61
I was interested in the content	3.80	1.11
Interesting discussions were held	4.06	0.95
Interesting videos/articles were posted	4.08	1.05
I would avoid embarrassment by not knowing the topic	3.53	1.21

The results indicated a strong preference for a flipped classroom. In particular, students liked the use of the WhatsApp group, the classroom discussions, and the availability of videos. Of particular interest, while it was reported that most students preferred to view the videos prior to class, many preferred to use the videos as a revision tool, whereby they could review the content after the class to improve their understanding.

In terms of motivating student engagement, students suggested greater involvement if their grades would improve, if they could learn better, and if the videos, articles, and discussions were interesting.

Results further suggested that if students felt their grades (M=4.50, SD=0.61) and learning (M=4.28, SD=0.70), in that order, improved, they would be more willing to engage with watching videos and reading articles prior to class. This would suggest that if educations provide clearer evidence of the connection between this engagement – if it exists – and grades and learning, students are more likely to participate.

Several non-parametric tests were run to explore the results further. Given the low sample size, despite all eligible participants being invited to participate, caution has to be taken when interpreting these results with limited extrapolation. Results have to be seen as exploratory.
In exploring the possible impact of gender, a Mann-Whitney test suggested that men (Md=5.00, n=18) seemed to prefer the availability of videos prior to class more than women (Md=4.00, n=17) (U=97.50, z= -2.00, p=.045, r= 0.34).

Concerning the usefulness of videos being posted prior to class, those who watched videos before the class reported them as being more useful (*Md*=5.00, n=15), than those who did not watch the videos before class (*Md*=4.00, n=19) (U=98.00, z= -2.05, p=.041, r= 0.35).

When exploring differences between students who preferred traditional or flipped classrooms, results suggested that those who preferred the flipped classroom liked the availability of videos prior to class more (*Md*=5.00, n=26) than those who preferred traditional (*Md*=3.75, n=8) (U=61.00, z= -2.13, p=.033, r= 0.37), enjoyed class being mostly application focussed more (*Md*=5.00, n=26) than those who preferred traditional (*Md*=3.50, n=8) (U=59.50, z= -2.18, p=.030, r= 0.37), found the videos more useful (*Md*=4.00, n=26) than those who preferred traditional (*Md*=3.50, n=8)(U=56.00, z= -2.28, p=.022, r= 0.39), and watched more videos (*Md*=6.00, n=26) than those who preferred traditional class (*Md*=3.00, n=8)(U=52.00, z= -2.14, p=.032, r= 0.37).

No other significant results were evident. The results here suggest that the methods of flipping the class by uploading videos for students to watch before class were seen as more useful and of students who preferred the flipped approach, more videos were watched, the in class application activities were more enjoyable, and liked the availability of videos prior to class. This could suggest that if students more clearly understood the value of a flipped class (from and grades and learning perspective), they would be more likely to participate and support the efforts to flip the class.

5. Discussion and Conclusion

Results demonstrated strong support amongst students for flipped classrooms, although not necessarily in the planned manner. Supposedly in flipped classrooms, students watch the videos prior to class and apply the content in class (Mok, 2014; Roehling et al., 2017). Results here suggested a slight preference for using videos to revise content and support their learning after the class. This is an interesting result which, if more generalisable, has wider implications on class design. If students prefer to study videos after a class rather than before, the design of activities to apply the content needs to be more carefully planned.

While students preferred flipped classrooms and indicated satisfaction for flipped classrooms, concrete proof of improved student learning is not available in terms of learning or grades. This is due to other significant changes in the course in terms of assessment, content, and, of course, the students themselves. Therefore, while grade averages did improve and standard deviations reduced, it is unknown if the change to a flipped delivery mode is the major cause for this. Further research should more specifically address if and how flipped classrooms improve student learning and grades. This paper has suggested that students like flipped classrooms, but how does it actually affect their learning?

Since this was an exploratory study, there is much scope for further research. Future research can further explore the connection between flipped classrooms and students learning and grades – especially considering students' interest in these two particular measures. Particular methods of flipping a classroom should be further analysed, as well exploration of various demographic influences on preference for flipped classrooms as well as methods of flipping a classroom. From a practical perspective, the results here support greater use of blended learning approaches in tourism education, with possible examples provided in the appendices. Caution is required, however, as the systems used and implemented may not be used as planned.

Therefore, faculty should be open, flexible and prepared for adjustments to planned delivery styles.

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Appendix A. Welcome page

Hi All,

Welcome to International Tourism Management (ITMT301)! This course intends to provide an overall, macro-level perspective of tourism in terms of its governance and operations. This will help to provide insight into how tourism destinations and the tourism businesses within them function.

This course will be delivered through a variety of videos, presentations, and case studies which will provide you with all the necessary information you require, along with ample opportunity to practice the theory.

If you have any questions or concerns, please contact me via Email (chris.dutt@eahm.ae), Moodle message, or the WhatsApp group you will be invited to.

This course will be delivered through Microsoft Teams. Please click here to join ITMT301 Team (or copy and paste this URL: https://teams.microsoft.com/l/team/19%3a9613cbc061c14ca2b5d4c7061fab83ab%40thread.tacv2/conversations?groupId=55e60ef2-072c-44ee-8f92-b6d320ab0332&tenantId=c66e959c-be75-4ef1-9750-b69741c61c4f)

To join the WhatsApp group for this class, please click on the following link: https://chat.whatsapp.com/D0a3Bx8Gf9gINkJEMIaNab

Thank you,

Chris

Contents

ITMT301 Assessment Explanation

Appendix B. Sample week

Session Objectives: [Back to the top]

This week, we will be addressing Course Learning Objective 1: Explain the different research methods. More specifically, this week, the content will:

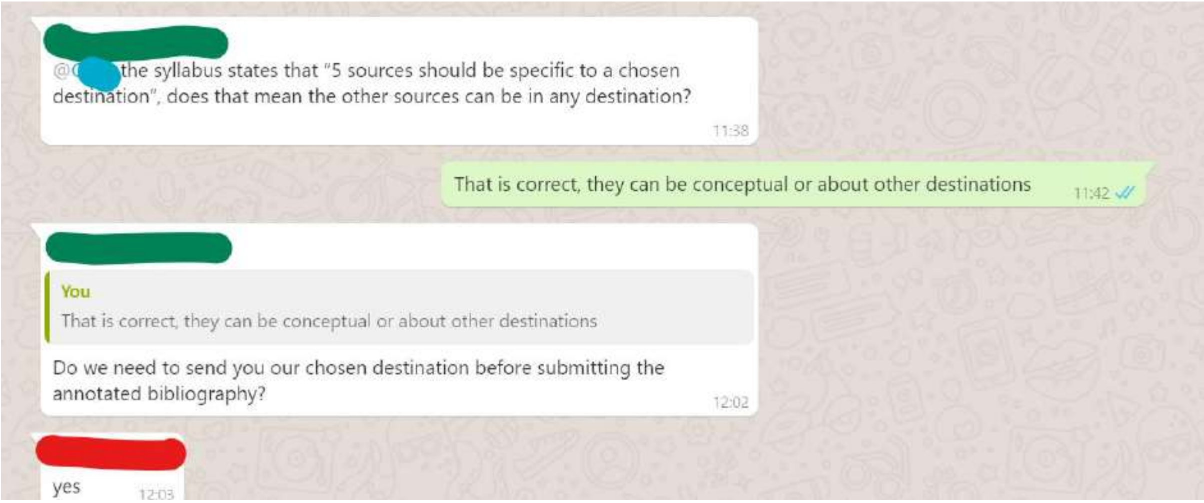
- Explain the purpose of research
- Identify the research process

Before we get started on the more detailed and exciting parts of research (!) we need to clarify why research is conducted and the basic outline of project. To kick this off then, please review the first video which will address these two questions:

The Why Research and How?:

With that basic explanation provided, you should have some idea about why we need research and a vague idea as to the process. The rest of the designed to focus on the 'How' question in much more depth.

Appendix C. Sample What'sApp chat



Lifestyle entrepreneurship – A unique phenomenon to rethink entrepreneurship theories

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Abstract:

Scholarly interest in lifestyle entrepreneurship has risen steadily over the last decades, unveiling the popularity of lifestyle as a phenomenon in the tourism industry, such as the owners of homestays, boutique hotels, surf shops, etc.. However, lifestyle entrepreneurship has received limited theoretical development. This paper aims to use lifestyle entrepreneurship to contest and broadens theoretical assumptions to develop theories and uses the theory of planned behavior to develop a framework to explain why some individuals become start lifestyle businesses and how these lifestyle entrepreneurs are different to enrich our understanding of not only lifestyle entrepreneurs but also entrepreneurship and the origin of businesses in general.

Keywords: lifestyle entrepreneurship; lifestyle business; tourism entrepreneur; travel.

1. Introduction

The field of business is uniquely positioned to study the pursuit of lifestyles via businesses. To date, most management research has continued to focus almost exclusively on improving economic performance (Battilana et al., 2020), and even more fundamentally, almost all management research takes the business as the end goal, instead of the means to achieve something that might be more important to life. Little research has accounted for businesses that only exist as a means for individuals to live certain lifestyles. As a result, we not only missed the opportunities to test the boundary of our theories within all spectrums of businesses but also missed opportunities to contest the dominant theoretical paradigms and develop new theories. The late Sumantra Ghoshal (2005) called out that some fundamental theories such as shareholder value maximization and agency theory are based on at best questionable assumptions, and are often detached from reality. As a result, the theories and research produced have inadvertently missed " the positive needs of the society" (Ghoshal, 2005: 89).

This article aims to theorize lifestyle entrepreneurship as a phenomenon that stands out for its violation of the dominant theoretical paradigms to develop new theories. In doing so, this conceptual paper seeks to advance the theory on lifestyle entrepreneurship by addressing the questions on why some individuals become start lifestyle businesses and how these lifestyle entrepreneurs are different. Specifically, this paper challenges the dominating theoretical paradigm and develops a framework based on the three directions of the theory of planned behavior (Azjen, 1991; 2020).

2. Prior research on lifestyle entrepreneurship

Research entrepreneurship emerged from the economic theory as an engine of economic performance and job creation (Schumpeter, 1934, 2013). Hence it is not surprising entrepreneurship literature is occupied with the financial performance and the size of the new businesses.

This economic paradigm, even though dominant, does not always lend itself to entrepreneurs in certain settings, notably the tourism sector, where many entrepreneurs are motivated by non-economic goals primarily, as noted by Williams et al. (1989) in their study of British seaside accommodations. It is not surprising to hear that Britons who start various tourism businesses (e.g., homestays, sports bars) in Spain or Bali Indonesia are motivated primarily by the lifestyles. Other researchers similarly observed that entrepreneurs 'who are not motivated by a desire to maximize economic gain, who operate businesses often with very low levels of employment, and in which managerial decisions are often based on highly personalized criteria' (Dewhurst and Horobin, 1998, p. 25) and they tend to view their business as better "measured in terms of a continuing ability to perpetuate their chosen lifestyle' (p. 30). It is not lifestyle entrepreneurs start social or non-profit business, it is just that: "neither large sales nor profits are deemed important beyond providing a sufficient and comfortable living for the entrepreneur" (Kuratko and Hodgetts, 1998, p. 362).

Similarly, Bolton and Thompson (2004) see lifestyle entrepreneurship as where business goals are secondary to personal ones, and Marchant and Mottiar (2011) identify lifestyle entrepreneurial activity as a means to sustain a lifestyle. In a typology of tourism entrepreneurship, Morrison et al. (1999) identify lifestyle entrepreneurship as a significant element, as increasingly people start businesses for the need to create a chosen lifestyle and a way of work and life. In the true allegiance of the lifestyle entrepreneur, expansionist motivations in terms of profit or firm size all are secondary and could threat the primary objective on the lifestyle needs.

It is great the tourism management literature recognizes the alternative lifestyle entrepreneurship in the tourism industry, yet the literature to date is largely descriptive and fails to utilize lifestyle entrepreneurship as a springboard to examine and broaden the theories of entrepreneurship. It is thus evident that a more systematic approach to theorizing is required to elicit the potential of lifestyle entrepreneurship to develop theory on entrepreneurship and, in doing so, to build a theoretical framework to further our understanding of lifestyle entrepreneurship as an essential scholarly research area to systematically address the questions of who lifestyle entrepreneurs are, and how they are different from the rest of the "mainstream" entrepreneurs.

3. How does lifestyle entrepreneurship deviate from the dominant theoretical paradigms

This conceptual article identifies the three major theoretical directions where lifestyle entrepreneurship contests the theoretical assumptions that dominate the existing literature.

3.1. Dominant norms underlying business theories and practices

Lifestyle entrepreneurship deviates from the shareholder value maximization paradigm in a significant manner. Shareholder value maximization has been the dominant underpinning theoretical foundation in both academic research and management practice (Battilana, et al. 2020; Stout, 2003). This shareholder value maximization practice has been deeply rooted as the dominant paradigm in business over characterized the past seventy years (Kuan and Thornton, 2020). "In much of the world, it has become the norm and expectation for publicly traded companies to put maximizing share price above any other organizational goal and for privately-held companies to pursue maximization of financial gains for their owners as the overarching organizational goal" (Battilana et al. 2020). The shareholder value theory is so dominant that "financial goals, and corresponding economic assumptions, have become the sole lens through which we see business" (Kuan and Thornton, 2020). Rather than maximizing financial gains, lifestyle entrepreneurs create lifestyle businesses to achieve their desired lifestyles. Financially, these entrepreneurs are better described as making satisficing choices in the line of Herbert Simon (1955). They create a business to get a satisficing income level to best support their chosen lifestyle over some other business or employment opportunities that yields better financial returns.

It is important to know this deviation for profit-driven as the sole objective of a business is neither new nor unique to a lifestyle business, as social businesses, sustainable businesses, or businesses that practice CSR all aim to balance their financial goals for shareholders with expectations from social stakeholders (Battilana & Sengul, 2006). Such balancing act between financial and social objective, in hypercompetitive business settings, often "can be draining and paralyzing for companies and can cause organizations to lose sight of social goals in the quest for survival and efficiency in challenging situations (Grimes, Williams, & Zhao, 2019). However, lifestyle businesses stand out for several reasons. First, lifestyle businesses are means to support certain lifestyles – a struggle to balance lifestyle with financial interest would defeat its very purpose. Second, research on social businesses, sustainable businesses, or businesses that practice CSR all help challenge the dominant assumption of shareholder value maximization in different directions. However, compared with them, lifestyle businesses are the least understood yet is distinctive in the sense it does aim to serve a social or environmental but a personal need on lifestyle, which is becoming increasingly important in the COVID-19 and post COVID-19 world, where people increasingly search for meanings of business and life. Third, lifestyle entrepreneurs bring new and vastly different norms, such as work-life balance, wellbeing, mental health and physical health to the theorization on the origin and the objectives of firms.

Relatedly, lifestyle entrepreneurship also deviates from several major management theories that stem from shareholder theory. For instance, lifestyle entrepreneurship violates agent theory (Nyberg et al. 2010) in an interesting manner. Agent theory posits that the manager (i.e., the CEO) of businesses have a problem of "managerial mischief" not to maximize the financial interest of the shareholders/owners of the firms (Dalton, Hitt, Certo, & Dalton, 2007: 1). Lifestyle entrepreneurs usually serve as managers of their own lifestyle businesses, as they enjoy those lifestyles. They, however, do not maximize their own financial return as stakeholders. However, this causes potential agent issues between the lifestyle entrepreneurs and other investors and shareholders. In other words, lifestyle entrepreneurship shifts the "managerial mischief" from manager and shareholders to the lifestyle entrepreneurs to other shareholders who are less about the lifestyle and more about the finance of the business, presenting an interesting.

Lifestyle entrepreneurship also violates stewardship theory (Davis, et al., 2007; David, Schoorman, & Donaldson, 1997). Stewardship, contrary to agent theory, posts managers, as stewards, are motivated to act in the best interests of their organization as individuals balance their individualistic, self-serving behaviors with pro-organizational, collectivistic behaviors. "A steward will not substitute or trade self-serving behaviors for cooperative behaviors" (Davis, et al., 2007). As Davis, et al. (2007) assumes, "a steward who successfully improves the performance of the organization generally satisfies most groups, because most stakeholder groups have interests that are well served by increasing organizational wealth". Lifestyle entrepreneurs, however, chart their organizations not to maximize their wealth, but for self-serving purposes of living certain lifestyles. That is not to say lifestyle entrepreneurs do not have to get satisficing financial returns to keep their business alive to maintain their lifestyle.

The critical difference is the relationship between the person and the business. Businesses become the means, not the ends.

Lastly, lifestyle entrepreneurship poses challenges on the question of what constitutes business performance. Classical business performance resolves around financial indicators such as sales growth or profitability. Increasingly, scholars and practitioners call to broaden business performance to encompass innovation, CSR, sustainability. In that sense, lifestyle entrepreneurship xxx innovation, sustainability. Still, a fundamental difference lies between lifestyle entrepreneurship and the rest of the businesses that the foundational objective of a lifestyle business, after all, is to afford certain lifestyles for the entrepreneurs. Granted, lifestyle business, like necessity entrepreneurship and growth entrepreneurship, is not black and white but instead rests along a continuum and could morph its position on the continuum over time.

3.2. belief on entrepreneurial opportunities

To create any business, entrepreneurs must act upon a belief that there is an entrepreneurial opportunity. The belief underpinning lifestyle entrepreneurship differs from the existing entrepreneurship research. Research has long noted entrepreneurs hold different beliefs on the impact of their entrepreneurial opportunities (Baumol, 1990; Estrin, Mickiewicz, & Stephan, 2013). Entrepreneurs can start businesses in the pursuit of growth, profit, innovation, and personal aspirations, known as opportunity-based entrepreneurship (Cullen, Johnson, & Parboteeah, 2014; McMullen, Bagby, & Palich, 2008). Entrepreneurs can also start businesses as a way to compensate for the lack of other sources of employment (Shane, 2009; Dencker, et al., 2020). Despite the stark contrast between opportunity (or growth)-based and necessity-based entrepreneurship. Both kinds of entrepreneurship are highly prevalent (Poschke, 2013) and have received huge scholarly attention has triggered tremendous scholarly attention in terms of theorization (Shane, 2009; Amoros, et al., 2019; Dencker, et al., 2020; Coffman & Sunny, 2020).

Lifestyle entrepreneurship is distinct from both opportunity-based and necessity-based entrepreneurship. Opportunities-based entrepreneurs, exemplified silicon-valley entrepreneurs, create well-known businesses out of their beliefs that they are pursuing an opportunity to scale up for enormous new wealth creation. However, lifestyle entrepreneurs create lifestyle businesses not for scaling them up -in fact they are likely to prefer the businesses to be small so that it is less stressful and easy to maintain their desired lifestyle (Bredvold & Skålén, 2016). Necessity-based entrepreneurs often indeed create new small businesses due to the belief that the business can help them to survive economically in lieu of better jobs (Shane, 2009; Dencker, et al., 2020). Nonetheless, most lifestyle entrepreneurs create lifestyle businesses not because they lack other job opportunities, as a matter of fact, many lifestyle entrepreneurs quit their previous high-paying jobs or more demanding businesses to pursue a business based on their preferred lifestyles (Sun, Xu, Köseoglu, & Okumus, 2020).

More fundamentally, entrepreneurship opportunity represents a situation in which new products or services can be sold at greater than their cost of production (Shane and Venkataraman, 2000; Schumpeter, 1939). In entrepreneurs' language, they work out a solution to a problem (or a 'need' or 'pain') that others (i.e., potential customers) are willing to pay for (Hsieh, et al. 2007; Kotha, et al., 2012). However, the opportunity belief of lifestyle entrepreneurs has an additional dimension. The entrepreneurial opportunity not only involves a situation in which new products or services can be sold at greater than their cost of production but also offers a better lifestyle for the entrepreneurs. Hence, this additional dimension of lifestyle consideration represents a fundamental deviation from the extensive literature on opportunity evaluation in entrepreneurship (Keh, et al. 2002; Gruber et al. 2015). Despite the recent advance in incorporating the role of emotion or affect in opportunity evaluation, mostly from the perspective of affect-as-information (Foo, 2011; Welpe et al., 2012), lifestyle considerations still notably deviates from the paradigm of opportunity evaluation as purely economic evaluation, by putting business opportunities not as the end of the evaluation but as parts of the means for pursuing better lives.

3.3. Workstyle/lifestyle control

Entrepreneurs face enormous stress, and popular portray both successful entrepreneurs often as superhuman invincible against any stresses and challenges and struggling entrepreneur with mental breakdowns. Entrepreneurship is known as one of the most stressful occupational choices (Uy, Foo, & Song, 2013), and it is "stressful and requires hard work, long hours, emotional energy, heightened job stress, role ambiguity, and above all, risk" (Bradley & Roberts, 2004, p. 39). Moreover, entrepreneurs, compared with other occupations, often lack resources, tend to "work alone, lack support from colleagues, and must bear the cost of their mistakes while fulfilling lots of diverse roles such as recruiter, spokesperson, salesman, and boss" (Cardon & Patel, 2015). Such high levels of stress over time carry deleterious effects on physical and mental health, including exhaustion, anxiety, depression, insomnia, and physical issues in particular for sedentary desktop works (Jex & Beehr, 1991; Prottas & Thompson, 2006; Cardon & Patel, 2015). Hence, scholars have increasingly called to study the alarmingly high level of stress, wellbeing issues, and mental issues of entrepreneurs (Alstete, 2008).

Given the high stress and its toll on mental and even physical health, why do people choose to become entrepreneurs? "A common claim in the literature is that people often choose to become entrepreneurs when or because it adds to their wealth, power, or prestige" (Cardon & Patel, 2015). Lifestyle entrepreneurs, however, choose to become entrepreneurs with markedly different reasons than using entrepreneurship as a path for wealth, power, or prestige. Instead, many of them start their lifestyle businesses to bring them lower stress, better mental and/or physical health, better autonomy or flexibility, more aligned intrinsic motivation, better P-E fit (person-environment fit), or proximity to more aesthetic or interesting geographical locations. Hence, it is reasonable to expect the theory on the negative impact of entrepreneurship on stress, wellbeing, mental health will be different in lifestyle entrepreneurship than the rest. Given entrepreneurship scholars have long urged that "a more complete picture of entrepreneurship incorporates an understanding of why people continue to pursue self-employment in light of the sacrifices, stresses, and demands it entails". Goldsby et al. (2005, p. 81), we reason lifestyle entrepreneurship can play an instrumental role to broaden the theorization on the work style and lifestyle in entrepreneurship, including but not limited to stress, mental health, physical health, and person-vocation fit.

3.4. Summarizing the critical deviation from the three directions.

The theoretical departure of lifestyle entrepreneurship from the dominating theories in the three directions points to the key salient characteristics of lifestyle entrepreneurship. First, lifestyle entrepreneurship deviates from the profit-maximization norm in businesses by pursuing lifestyle as the primary objective with financial gain as a satisficing condition to sustain the lifestyle. Second, lifestyle entrepreneurship differs from both necessity-based entrepreneurship and opportunity-based entrepreneurship by adding a distinct dimension into the belief of entrepreneurship opportunities and its evaluation and pursuit. Third, lifestyle entrepreneurship challenges the dominating assumption that entrepreneurship is by definition stressful and often causes havoc in the mental and physical health by offering a new lens to study how the business, as a mean, my help the entrepreneurs to live the desired workstyle and lifestyle. The three deviations from the dominating theoretical paradigms, also characterize the defining features of the lifestyle entrepreneurship concept, which we define as new businesses that entrepreneurs set up with the intention as a means to generate a satisficing financial gain with the primary purpose to pursue their desired lifestyle.

In sum, this section seeks to identify three major areas that lifestyle entrepreneurship can challenge and broadens existing theories. At the core of our theorizing lies the notion that lifestyle entrepreneurs start their business in ways that violate the norm, the opportunity belief, and the workstyle/lifestyle assumed by the dominating theories in the literature.

4. A Framework to theorizing lifestyle entrepreneurship

Given the potentiality of lifestyle entrepreneurship in contesting the three major theoretical assumptions that dominate the existing literature in terms of the a) dominant norms underlying business theories and practices, b) belief on entrepreneurial opportunities, and c) workstyle/lifestyle control, we develop a theoretical framework to conceptualize the notion of lifestyle entrepreneurship. The proposed theoretical framework is based on the theory of planned behavior (Ajzen, 1991), which consists of three proximal determinants of a behavior in a) perceived norm, b) belief/attitude towards the behavior, c) perceived behavioral control, which matches the aforementioned three theoretical areas that lifestyle business contests.

The theory of planned behavior "has, by any objective measure, become one of the most frequently cited and influential models for the prediction of human social behavior" (Ajzen, 2011, p1113). The theory of planned behavior has been used extensively in entrepreneurship to study why individuals form entrepreneurial intention and take entrepreneurial actions (Krueger & Brazeal,1994; Kolvereid, 1996; Kautonen, et al., 2015). The theory of planned behavior indicates a parsimonious overarching model with three antecedents that shape intention and behaviors: subjective norm concerning the behavior, belief or attitude toward the behavior, and perceived behavioral control (Ajzen, 1991; Ajzen, 2020).

We draw on the theory of planned behavior as an overarching theoretical framework to provide research directions on why some individuals become start lifestyle businesses and how these lifestyle entrepreneurs are different from the rest of the "mainstream" entrepreneurs. In the following, we develop theory on how heterogeneity along the three dimensions of the theory of planned behavior (subjective norm concerning the behavior, belief or attitude toward the behavior, and perceived behavioral control) can explain why some individuals become start lifestyle businesses and how these lifestyle entrepreneurs are different to enrich our understanding of not only lifestyle entrepreneurs but also entrepreneurship and the origin of business in general.

4.1. Subjective norm concerning the behavior

The theory of planned behavior indicates individuals differ in their subjective norms due to a host of possible background factors such as "personality and broad life values; demographic variables such as education, age, gender and income; and exposure to media and other sources" (Ajzen, 2020). For instance, even though shareholder maximization dominates business practices and education, people may be exposed to it or be constrained by it to varying extents. While shareholder maximization is taught widely in business schools and economics disciplines, it is possible graduates from other schools in higher education (e.g., engineering, art) or people without higher education never formally receives such dogma and hence are less likely to be constrained by it. It is plausible that individuals with higher meta-cognitive abilities, whose value systems are less dominated by economic values, who are more health cautious (mental and physical), who are more intrinsically motivated, and who are more passionate about leading certain workstyles/lifestyles are more likely to start lifestyle businesses

4.2. belief or attitude toward the behavior,
The theory of planned behavior similarly indicates individuals differ in their belief or attitude toward the behavior due to a host of possible background factors such as “personality and broad life values; demographic variables such as education, age, gender and income; and exposure to media and other sources” (Ajzen, 2020). Similarly, we identify individuals who believe in the importance of business to family enrichment, self-fulfillment, being close to interesting or aesthetic sites geographically are more likely to start lifestyle businesses.

4.3. Perceived behavioral control
We also identify individuals who believe they can start lifestyle businesses as a means to pursue their desired lifestyle are more likely to start lifestyle businesses. We also identify several more related factors that individuals who believe they can achieve better P-E fit, better craft their job, more business to family enrichment, achieve better job/life satisfaction, or better mental or psychical health, are more likely to start lifestyle businesses.

5. Discussion and conclusion

5.1. Discussion and implications
We have argued that lifestyle entrepreneurship can help to examine some of the fundamental assumptions in our dominant theories in entrepreneurship and business. In doing so, this paper also conceptualized the lifestyle entrepreneurship concept and introduced a new theoretical framework based on the theory of planned behavior. Our study offers a number of other important insights for theory development in entrepreneurship, and beyond.

First, this paper offers lifestyle entrepreneurship as a promising basis for theory development on entrepreneurship, as well as a theory-based lens through which some basic prevailing theories that underly the entire business field.

Second, our new framework contributes novel insights to research on lifestyle entrepreneurship by providing a systematic framework to analyze why some individuals become start lifestyle businesses and how these lifestyle entrepreneurs are different.

Third, the insights presented in this article helps to connect the lifestyle entrepreneurship literature in tourism management with the broader theoretical development on entrepreneurship and the business field.

5.2. Conclusion
Lifestyle entrepreneurship is not only a prevalent phenomenon in the tourism industry but also a distinct phenomenon to contest and broaden theories. Hopefully, this study offers new theoretical understanding and point scholars to the exciting opportunities to conduct future research to advance our scholarly knowledge about this critical topic.

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Analysing E-marketing strategies in luxury hotel chains

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Abstract:

In the hospitality industry, luxury hotel chains are part of the luxury market. Hence, they also benefit from the growth of this market and are continuously prospering and expanding globally. Given that the current business environment in the hospitality industry is changing dramatically, luxury hotel chains are facing intense competition, rapid technological advances, and increasing consumer sophistication. Therefore, every luxury hotel chain is striving to keep up and anticipate the changing behavior and expectations of their target consumers, and consequently, earn brand and consumer loyalty. E-Marketing strategy becomes crucial for hotel practitioners because this important step leads their companies to succeed in terms of building brand awareness, gaining consumer loyalty, attracting investor interest, and generating company revenues.

Keywords: e-Marketing Strategies, Hotel Marketers, Information Technology, Luxury Hotel Chains, Luxury Market

1. Introduction

In the old days, marketing strategies in the hospitality industry relied completely on traditional marketing tools. Entering into the information technology century, the Internet has fundamentally changed business and marketing strategies in the hospitality industry. The use of digital and modern technologies has enabled the industry to change their common practices. Considering that the luxury market in the hospitality industry is intensely competitive, adopting advanced technologies to enhance their marketing strategy and increase their competitive edge is critical. Most luxury hotel chains are attempting to respond rapidly to this radical change, and are focusing on e-marketing strategies to reach out to their customers at the global level, because e-marketing channels allow engaging with people at the global level without time constraints. Such channels have opened tremendous opportunities to reach out to a large number of consumers. Through the study, the researcher aimed to analyse how effective of the e-marketing strategies had been implemented in the luxury hotel chains and further explored what are the major challenges and potential obstacles affect their decision in e-marketing strategies.

This study analysed the e-marketing strategy adopted by the luxury hotel chains, investigated the current effect on their consumers and the brand, and identified areas of improvement. Nowadays, it is getting more consumers to purchase online and using online tools. Yeoman and McMahon-Beattie (2006) identified the trends could form the future of an information society, including mobile Internet access, online marketing, and the digital society could change the consumer’s purchasing habit and behavior. The manner in which hotel marketers manage and adopt information technology (IT) trends for their marketing strategies is crucial. If the hotel practitioners do not monitor the digital society, they would lag behind and unable to understand their consumers’ views and expectations (Dwivedi, Shibu & Venkatesh, 2007).
In the past, many studies evaluated consumer profile, perceptions, behavior, and motivation, which affected their intention to buy luxury goods and purchase online. By contrast, only a few studies evaluated the perspective of hotel practitioners. Do hotel marketers truly understand the

needs and expectations of their target customers? The luxury business is unique; it creates dreams and fantasies, which are both tangible and intangible feelings realized through products and services. What popular e-channels do consumers prefer? Do they use mobile applications to make bookings? Would they prefer to write a review on TripAdvisor to share their experience? Given that the hospitality industry is a service-oriented industry, personal interaction can enhance customer loyalty. Therefore, hotel practitioners cannot just blindly follow trends without listening to their customers.

Understanding the mindset of target customers is important to reach a vast number of underserved customers via e-marketing channels. Many hotel marketers do not have well-established objectives for their marketing programs in websites and social media. They may simply adopt trends and follow what their competitors are doing. Furthermore, Rong, Li and Law (2009) stated that hospitality practitioners do not have sufficient knowledge to understand consumers of this new market, and the IT development. Therefore, this study evaluated the views, experiences, and knowledge of hotel marketers in e-marketing strategies and the current phenomenon through in-depth interviews. This study aimed to help hotel marketers increase company visibility, generate revenues and brand awareness, as well as build brand and consumer loyalty through e-marketing tools. Therefore, this study aimed to fulfil the following objectives through in-depth interviews with hotel marketers:

1) to examine the major factors that encourage luxury consumers to use the e-marketing channels actively from the luxury hotel executives' perspectives;
2) to identify the current e-marketing strategy used by the luxury hotel chains;
3) to explore the major challenges that affect the luxury hotel executives' decision in e-marketing strategies; and
4) to provide recommendations for industry practitioners to improve their business strategies

3. Methodology

In this study, the researcher employed a qualitative research approach to investigate e-marketing strategies adopted by luxury hotel chains by conducting in-depth interviews with experts (i.e., hotel marketers) who were actively involved in the decision-making process for e-marketing strategies. An in-depth interview allows the interviewer to discuss specific topics in depth with the participants in a one-to-one setting; therefore, the knowledge is co-created during the conversation in which the interviewer asks questions and the participants share his/her stories (Hennink, Hutter & Bailey, 2011).

The researcher invited hotel executives and marketers from luxury hotel chains as participants because they were considered as the "experts" in making e-marketing strategies and decisions. These practitioners were actively involved in the planning, implementation, and decision-making processes of the e-marketing strategies of their companies.

4. Results

Technology keeps on moving, changing, and upgrading. However, considering that most hotel marketers are busy running both the marketing and operation aspects of their businesses, they spent insufficient time and resources to identify the latest IT trends and to manage e-marketing strategies. Given the nature of their role, they may have limited manpower to handle the growing number of e-marketing tools and may not have considerable time and resources to generate new ideas and strategies proactively. Hotel marketers will most likely only follow trends, and sometimes, even walk behind them.

Furthermore, consumer preferences and buying habits are affected by technology trends, and trends keep changing. For example, consumers switched from using websites to using mobile apps, from booking through GDS to booking through OTAs, from Weibo to WeChat. Recent advances in the field of technology have led to the emergence of innovative technological smart solutions providing unprecedented opportunities for application in the tourism and hospitality fields (Neuhofer, Buhalis, & Ladkin, 2015). Undoubtedly, technological advances provide new opportunities. Hotel marketers should cope with the trends to enjoy the benefits of using the latest technologies and to adjust and modify their marketing plans. According to the results, some undeveloped areas of each e-channel have yet to be explored by hotel marketers to take advantage of e-marketing opportunities. Lately, technological developments have changed the way in planning a trip; it caused a transformation in that they have opened unprecedented opportunities for how hospitality and tourism experiences can be created (Wang, Park, & Fesenmaier, 2012). Furthermore, hotels can take the inspiring step to create trends and to attract and stimulate desires that consumers can adopt.

The results of this study provided hotel managers, corporate offices, agencies, and academicians with insights into how e-channels can be leveraged to strengthen brand recognition and consumer loyalty before, during, and after the stay of their guests. Considering the growing trends in e-marketing in the luxury hotel sector, hotel practitioners should imbibe a new perspective of thinking, a culture of innovation, a keen attention to details, and responsiveness to consumer demands. In fact, they should embrace new technologies, digitization trends, and multichannel purchasing opportunities to create exceptional experiences and ensure consistency across all touch points, online e-channels, and e-platforms.

5. Discussion & Conclusion

In view of the competitive and complex business environments in the luxury hotel industry, hotel practitioners should actively and constantly review their e-marketing plans based on the current market trend, consumer buying behavior, and ever-changing IT. Although the results showed that a number of challenges frustrated hotel marketers, some issues may not be resolved immediately and require considerable effort, resources, time, and support from the owner, corporate office, and suppliers (agencies and consultant firms). Nevertheless, these challenges should not cause stagnation in the industry. From a positive perspective, e-marketing introduces opportunities that can challenge hotel practitioners to utilize existing resources fully, change their customary practices in implementing e-marketing strategies, and improve their skills and knowledge. Identifying technologies and e-channels with the potential to serve their long-term strategic objectives is important for hotels (Xiang, Magnini, & Fesenmaier, 2015). In the present study, the researcher was able to obtain relevant data to satisfy the objectives of this research through in-depth interviews. The participants were extremely cooperative and openly shared their experiences, knowledge, views, and concerns regarding e-marketing. This study provided other hotel practitioners and academicians insights into the latest market scenario to further explore solutions that can improve e-marketing strategies. Close collaboration and cooperation between hotel practitioners and academicians are required to move forward.

In addition, it is crucial for the hotel managers to reach out to their target consumers proactively and develop innovative ideas and "niche" concepts that create a fantasy or unexpected surprise to their target consumers. For example, Apple is a successful business case, being the world's number one brand in terms of brand value. Apple proactively adopts innovative approaches to their products and services, which exceed customers' expectations and ensure that the company successfully retains their customers' loyalty as well as enables them to capture new customers.

How can it apply to luxury hotel chains? Luxury hotel chains can fully examine unexploited opportunities and unreached consumers to take the experience of e-purchasing & eWOM sharing, in order to arouse consumers' interest, promote loyalty to the brand, and to increase revenue from these effective e-marketing tools.

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Impacts of social media in promoting food products

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Abstract:

Impacts of social media on promoting food products were assessed through survey questions and interviews. Facebook was the most utilized social media platform and good feedback or reviews from clients were used for promotion. Advantages in utilizing social medial includes; broad access, accessible, cost-efficient and trendy. While the disadvantages are the business can easily be imitated, can be easily affected by negative feedbacks and prone to bogus buyers. These findings suggest that social media has a strong impact in promoting food products.

Keywords: social media, food products, promotion, online, pandemic

1. Introduction

Social media is a term for websites and applications that are widely used in our generation. Nowadays, almost everyone has social media accounts. It was mentioned in a study conducted by J. Clement (2020) that the user of social media reaches the approximately 3.6 billion people and a number projected to increase to almost 4.41 billion in 2025. Social media is the most popular digital activities worldwide. There are different social media platforms like Facebook, YouTube, Instagram, Twitter, and Tiktok. Social media had also played a significant role in the progress of online businesses. It has become an accessible and useful tool for sales and advertising with customers. Social networking sites are well recognized but the best social media depends by country and demography. It is likewise essential to examine the popular social network to track social media happenings between prospective clients to improve business. Sharing stories, photos, videos, status and even a daily events and how we live and how we do business. By uploading videos, advertising food products by making different content, and thumbnailing to catch viewers' attention has been widespread. Social media also serves as a marketplace wherein they post various food products with its price where consumers can directly buy from the seller has been phenomenal.

This research study is undertaken to assess the impacts of social media in promoting food products. Since the pandemic had emerged and lockdowns had been implemented, may had lost jobs however, online sellers, especially of food products, spawned.

2. Literature Review

According to Jones, et al. (2015), the impact of social media on small businesses has increase in reaching other customers on global scale through internet. Also they benefit from the use of websites to make an awareness and lot of inquiries. By the use of internet to promote product is a must especially in this time of pandemic.

In a research conducted by Pietro and Pantano (2012), it has been found out that consumers become influences by a major factor to use social media as a platform in buying decision. They realized that there is a lot of fun provided by Facebook and there is an opportunity to ask for suggestions in an entertaining and in an easy way, as well as they were motivated to pay more attention in the product promoted by Facebook. They added that social media promotes consumer to consumer approach, consumer sharing their experiences and create a common knowledge of servicing a product. Facebook can be improved by retailers by adding games, interactive application, and different contests which can attract more users. But also consumer's attitude must be handled by retailers when it comes in social media promoting.

Shankar et al. (2011), found out that social media is a tool to stay in touch with their friends and love ones. But now it has also become a place where they can learn about their consumers and the product they sell through social media sites. To reach their consumers, the retailers and marketers are utilizing the sites and providing a new way to shop.

3. Methodology

Explain what research methods were used and why. Explain how they were applied. Measurement, Data collection, and Analytical methods may be included. The researchers used mixed method as the techniques in gathering data, it is composed of survey and interview. The researchers prepared an instrument that is composed of survey and interview and distributed it to social media users through online and in the different areas in Bulacan, Philippines. The researchers searched for different online food products pages and the researchers also asked if the person have social media accounts or platforms in promoting their business. After the respondents approved, the researchers conducted and administrated the survey. Then after answering the research question, the researchers collected it and the results were tallied. These data become the researchers' basis in their study. The respondents' answers in the survey questionnaires and interview were encoded into the data matrix with corresponding codes. The researchers used mean, frequency and percentage in finding out the impact of facebook as social media platform in promoting different food products.

4. Results

Figure 1. Profile of Online Business in terms of Age

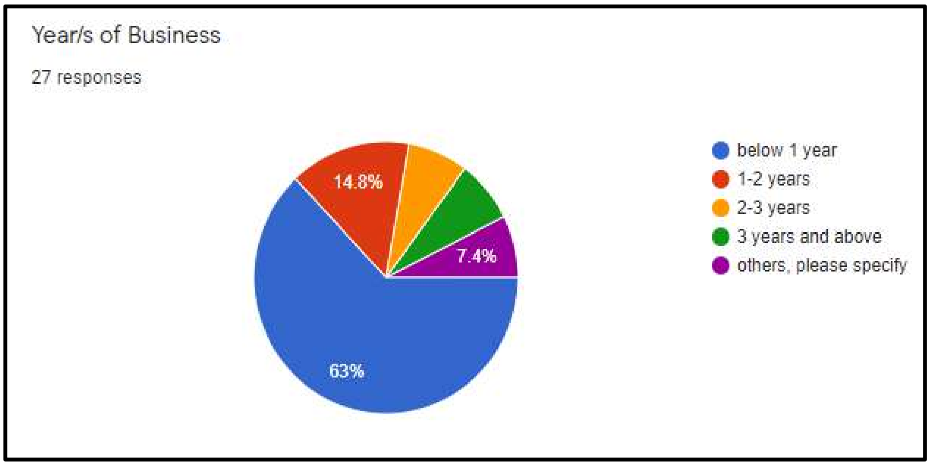

Figure 1 shows that 17 or 63% of the online food business are below 1 year in operation, 4 or 14.8% are in 1-2 years in operation, 2 or 7.4% are in 2-3 years in operation, 2 or 7.4% are in 3 years and above in operation, 2 or 7.4% have been existing for very long. The data shows that most of the respondents are below 1 year in online business. It can be traced that these are the times when jobs have been shut down due to the pandemic. According to an article in Research and Market (2020), with more people stuck at home due to the COVID-19 outbreak, there has been a surge in demand for food delivery services.

Figure 2. Profile of Online Business in terms of Type of Food Products

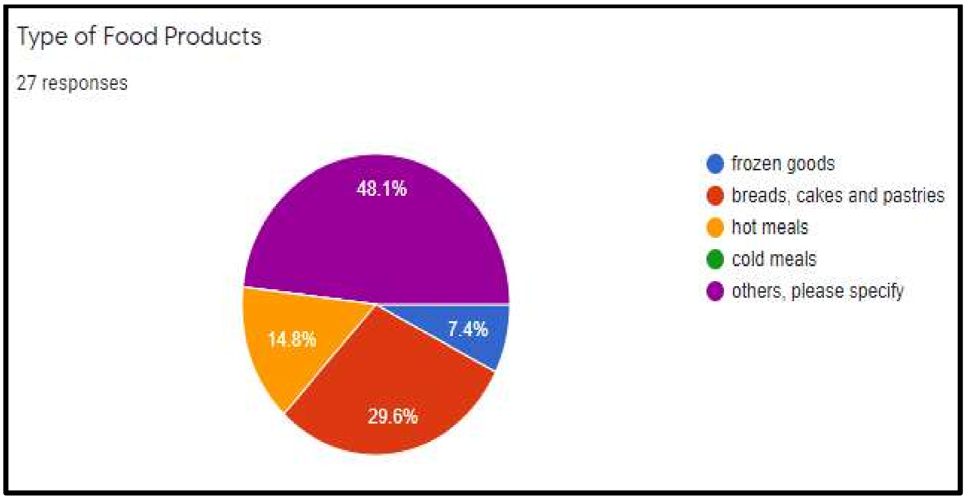

Figure 2 shows that 13 or 48% of businesses are different kinds of food products such as: milk tea, different types of pasta (spaghetti, carbonara, mac & cheese, lasagna), mushroom preserved, Filipino "Kakanin", Korean dishes, burgers & chips, and takoyaki, 8 or 29.6% are selling breads, cakes and pastries, 4 or 14.8% are selling hot meals, 2 or 7.4% are selling frozen goods. The data revealed that the most significant percentage of the foods being sold online are from selecting different food varieties to cater to the different taste buds of the Filipinos. According to the article, Filipinos Love to Eat! - Juanderfulpinoy, over more than a hundred various ethnic groups in the Philippines have unique cuisine.

Figure 3. Profile of Online Business in terms of Online Platform

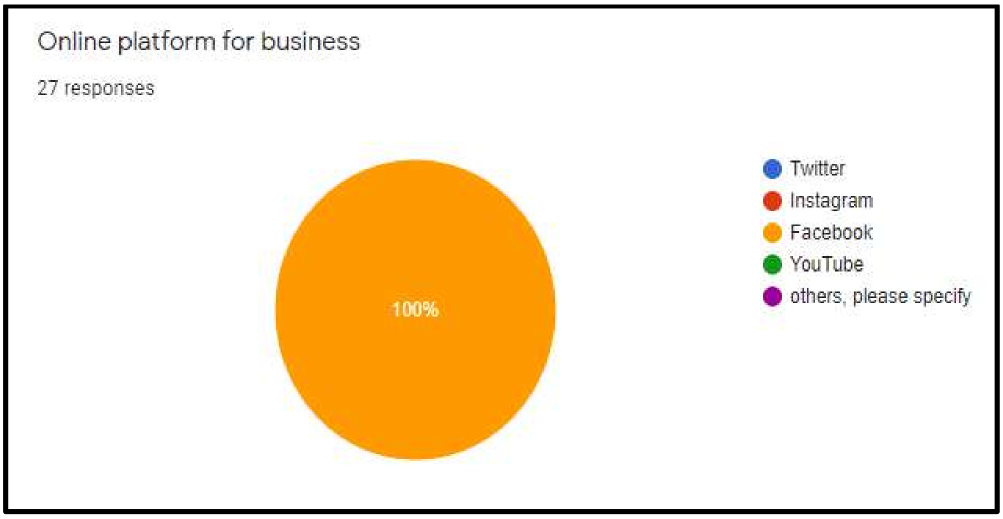

Figure 3 shows that 27 or 100% of the respondents are using Facebook as an online platform. The data revealed that all of the online food businesses in Bulacan utilizes Facebook as their online platform due to its free usage. Aside from posting text on Facebook, it also allows its user to upload photos and videos, which can be vital to communicate with consumers and potential customers.

Figure 4. Impact of Social Media in Promoting Food Products in Terms of Cost

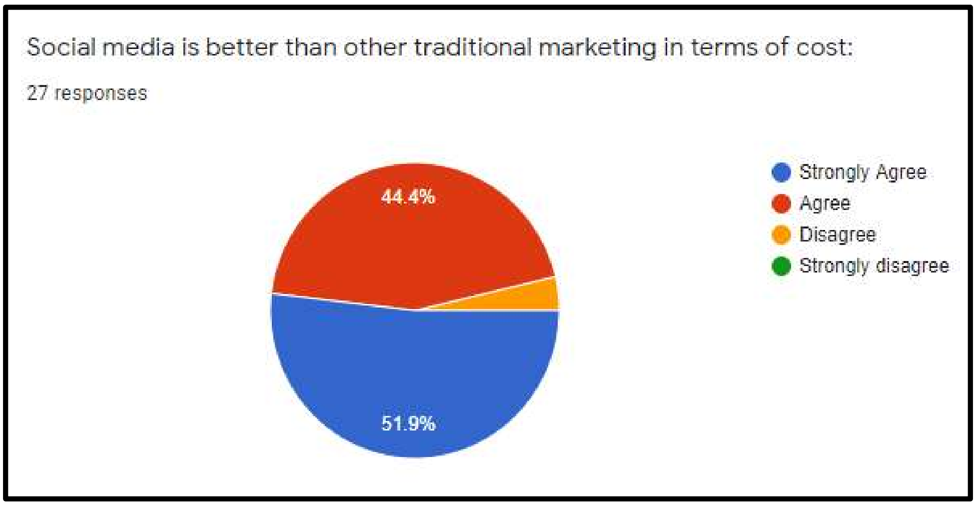

Figure 4 shows that 14 or 51.9% strongly agree that social media is better in terms of marketing cost, 12 or 44.4% are Agree, 1 or 3.7% are Disagree, and none strongly disagree. The data shows that most respondents strongly agree that social media is better than other traditional marketing in terms of cost, like promoting on television, radio, or using printed ads are costly. Unlike in advertising on social media marketing, you can showcase your food business in the comfort of your home without breaking the bank.

Figure 5. Impact of Social Media in Promoting Food Products in Terms of Customer Access

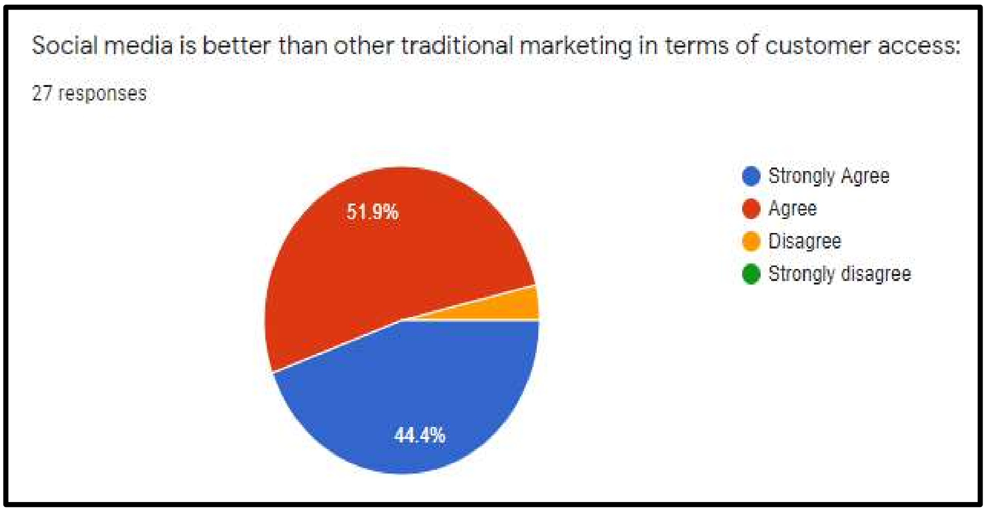

Figure 5 shows that 14 or 51.9% are Strongly Agree that social media is better than other traditional marketing in terms of customer access, 12 or 44.4% are Agree, 1 or 3.7% are Disagree, and none strongly disagree. The data shows that most respondents strongly agree that social media is better than traditional marketing in customer access. The data shows that the respondents have more access to their customers in social media because almost everyone has turned to mobile phones and the internet.

Figure 6. Impact of Social Media in Promoting Food Products in Terms of Labor

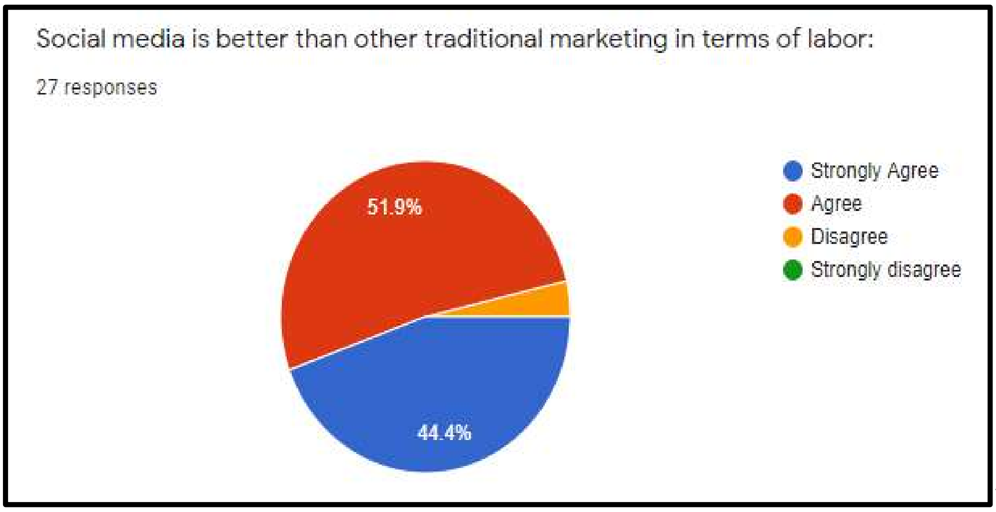

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Figure 6 shows that 14 or 51.9% are Strongly Agree that social media is better than other traditional marketing in terms of labor, 12 or 44.4% are Agree,1 or 3.7% are Disagree, and none strongly disagree that social media is better than other traditional marketing in terms of labor. The data revealed that most respondents believe that in promoting food products, social media saves them from labor costs. There is no need to hire labor forces to promote their products and services, they will simply post text and videos and manage on their own. Thus, in expanding the business wherein social media advertising campaign is a need, digital marketing specialists will have to be hired.

Figure 7. Impact of Social Media in Promoting Food Products in Terms of Customer Inquiry

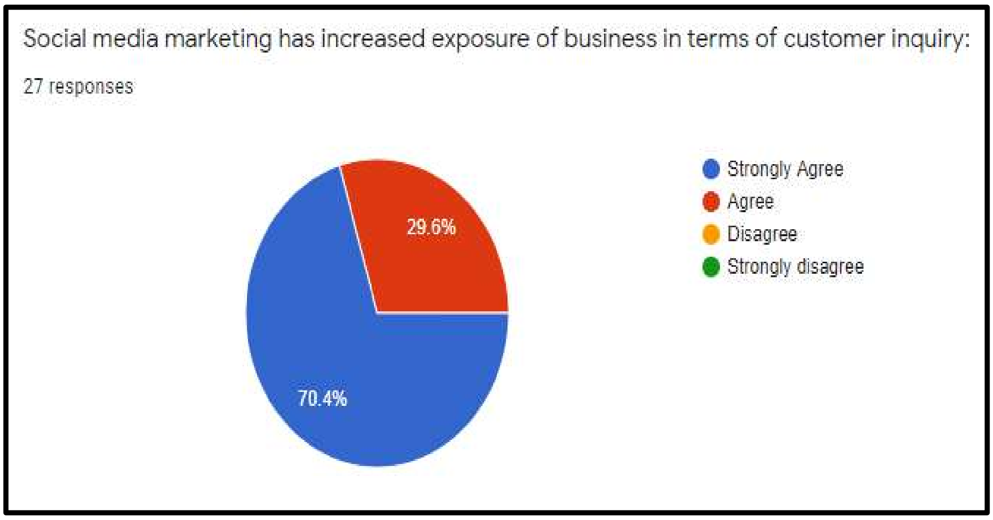

Figure 7 shows that 19 or 70.4% are Strongly Agree social media has increased business exposure in customer inquiry, 8 or 29.6% are Agree, and none answered disagree, and strongly disagree. The data shows that social media makes it easy to draw and lead potential customers to the product and services.

Figure 8. Impact of Social Media in Promoting Food Products in Terms of Sponsorship

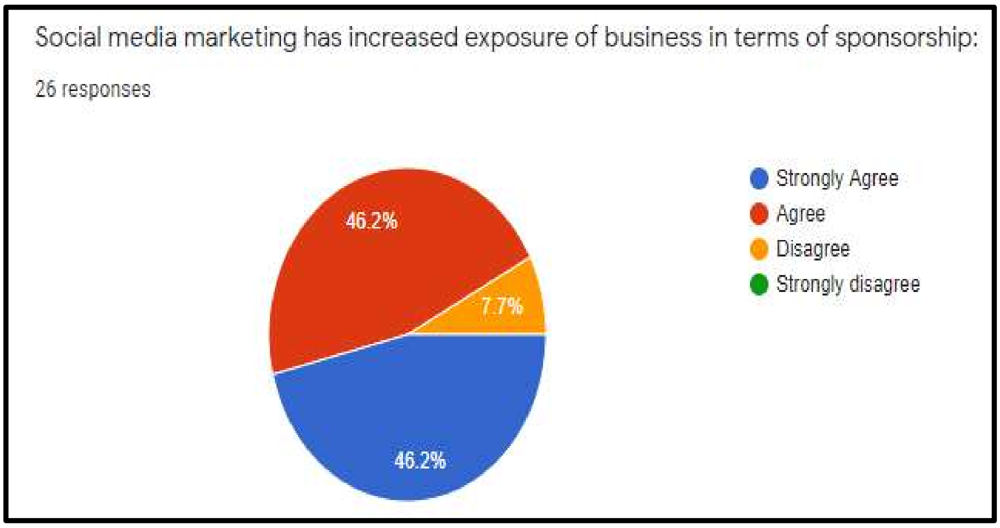

Figure 8 shows that 12 or 46.2% strongly agree that social media has increased business exposure in terms of sponsorship, 12 or 46.2% are Agree, 2 or 7.7% are Disagree, and none strongly disagree. The data revealed that most of the respondents have positive feedback regarding the effectiveness of Facebook in sponsorships. Sponsored posts are made directly from Facebook's business profile, making them easy to create and manage. They are intended for businesses without Facebook Ads Manager's familiarity who want to develop brand awareness and are only concerned with short-term advertising campaigns.

Figure 9. Impact of Social Media in Promoting Food Products in Terms of Product Launching

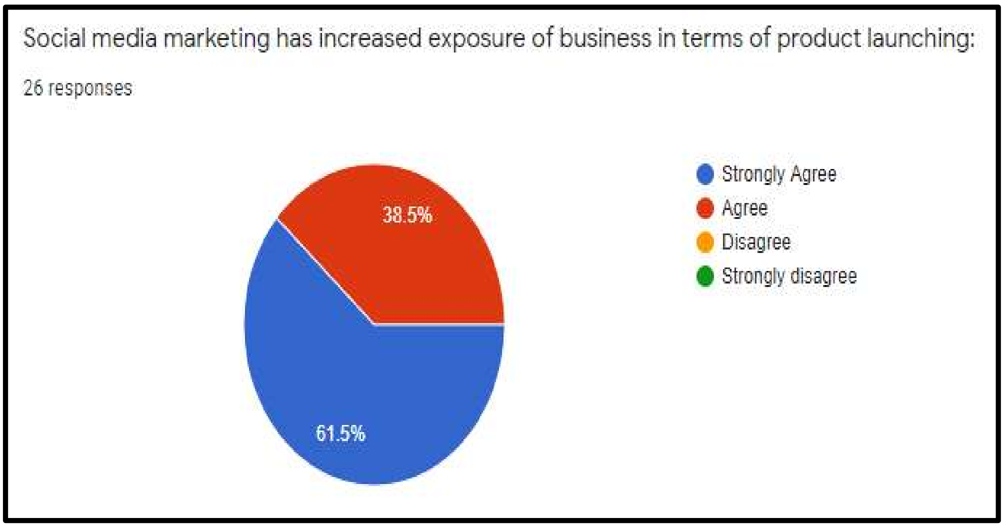

Figure 9 shows that 16 or 61.5% are Strongly Agree that social media has increased business exposure in terms of product launching, 10 or 38.5% are Agree, and none are disagreeing and strongly disagreeing. The data shows that the launching of their products and services through Facebook has increased the exposure of their businesses. In his article, Fitzgerald (2019) mentioned that Millennials are 1.6 times more likely to use digital channels to learn about new products.

Figure 10. Impact of Social Media in Promoting Food Products in Terms of Customer Feedback

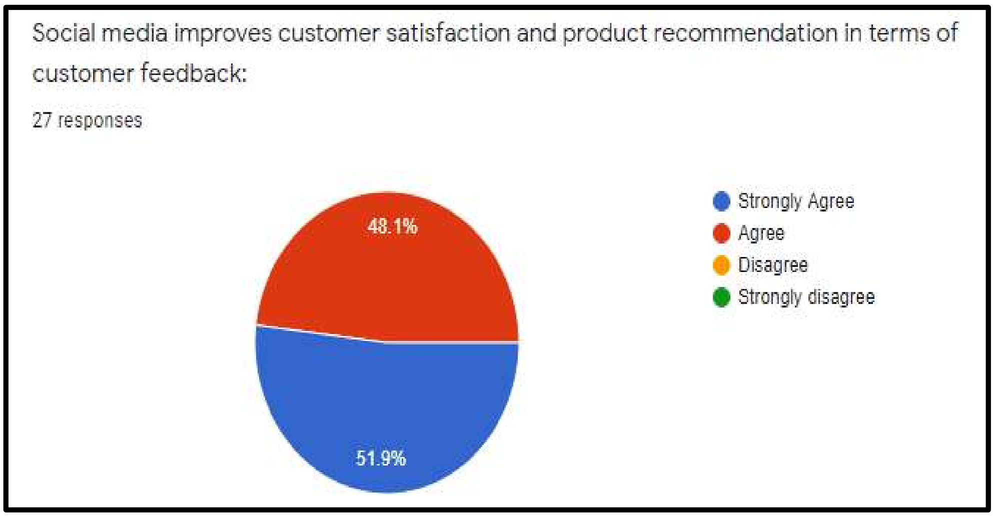

Figure 10 shows that 14 or 51.9% are Strongly Agree that social media used improve in terms of Customer Feedback, 13 or 48.1% are Agree, and none disagree and strongly disagree. In a study conducted by Fitzgerald (2019), it was mentioned that consumers are 71% more likely to buy something based on social media referrals.

Figure 11. Impact of Social Media in Promoting Food Products in Terms of Bulk Orders

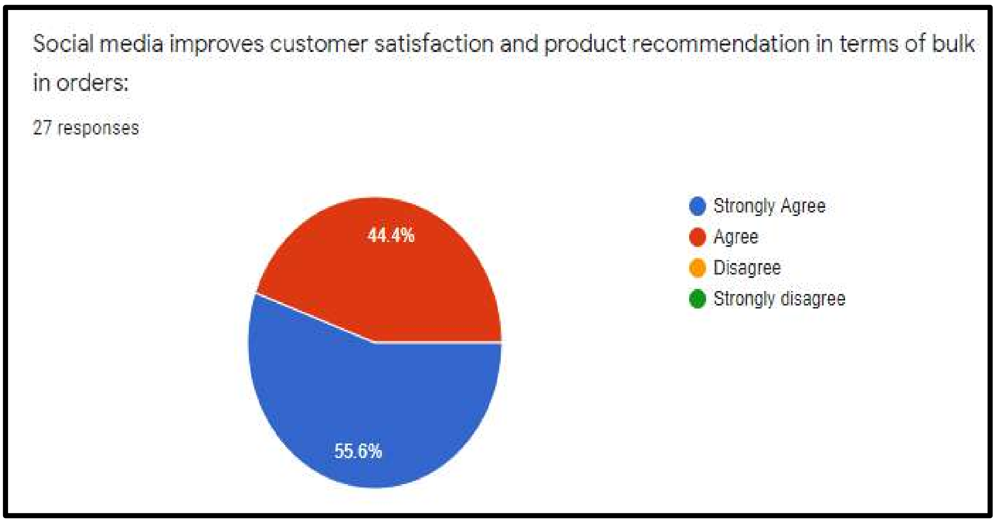

Figure 11 shows that 15 or 55.6% are Strongly Agree that social media improves customer satisfaction and product recommendation in terms of bulk orders, 12 or 44.4% are Agree, and none disagree and strongly disagree. The data shows that customer satisfaction and product recommendation through bulk orders are high because consumers get more discounts if they purchase bulk orders. Most who take bulk orders are the re-sellers and entrepreneurs.

Figure 12. Impact of Social Media in Promoting Food Products in Terms of Electronic Word of Mouth

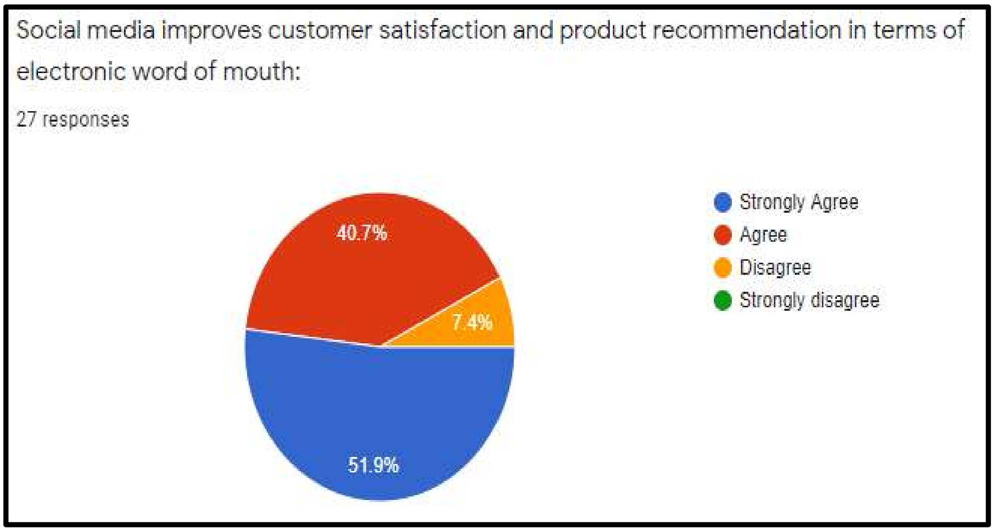

Figure 12 shows that 14 or 51.9% are Strongly Agree that social media improves customer satisfaction and product recommendation in terms of electronic word of mouth, 11 or 40.7% Agree, 2 or 7.4% Disagree, and none strongly disagree. The data shows that mostly believes that the electronic word of mouth has affected their customer's satisfaction towards their product and services and also their product recommendation. According to Whitler (2014), in a recent study, 64% of marketing executives indicated that they believe word of mouth is the most effective form of marketing. Hennig-Thurau,et.al (2004) stated that although eWOM (Electronic Word of Mouth) may be less personal than the traditional WOM (Word of Mouth), it is seen as more powerful because it has significant reach and is publicly available.

Figure 13. Impact of Social Media in Promoting Food Products in Terms of Product Sales in Quantity of Purchased Products

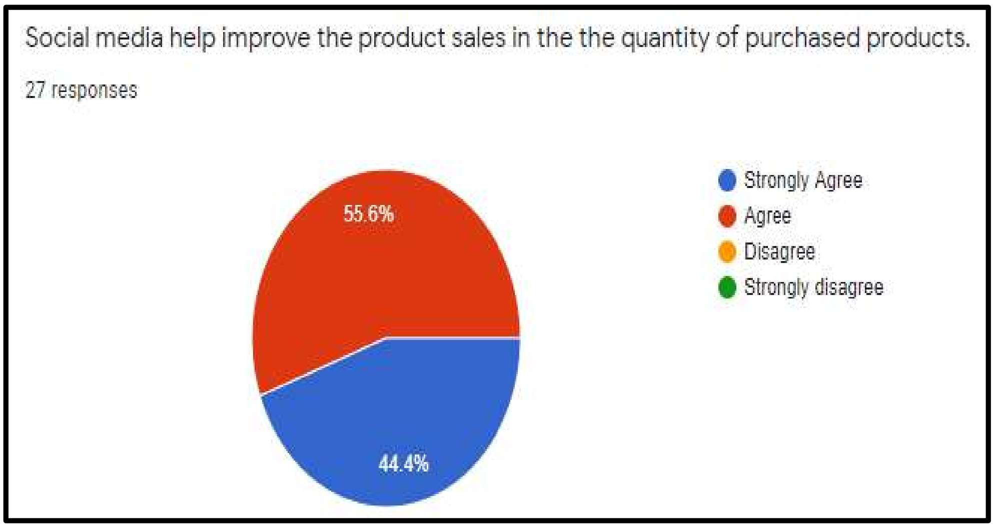

Figure 13 shows that 15 or 55.6% are Strongly Agree that social media help improved the product sales in the quantity of purchased products, 12 or 44.4% are Agree, and none answered disagree and strongly disagree. The data shows that all of the online food businesses are convinced that social media helped them improved their sales because of the quantity of purchased products through bulk orders.

Figure 14. Impact of Social Media in Promoting Food Products in Terms of Product Sales in the Repeat Purchase Order

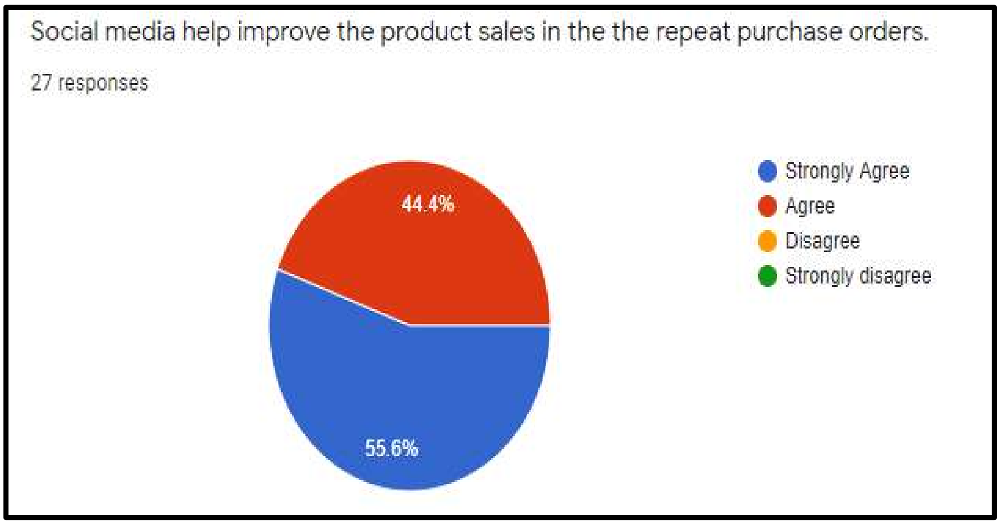

Figure 14 shows that 15 or 55.6% are Strongly Agree that social media help improve the product sales in the repeat purchase orders, 12 or 44.4% are Agree, and none answered disagree and strongly disagree. The data revealed that since among the customers are re-sellers and they usually purchase bulk orders, and repeat purchase orders as well.

Figure 15. Impact of Social Media in Promoting Food Products in Terms of Product Sales in the Inventory of Stocks

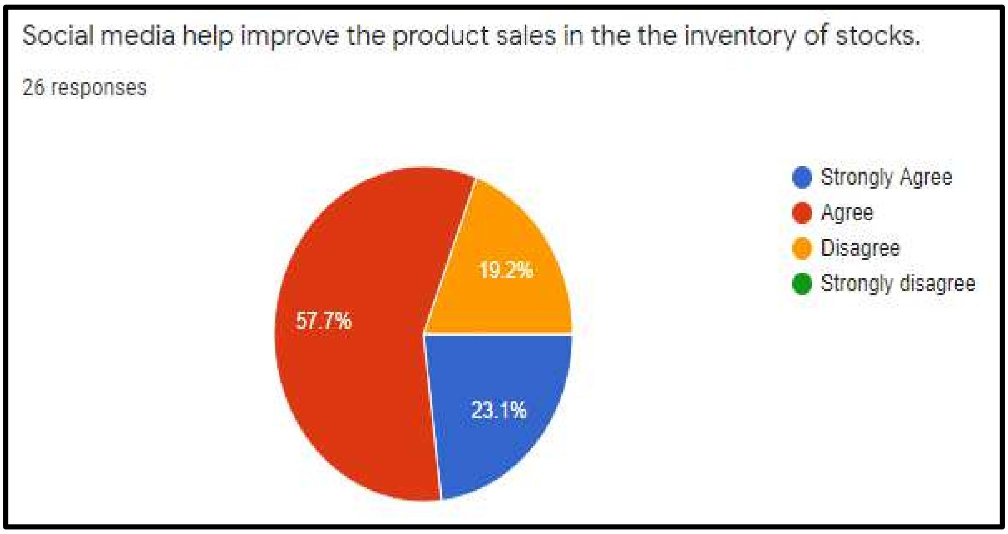

Figure 15 shows that 15 or 57.7% are strongly agree that social media help improve the product sales in the inventory of stocks, 6 or 23.1% are agree, 5 or 19.2% are disagree, and none strongly disagree. Managing inventory of stock online helps improve product sales than the manual inventory system which affects the product sales.

Figure 16. Impact of Social Media in Promoting Food Products in Terms of Communication Channel for Marketing

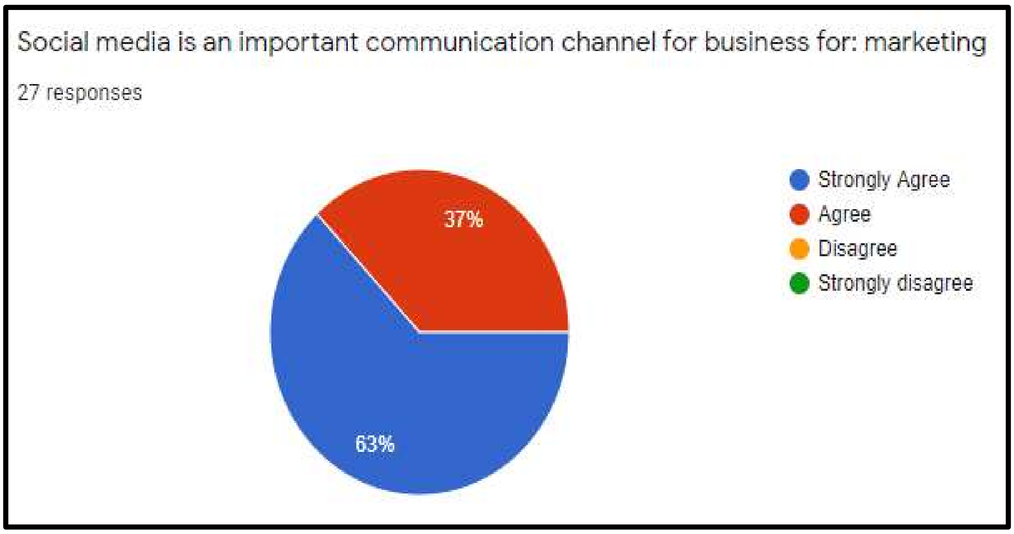

Figure 16 shows that 17 or 63% are strongly agree that social media is an important communication channel for business for marketing, 10 or 37% are Agree, and none answered disagree and strongly disagree. This shows that social media is essential in promoting food products. According to Gannon (2019), 92% of brand managers that have used social media as part of their strategy for the least two years say it's boosted revenue.

Figure 17. Impact of Social Media in Promoting Food Products in Terms of Communication Channel for Promotion

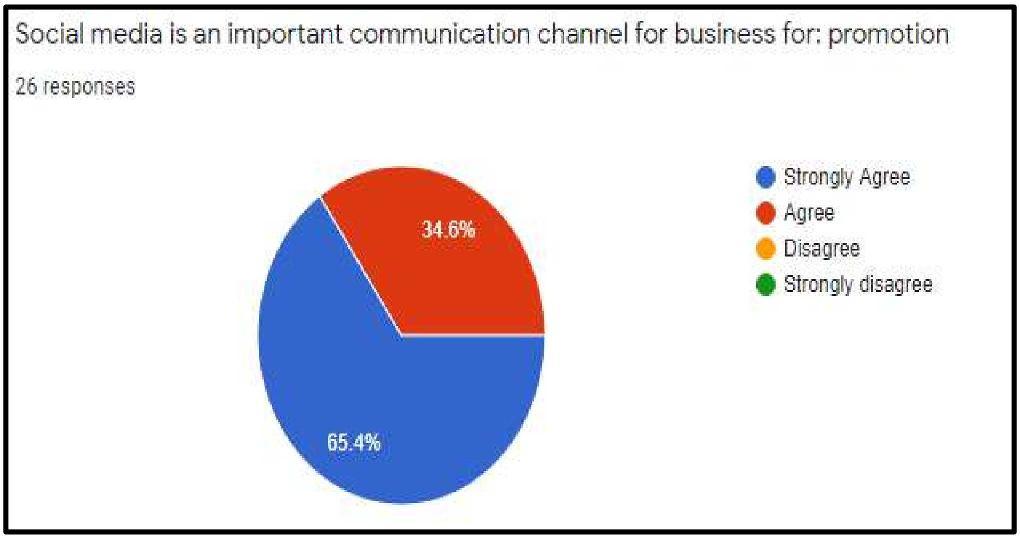

Figure 17 shows that 17 or 65.4% strongly agree that social media is an important communication channel for business for promotion, 9 or 34.6% are Agree, and none answered disagree and strongly disagree. The data revealed that social media platforms, particularly Facebook, help you associate with your customers, improve responsiveness about your products and services, and increase your sales.

Figure 18. Impact of Social Media in Promoting Food Products in Terms of Communication Channel for Sales

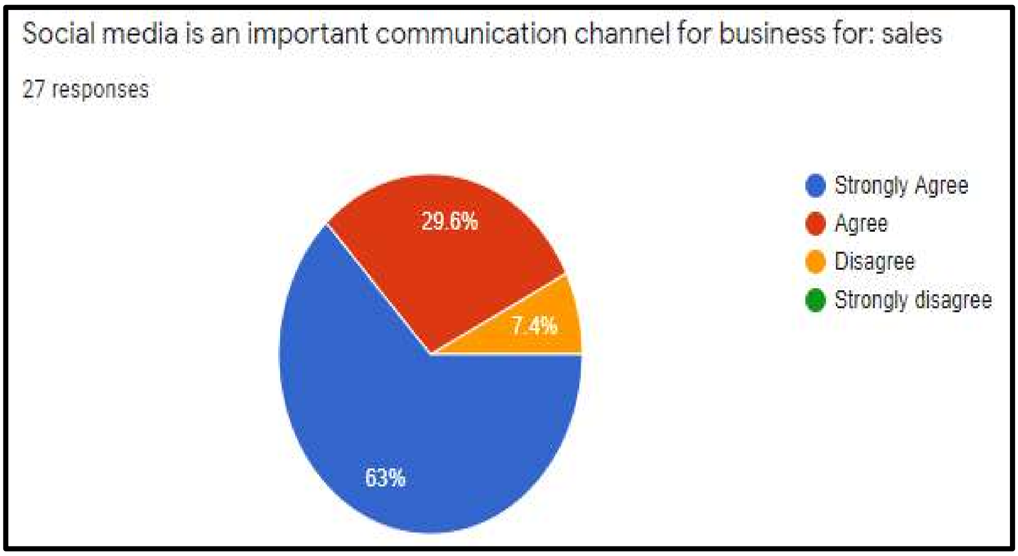

Figure 18 shows that 17 or 63% are Strongly Agree that social media is an important communication channel for business for sales, 8 or 29.6% Agree, 2 or 7.4% Disagree, and none answered strongly disagree. The data shows that using Facebook in promoting food products boost sales.

Interview and Transcript

Question#1 Why do you choose that social media in promoting your food products?	
Online Business (OB)	**Answer**
OB1	This is the center of life
OB2	Used by most people
OB3	It can reach a lot of fb users
OB4	To engage more potential buyers
OB5	Easy to promote products and easy to ride the trend
OB6	It is cost efficient and time saving
OB7	Has wide range of potential customers
OB8	The most accessible platform for all potential customers
OB9	Social media offers many benefits to business owners
OB10	It makes it easier to show other people the products
OB11	To reach wider audience
OB12	Allows us an immediate interaction and engaging with customers
OB13	It is the best way for me to sell my product
OB14	More customers and chances to endorse your food product
OB15	It is accessible to everyone
OB16	On social media many people are seeing our food product
OB17	I can market my products without me spending money
OB18	It is much easier to reach to everyone
OB19	Social media is the biggest influence
OB20	Very accessible, free and convenient
OB21	It’s so visible all over the social app
OB22	The most effective way to communicate with your audience
OB23	Business is fire; social media is the fuel
OB24	I truly believe many people can easily see my products
OB25	Big help to make our products more visible
OB26	We earned many loyal customers
OB27	People nowadays they are more focused on social media
OB28	This saves me time and effort which is essential for business
OB29	People no longer go out to buy foods. Because here I get a lot of buyers
OB30	This platform would be more effective

Question#2 Are you satisfied with the social media you are using? Why?	
Online Business (OB)	**Answer**
OB1	Yes, I can reach and know different people who are interested in our product
OB2	Yes, I observe that there are people who come to our store from different places to inquire
OB3	Yes, additional sales/deliveries
OB4	Yes, because we get to interact with buys as smoothly as possible
OB5	Yes. Because Facebook is one of the crowded place where all people are there and browsing it
OB6	Yes, it provides leads on my target market
OB7	Yes, I am using right now for it helps in promoting our food shop in easier way with less hassle
OB8	Yes, because our sales and orders keep on increasing because of Facebook & Instagram
OB9	I'm using like Facebook page, due to this social networking site allows to have conversations with customers
OB10	Yes, I am satisfied because it makes it easier and faster to sell the product
OB11	Yes, Because of the Social Media Platforms that we've been using we were able to create a brand awareness
OB12	Yes, because it helps us to improve brand loyalty and build stronger customer relationship
OB13	Yes, using social media I can easy Make any conversation w/my buyers, friends, & family
OB14	Yes, of course because almost hundred percent of business man are using social
OB15	Yes, I am, it really helps my business
OB16	YES, I do very satisfy with what social media I've used right now
OB17	Yes, I'm satisfied because it is effective
OB18	Yes. It's better than giving away flyers
OB19	Yes, because it is convenient and energy saver
OB20	I am satisfied of course; it really helps boosting my sales
OB21	Yes, I am. Social media make the marketing so easy
OB22	Yes, Because Facebook which gives us the opportunity to connect with friends and family
OB23	Yes. This generation spends more time in social media
OB24	Yes, I'm satisfied. It helps me to boost my sales
OB25	Yes. Because we are new in this kind of business
OB26	Yes. Because if you post your product more Internet users can see it
OB27	Yes, because this can give us more
OB28	Yes, because Facebook is doing a good job
OB29	Yes, I am satisfied because when I use social media I make money
OB30	I am satisfied, using Facebook is very effective instrument to use in running a business

Question#3 How often do you update your content in the social media?	
Online Business (OB)	**Answer**
OB1	Normally once a month or sometimes
OB2	Every time we have changes
OB3	Everyday
OB4	Frequently
OB5	Every time we have new launch products
OB6	I try to update it every day
OB7	We post mostly every day
OB8	We post almost every day
OB9	2–3 times only per week
OB10	More often especially when the internet is fast
OB11	As much as possible every other week
OB12	We update our social media content every day
OB13	Almost every day
OB14	If we are having a promos and new flavor with the product
OB15	Once a week
OB16	As much as possible every day
OB17	I’m updating it twice or thrice a week
OB18	Almost every day
OB19	Almost every day
OB20	I update my content once a week
OB21	Every time the app requires to update
OB22	At least 2-3x a week
OB23	Once or twice a day
OB24	I update our social media accounts every day
OB25	Every day if I had a chance
OB26	Usually weekly or every other day
OB27	Every day
OB28	At least once day
OB29	3 to 4 a week
OB30	Every time we had a new product

Question#4 Do you use the feedbacks you got from social media to improve your products and services? How are you implementing those feedbacks?	
Online Business (OB)	**Answer**
OB1	Yes, because we follow their advice
OB2	Yes, but not all
OB3	Yes, by creating or trying our customer's suggestions to make them pleased
OB4	Yes, by working and executing them as a team
OB5	Feedbacks are the guides of every products and store or company
OB6	Yes, I do. I take them constructively and use them to improve my products
OB7	We improve our customer service and product quality based on feedbacks we're given
OB8	Yes, of course. Good and bad feedbacks are very much appreciated
OB9	Yes, Customer feedback is very important. "Feedback is the breakfast of champions
OB10	Yes, I use their good comments to get leads from other people to buy the product
OB11	Yes, we acknowledge and respond so that customers are aware that we're listening to them
OB12	Yes, we use the feedbacks we got from social media to improve our products
OB13	Yes, it helps to attracts more buyers that is good for my small business
OB14	Yes, the feedback coming from the customer can help us to improve
OB15	Yes, feedbacks are important to me, whether it's bad, because it can help me to get my products better
OB16	YES, it's a big help for me to used feedback at least we prove the other customer that we can give the satisfaction
OB17	Yes, I'm using it. Feedbacks play a big role in any businesses' success so I'm always considering it
OB18	Yes, we used it to improve the quality of our products
OB19	Yes. For us being online seller, feedbacks are the most important thing
OB20	Yes, I do. Their feedbacks are important
OB21	Yes, customer's feedback is important to make the business to improve
OB22	Feedback, comments and suggestion are very much needed to improve your product
OB23	Yes, by accepting positive and negative feedbacks and improving the product
OB24	Yes, it will be helpful for us if the customers will give suggestions
OB25	Yes. Because I still believe that customers are always right
OB26	We appreciate our customer's feedback to us
OB27	Yes, for us to improve more and exceeds their expectations
OB28	It's very much needed to be able to serve the customers better and give them the quality they want
OB29	Yes, I use their feedback to find out what my customers want
OB30	I believe that the feedbacks from my customers are important

Question#5 What do you think are the advantages and disadvantages of promoting your food products in social media platforms?		
Online Business (OB)	**Answer**	
	Advantage	**Disadvantage**
OB1	less cost of promoting products	Sometimes our products or even our own material was imitating
OB2	FB makes possible to know our product	People might pirate our product
OB3	We reach a lot customer for deliveries	Competitors create/make the same products as we serve
OB4	Sales boost and good marketing strategy	One from the team should devote his/her time to manage and maintain such platform

OB5	Good and easy way to access the products	Easy to the competitors to copy the post, products, and strategies of selling
OB6	It is way easier to promote any business through social media	One negative feedback posted online, even if untrue, can ruin a business
OB7	Promoting food products in social media platforms is much easier	Customer’s negative feedback
OB8	We can reach thousands of people by just simply posting and sharing posts	People keep on asking the actual size of our products since they can only see it via photos
OB9	Social media allow you to communicate on a personal basis with individual customers and groups	Wasted time and money for little or no tangible return
OB10	More people see products and can easily offer to your other friends	If you do not know how to social media you can be fooled by people or scammed
OB11	It creates Brand Awareness, Brand Reputation, and Cost Effective.	Exposure to negative reviews and Time Consumptive
OB12	This can set us apart from our competition	There are people who always aim to damage one's reputation
OB13	Social media is more people and more interested buyers will approach	Sometimes buyer’s expectation didn’t met
OB14	Having lot of people whom can reach your business or product	We’re having a scam customer or having a competitor and same business
OB15	It is totally free, you just need to post it and share it to your friends	Some people may copy your product when they see that it’s successful
OB16	It's a free promotion and many people will see it	I don't know if its scam or not
OB17	It’s free, very accessible, and you can reach many people	Anybody can put negative reviews on it which will greatly affect your business
OB18	Everyone is on social media every day	When the customer doesn’t have internet connection or don’t use data
OB19	Most of the people are using social media	False/fake news advertisement; scammers are still everywhere
OB20	Social media is accessibility	I have to answer all the comments and messages I receive and it consumes a lot of time
OB21	more people can see and might get interested in your food products	It may take time for your business to kick in the market
OB22	Positive feedback	Negative feedback
OB23	Accessibility, Engagement, Promotion, Marketing	Plagiarism
OB24	My product will be known easily by many people	Not all people who see my post or content is nearby to my store
OB25	More ways to visit fb page if you want to know what’s in the menu	Can sabotage us just only by commenting negative feedback
OB26	Social media have wide scope. Social media are really easy to use	Some of our customers doubt our products to be freshly good
OB27	It is for our guests to be notified easily	It is the contents and the competitors
OB28	Being able to be known by many people just by posting	Competitors can easily get idea on how to make advertisements like yours
OB29	Many clients, easy way for people to get to know you	When a customer posts negative feedback
OB30	You can reach and stay connected to your target audience anytime	Negative review becomes visible to all your followers, including your current and potential customers

5. Discussion and Conclusion

Research indicates that most of the online food product businesses were below 1 year in existence because those were the times when jobs were lost due to lockdown caused by the pandemic. People were stuck at home so there has been a huge demand in food deliveries. Different food products had become saleable. There is nothing much to do during the lockdown than to eat because that is what makes most Filipinos happy. Social media is found out to better than the traditional marketing because it can have minimized the cost in marketing and promotion as well as it gives an edge in labor cutting costs. Social media marketing has increased exposure in business because almost all people are more likely to use digital channels to learn about new products. Social media improves customer satisfaction and product recommendation because it is more powerful due to its significant reach and is publicly available. Customers are satisfied due to the easy access in the food product, and fast transaction. Online food product businesses get product recommendation instantly available online. Fifteen or 55.6% of the respondents strongly agree that social media help improved the product sales in the quantity of purchased products, in the repeat purchase orders and in the inventory of stocks. Out of 26 respondents, 17 or 63% responded that they strongly agree that social media is an important communication channel for business for marketing as well as for sales. While out of 27respondents, 17 or 63% said they are strongly agree that social media is an important communication channel for business for promotion. Online sellers or online food businesses utilize Facebook since it is the most commonly used social media platform. It is the fastest way to connect to clients and potential customers. Most of the online food businesses who update their page frequently want to be more engaging and are after building a strong customer relationship. Almost all of the online food businesses make use of good feedbacks as one of their advertising campaigns. At the same time, they all seem to try on the customers' suggestions. The advantages of social media in promoting food products, which was mentioned in the findings, are, in reality, all true. It will only take a computer, a Facebook account, and an internet connection to establish a business platform. No buildings required, no permits, not much in expenses, and being open to the public makes it easier to attract potential customers. No matter how good your food products are, it is unavoidable that you will receive negative comments. Facebook Marketplace was intended to be a community-focused service to bring people together to buy and sell. It has no added payment system; it only requires you to have a profile to use the service. Uploading a picture, select a price, posting and marketing are simple. The disadvantage is that it’s a scammers paradise.

Food products has always been saleable, but it recommended to go with the trend. Also, it will be better to use other social media platforms such as twitter, Instagram, YouTube and others and not just concentrating on Facebook to have a broader market. Social media is enormously popular for both products and viewers. If your products are not on any social media platform, you miss your chances of having a successful business. The same thing if you are on social media but is not engaging with your target market or connecting with them but having difficulty sustaining the social strategy successfully. It is therefore recommended that online businesses, who would like to stay on top of the company, avail social media marketing services such as; social media strategy development, social page optimization, social media campaign development, and management, paid social ads setup and management, community building and management and multimedia content creation and publication. At the very least, you may expect a wider reach, valuable exposure, increased visibility, more followers, higher engagement, higher conversion rates, reinforced brand credibility, more leads, and higher sales.As a food product, your content requires to be optical. You must have images or visuals that can associate with your viewers, so capitalize on your pictures. Visual marketing strategy is critical to product recognition. It is also recommended that you post your product story using suitable and consistent pictures to have a more dominant and long-term impact. To do that, make a content calendar with images and sketch the theme for each day of the week, preferably do these several weeks ahead. Make sure this social calendar has all the essential hashtags you wish to contain. Besides, to boost your food product promotion, look for possible influencers and collaborate with them. For viewers, seeing a popular influencer share a product on social media feels sincerer than any upmarket advertisement. Nevertheless, be careful of who you collaborate with, select the accurate set of influencers, and are sincerely enthusiastic about food and expert in this arena. The advantages of the use of social media in promoting food products are limitless. But the disadvantages like negative comments and bogus buyers will surely give you a tough time. It is not acceptable to ignore negative comments. It will offer an annoying customer additional reason to dislike your food products. You have to reply with every word regardless it's positive, negative, or neutral**.** Keeping public relations is a necessity for product building. In dealing with nasty comments about your food products, make sure not to replace them or return the money just because your consumers are dissatisfied. Examine the problem first, then clarify how you can give a solution to it. It is not easy to be cool, but you must always be respectful to save your business. To resolve conflict, ask the customer to directly message you, call you, or write you an email. You should consider that negative comments are sources of information from where you can learn what customers don't like about your products. Another disadvantage of promoting products on social media is the bogus buyers. To avoid online scams, it is recommended that online sellers must be tech-literate. At all times, be informed of the latest developments in security and privacy. Be aware of with whom you do the transaction online, be watchful, and be very cautious.

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"Are you following?" Generational differences on consumers' processing of social media influencer destination marketing

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Abstract:

Social Media Influencers (SMIs) have been the new face of destinations in the social media age. While prior studies have presented the gains of SMI marketing, little has been done to investigate how followers of SMIs, process and perceive SMI marketing campaign. Using a quantitative approach, the study integrates self-congruity into the Elaboration Likelihood Model, to predict generational differences in processing travel information from a SMI destination marketing campaign. Expected results aim extend theoretical research on travel information processing, and provide insights to practitioners for future strategies.

Keywords: Social Media Influencers, Destination Marketing, Travel Information Processing, Generational Differences

1. Introduction

The use of Social Media Influencers (SMIs) as a form of marketing has been growing steadily since the evolution of technology has provided users with a platform to share their consumption experience. Current studies have pointed out the potential of SMI marketing in helping brands achieve various marketing outcomes such as brand awareness, brand loyalty, and purchase intention (Hudders et al., 2020). This potential has been recognized by marketers and practitioners in the tourism industry, to leverage the power of SMIs for destinations and related products (Gretzel, 2018). While the advance in research for SMI marketing in advertising and marketing is commendable, there is still a significant gap in research on SMI marketing in tourism and hospitality. Current studies in tourism have only examined the effectiveness of SMI marketing on destination image and travel intention with the application of concepts such as source credibility and self-congruity (Magno & Cassia, 2018; Xu & Pratt, 2018). Yet, prior literature did not shed light on how consumers process the SMI destination marketing campaign. That is, existing research has not studied how consumers take in and use information from a SMI destination marketing campaign. Within a SMI destination marketing campaign, both the information and the source (in this case, the SMI) play a role in influencing the consumer journey. Since information processing of a persuasive message, such as a SMI destination marketing campaign, starts with consumers' cognitive processing of the advertising message, there is a need to fill in the gap to investigate consumers' cognitive processing of SMI campaign (Tang et al., 2012; Teng et al., 2014; Xiao et al., 2018).

With the main target audience of SMI marketing being consumers aged 18-35 (Salem & Twining-Ward, 2018), it is vital to understand the complexities within this specific group of consumers. As "consumer decision is powerfully influenced by the prevailing socio-cultural contexts in which they have lived, mature, and learned" (Strutton et al., 2011, p.511), the influence of technology and media could play a significant role in information processing of different generations. Born between 1980 – 1995, Generation Y consumers were brought up in the context of mass media and have been through the development phase of the Internet, blogs, and social media, while Generation Z consumers (born after 1995) are the "digital natives", immersed in the times of developed technology and a mature social media landscape (Chee & Siddique, 2019; Childers & Boatwright, 2020). Despite both Generation Y and Z consumers being the target audience of social media influencer marketing, the underlying socio-cultural differences may result in differing motivations, processing, perceptions, and evaluations of the information directed to them. Thus, this study would like to employ the generational theory to uncover any generational differences in information consumption between these two groups of consumers.

Hence, with the above background, this study would like to suggest a holistic evaluative process to better understand consumers' consumption of SMI destination marketing campaigns during the pandemic, by combining cognitive processing of social media influencer marketing with an affective evaluation of the campaign. Insights gained from a generational approach would provide empirical support for destination marketers in their future strategies on targeting Generation Y and Generation Z consumers.

2. Literature Review

2.1. Social Media Influencer in Destination Marketing

Combining both industry and academic definitions, SMIs are characterised as "first and foremost a content-generator; one who has a status of expertise in a specific area, who has cultivated a sizable number of captive followers – those are of marketing value to brands – by regularly producing valuable content via social media" (Lou & Yuan, 2019, p. 59). SMIs take the perspective of a consumer, sharing information of products and services, as well as his/her own experience through a dynamic interaction with the followers, and consequently influence the followers to a certain action (Uzunoğlu & Kip, 2014).

In the context of destination marketing, SMIs have played an effective and integral role in amplifying destination marketing, help form destination images, work as sources of travel information, and are influential in consumers' travel decision-making (Gretzel, 2018; Ong & Ito, 2019; Xu & Pratt, 2018). However, the growth of SMI marketing literature in advertising has not been translated to further research of SMI for destination marketing. Related factors that affect SMI marketing effectiveness, such as advertising disclosure, have been underexplored in consumer behaviour and information processing for tourism and hospitality (Cohen, 2014).

2.2. Self-Congruity

Defined as "the match between consumers' self-concept and the user's image of a given product, brand, store, etc." (Kressmann et al., 2006, p. 955), the self-congruity theory postulates that consumers are driven by their psychological motivation to express their self by purchasing a product or service that is a match between their self-image with the product-user image of a product or service (Sirgy, 1985). Self-congruity has four different facets that correspond to the four different self-concept dimensions: actual self-congruity, ideal self-congruity, social self-congruity, and ideal social self-congruity (Sirgy & Su, 2000). These four components are directed by self-concept motives such as the need for self-consistency (Kressmann et al., 2006; Sirgy, 1986), motivating consumers to consume products or services congruent to their self-image (Sirgy, 1985). Despite the extant studies on self-congruity, research related to how self-congruity is influential in information processing is still insufficient. Since self-congruity would elicit consumers' self-negotiation, it can possibly elucidate underlying relationships of generational differences in information processing. Hence, this study would like to use self-congruity to examine its relationship in consumers' processing of a SMI destination marketing campaign.

2.3. Effects of Advertising Disclosure through Persuasion Knowledge

With the success of SMI marketing contributed by the seamless weaving of commercial information into their daily content, the increase in businesses leveraging SMI marketing on social media has culminated in heightened industry regulations for SMIs to disclose the content they upload as advertisements or sponsored posts (Boerman et al., 2017). Through persuasion knowledge, advertising disclosure heightens consumers' recognition of an advertisement, enhancing consumers' resistance to persuasion (Eisend et al., 2020; Friestad & Wright, 1994). Such effects of advertising disclosure have been proven to negatively affect consumers' perceived source credibility of the SMI, brand attitude, and purchase intention, hindering the overall effectiveness of an SMI advertisement (Evans et al., 2017; Hwang & Zhang, 2018; Weismueller et al., 2020). Currently, there is a research gap in understanding consumers' perception of the effects of advertising disclosure on SMI travel marketing campaigns, especially when there is a tendency of leveraging the power of SMI to promote the destination as a form of recovery after COVID-19. By extending travel research to understand the effects of advertisement disclosure on campaign effectiveness (and the lack thereof), would be insightful for destination marketers to leverage and adapt better for future marketing strategies.

2.4. Generational Theory – Comparing Generation Y and Z Consumers

Defining generation as an "aggregate of all people born over roughly the span of a phase of life who share a common location in history and, hence, a collective persona" (Strauss & Howe, 1997, p.61), consumers of each generation tend to have similar life experiences due to sharing similar socio-economic and cultural events in their formative years (Li et al., 2013). Current literature that focused on generation in tourism has illuminated Generation Y consumers' reliance on social media and the Internet for travel information (Liu et al., 2019; Xu & Pratt, 2108), as well as the changing consumer needs of Generation Y and Z tourists (Robinson & Schanzel, 2019). While Childers and Boatwright (2020) have provided a qualitative study highlighting similarities and differences between Generations X and Y and Generation Z consumers' perception of SMI marketing, quantitative comparison between Generations Y and Z consumers is nascent. Thus, this study hopes to provide an empirical perspective, using a quantitative approach, on generational differences in SMI travel campaign processing and perceptions.

2.5. Conceptual Development

When it comes to understanding consumers' information processing of persuasive messages, extant studies have adopted dual-route processes such as the Elaboration Likelihood Model (ELM) by Petty and Cacioppo (1986) to explain consumers' information processing of an advertisement (Tang et al., 2012; Teng et al., 2014; Xiao et al., 2018). The ELM is a social psychology theory that posits on a two-route information processing, the central and the peripheral routes, in predicting persuasive messages (Petty & Cacioppo, 1986). The central route of persuasion occurs via one's cognitive effort of processing the argument quality of the messages, undergoing thorough consideration of the relevant information (Kang et al., 2015). On the other hand, the peripheral route takes place under processing affective features of messages, such as source credibility (Kang et al., 2015; Zhang et al., 2014; Teng et al., 2014).

The organization of information processing into two distinct routes of persuasion by the ELM allows us to understand how consumers assess information itself, or its source, respectively. Since the two routes are postulated to vary according to one's motivation, ability, as well as involvement with the product or service (Petty & Cacioppo, 1986), the model can be employed to explain why and how a certain persuasion process may result in the different routes and outcomes based on different socio-cultural contexts of the information recipients.

The ELM has been extended through its predictors, constructs, mediators, and moderators to evaluate how consumers elaborate information for various decision-making processes. Recent studies of ELM applied on online travel review processing has suggested the possibility of information adoption along an elaboration continuum, where source credibility takes a significant role in information processing, serving as a predictor of argument quality of online travel review (Li & Ito, 2019; Li et al., 2020; Wathen & Burkell, 2002). The role of source credibility as a pivotal construct to predict consumers' information processing is even more integral with the SMI as an endorser in the advertisement. Since the use of the ELM model has been proven to be effective in providing insights on consumers' cognitive processes, this study would like to apply the ELM model for the study on SMI destination marketing campaigns.

With the above discussion, the study has the following research questions:

RQ1: How would generational differences affect consumers' self-image congruity to a social media influencer (SMI) destination marketing and influence their information processing of the SMI campaigns?

RQ2: How would effects of advertising disclosure, through persuasion knowledge, differ between consumers of Generation Y and Generation Z respectively, and affect the effectiveness of the SMI destination marketing campaign?

2.6. Hypotheses Development

Firstly, this study would like to introduce self-congruity as a predictor of the ELM to examine how SMI destination marketing campaigns would be processed by users before entering further elaboration of the information. Looking at self-congruity as a form of motivation of human behavior (Hung & Petrick, 2012), there is a possibility that consumers would seek self-consistency in the way they process information before elaborating on the campaign based on either the source cues of the SMI or argument quality of the campaign. Since the two routes of processing via ELM are postulated to vary with one's motivation, and prior studies opening the possibilities of self-congruity as influential to persuasion (Wheeler et al., 2005; Xue & Phelps, 2013), it is feasible to include self-congruity as a predictor.

Based on the ELM, consumers tend to take the peripheral route when they have less motivation, making use lesser cognitive effort to evaluate the information (Filieri & McLeay, 2013; Petty & Cacioppo, 1986). By undertaking the peripheral route, consumers tend to evaluate based on peripheral cues, such as the brand image or source cues (Petty & Cacioppo, 1986). Existing studies that investigated consumers' perception of SMI have grounded evaluation based on the Source Credibility model introduced by Ohanian (1991). Defined as the "extent to which an information source is perceived to be believable, competent and trustworthy by information recipients" (Petty & Cacioppo, 1986), SMIs are examined by audiences based on attractiveness, expertise, and trustworthiness (Ohanian 1991; Yoon & Kim, 2015; Breves et al., 2018; Xiao et al., 2018; Lou & Yuan, 2019; Schouten et al., 2020; Yuan & Lou 2020). In general, extant studies have illustrated that various attributes of source credibility of SMIs do positively affect attitudinal change and behavioural intention of their consumers.

Yoon and Kim (2015) have pointed out that self-congruity at an early phase of advertisement perception is able to influence consumers' perception of SMI credibility. If the consumer seeks self-consistency as someone who travels to a destination marketed by a SMI based on the source cues of the SMI, it is likely to provide a shortcut for the consumer's information elaboration process, taking the peripheral route. Therefore, this study would like to hypothesize that:

H1: Self-congruity positively affects Source Credibility.

On the other hand, argument quality is defined as how one sees the persuasive strength of the persuasive argument or content embedded in the message (Bhattacherjee & Sanford, 2006; Petty & Cacioppo, 1986; Sussman & Siegal, 2003). Interestingly, there are very few researches that made use of argument quality to investigate the consumers' perception of SMI marketing advertisements. Chu and Kamal (2014) investigated how the argument quality of a blogger's blog has a positive impact based on the perceived trustworthiness of the blogger. Xiao and colleagues (2018) looked at YouTube influencer's marketing credibility with the use of the heuristic-systematic model, highlighting that consumers use argument quality to judge the information credibility of YouTube videos to predict consumers' purchase intention. Since argument quality is a measurement of the persuasive strength of the content produced by the SMI, it should be used as a means of evaluating the SMI destination marketing campaign.

Contrasting to how self-congruity affects source credibility, there are two possibilities as to how one would enter the central route of persuasion. Firstly, regardless of whether the consumer perceived a match with the SMI destination marketing campaign, consumers who tend to make use of more cognitive effort, and are more involved in scrutinizing the information, tend to undergo the central route of information elaboration, focusing on the quality of the information provided (Petty & Cacioppo, 1986). Secondly, if the consumer has a low self-congruity with the campaign, he or she would have to undergo the central route of persuasion through scrutinizing the argument quality of the campaign. Hence, this study proposes that:

H2: Self-Congruity positively affects Argument Quality

Although the central and peripheral routes seem to be distinct from each other, the persuasion process can take place via both routes consecutively (Kang et al., 2015; Sirgy & Samli, 1985; Sussman & Siegal, 2003). Consumers can form a positive attitude toward the product, service, or information via the peripheral route, which enhances the personal relevance and involvement, confirming the consumers' actual self-concept via self-congruity. Consumers may then decide to process more information in the central route based on increased motivation, ability, or even consistency to one's actual self-concept generated as a result of the peripheral route (Braverman, 2008; Kang et al., 2015). Thus, there is a possibility that peripheral route-persuasion is undergone first for consumers who are more likely to look out at source cues of the SMI in the campaign, followed by a central route-persuasion for in-depth scrutiny of the campaign content (Petty & Cacioppo, 1986). This is evident in current works where consumers' perceived trustworthiness, attractiveness, and expertise of the SMI would be translated on to how they process the content of the SMI (Lou & Yuan, 2019). Therefore, the following hypothesis is proposed:

H3: Source credibility positively affects argument quality.

The integration of Sussman & Siegal's (2003) information adoption model (IAM) with the ELM by Filieri & McLeay (2013) provided a model examining how a piece of information is perceived with various cues of central and peripheral routes of travel information processing, then form an intention to adopt the certain piece of information (Filieri & McLeay, 2013). With a higher argument quality perceived by the consumer, it would mean that the information is persuasive and informative, generating positive attitudinal dispositions toward the SMI campaign (Chu & Kamal, 2013). Similarly, consumers would tend to perceive the marketing campaign as positive if it comes from a source that is perceived as credible, knowledgeable, and attractive (Schouten et al., 2020; Yoon & Kim, 2015). In the current study, the audience of the SMI destination marketing will evaluate the campaign based on source credibility and/or argument quality, which forms an attitude toward the campaign. Hence, this study would like to extend beyond the IAM and the ELM, with the affective evaluation of the campaign by combining it with the attitude-toward-ad model (A_{AD}). Since the A_{AD} model posits that after the exposure of the campaign, the consumers would form an attitude toward the campaign, which thereby affects the brand attitude and purchase intention (Mitchell & Olsen, 1981; Ong & Ito, 2019; Shimp, 1985; Xu & Pratt, 2018).

As a destination marketing outcome, the study would like to introduce travel intention to the SMI marketed destination to understand consumers' behavioural intention after cognitively processing and affectively evaluating the SMI destination marketing campaign. Looking at the current state of a global pandemic, there is no sight of when international leisure travel will happen, with even the possibility of travel fear (Zheng et al., 2021). Therefore, this study would like to understand how consumers, while still amid the COVID-19 pandemic, would travel after the pandemic is over.

With evidences from prior literature, it can be hypothesized that:

H4: Perceived source credibility positively affects the (a) attitude toward the SMI campaign and (b) post-COVID-19 travel intention.

H5: Perceived argument quality positively affects the (a) attitude toward the SMI campaign and (b) post-COVID-19 travel intention.

H6: Campaign attitude positively affects consumers' post-COVID-19 travel intention to the destination marketed.

Lastly, advertising disclosure, through the persuasion knowledge model by Friestad and Wright (1994) enhances consumers' ad recognition, and therefore, mitigates the persuasion effectiveness of an advertisement. Evans et al. (2017) elucidated that the moderator effect of disclosure has a negative effect on brand attitude and behavioural intentions. Additionally, Weismueller et al. (2020) have also investigated that different types of disclosure have differing impacts on the source credibility of the SMI. Therefore, the study would like to suggest that:

H7: Advertising disclosure, through the persuasion knowledge model negatively moderates the interactions of (a) source credibility and (b) argument quality on (i) attitude-toward-SMI Campaign and (ii) post-COVID-19 travel intention.

Therefore, this study would like to propose the hypothesised model illustrated in Figure 1, to test the causal and dynamic paths in processing and perceptions toward the SMI destination marketing campaign.

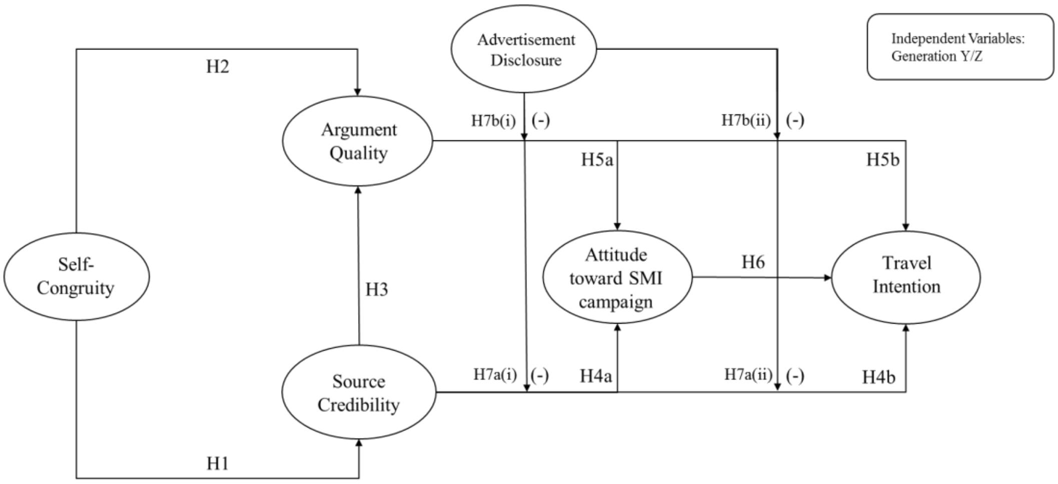

Figure 1. Hypothesised Model

3. Methodology

3.1. Data collection and Measurement

A web-based questionnaire was distributed in April 2021 via convenient and snowball sampling using the author's network for two weeks. A total of 320 responses were collected. Within the 320 responses, 105 responses were screened out when respondents answered "no" to the question if they were following any social media influencers. 144 completed and valid responses were collected after screening through the remaining 215 responses to the survey. Since the number of valid responses achieved the minimum sample size of 10 samples for one variable (Bollen 1989; Roscoe, 1975), the 144 responses were used for further analysis.

Instruments will be developed from existing literature with the use of a seven-point Likert scale (1 = strongly disagree; 7 = strongly agree). Self-congruity will be measured with holistic processing based on the four separate tenets of self-congruity (Sirgy & Su, 2000). Scales of influential power of SMI will be adapted from Ohanian (1991), while the extent of informational influence of the SMI campaign will be measured by items of argument quality (Filieri & McLeay, 2013; Petty & Cacioppo, 1986). The attitude scale and measures for intention were adapted from Ong and Ito (2019). Measurement items for persuasion knowledge are developed from Boerman et al. (2012), and Hwang and Zhang (2018).

4. Results

4.1. Descriptive Statistics

Table 1 *Respondents' Demographic Results (n = 144)*

	Frequency	%		Frequency	%
Age			*Race*		
18 – 25	35	24.3%	Chinese	131	91.0%
26 – 30	86	59.7%	Malay	5	3.5%
31 – 35	19	13.2%	Indian	6	4.2%
36 – 40	4	2.8%	Eurasian/Others	2	1.4%
Education Qualification					
Secondary School	3	2.1%	*Gender*		
Junior College/Tertiary Education	16	11.1%	Male	32	22.2%
Bachelor's Degree	103	71.5%	Female	111	77.1%
Master's Degree/MBA/Ph.D.	22	15.3%	Non-binary	1	0.7%

Table 1 shows the demographic results of the participants who completed the survey. 24.3% of the respondents are Generation Z consumers, while the remaining 76.7% are Millennials. Additionally, most of the respondents who follow social media influencers are female, taking more than two-thirds of the population. This concurs with the previous studies where female consumers tend to be follower of social media influencers for information on the latest trends (Abidin, 2017).

4.2. Measurement Model

IBM AMOS 23.0 was utilized to analyse the data based on Anderson and Gerbing's (1988) two-step approach of confirmatory factor analysis (CFA) and structural equation modeling (SEM). Inter-item reliability, composite reliability (CR), average variance extracted (AVE), and convergent validity were investigated to check construct reliability and validity. Inter-item reliability measured by Cronbach's α ranged from .782 to .919, showing an acceptable internal consistency for all constructs (Fornell & Larcker, 1981). The values of CR were mostly greater than .7, along with values for AVE were greater than .5, with each AVE value greater than the corresponding squared inter-construct correlation estimates, meeting the thresholds for discriminant validity. Based on the above statistics, the results suggested that a theoretically meaningful and statistically acceptable model was achieved.

4.3. Structural Model and Hypotheses Testing

Results from CFA were imposed with the structure of the model to look at the goodness-of-fit of the hypothesized model for this study. Figure 2 illustrates the results of SEM for consumers' cognitive processing of SMI destination marketing campaign. Model fit of the structural model was evaluated based on the comparative fit index (CFI), non-normed fit index (NNFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA). The recommended threshold of acceptability for NNFI and CFI is 0.95, while SRMR of less than .08 and RMSEA less than .06 indicates well-fitting models (Hooper et al., 2008; Hu & Bentler, 1999). As a result, goodness-to-fit model indices of the hypothesized model reported a χ^2 (81) = 119.875, χ^2/df = 1.48, $p < .01$, CFI = .971, NNFI = .962, SRMR = .0681, RMSEA = .058. Thus, the data has a relatively consistent fit with the conceptual model.

Looking at Figure 2, Self-congruity has a statistically significant effect on Source Credibility (β = .43, $p < .001$), supporting H1. Yet, self-congruity has no significant effect on Argument Quality, refuting H2. Source Credibility has a significant effect on Argument Quality (β = .63, $p < .001$), supporting H3. Significant positive effect of Source Credibility on the attitude-toward-SMI campaign and post-COVID-19 travel intention is observed (β = .52, $p < .001$; β = .30, $p < .05$), validating H4a and H4b. While Argument Quality has a significant positive effect on the attitude-toward-SMI campaign (β = .24, $p < .05$), supporting H5a, it does not have a significant effect on post-COVID-19 travel intention. Most interestingly, H6 is rejected, where attitude-toward-SMI campaign has no statistically significant effect on post-COVID-19 travel intention.

Post-hoc analysis was executed to examine the moderating effects of advertising disclosure through persuasion knowledge and comparison between Generation Y and Z consumers. Results after using SPSS PROCESS macro (Hayes, 2013), indicated that advertising disclosure through persuasion knowledge does not exert any significant moderating effects on the interactions of source credibility and argument quality on attitude-toward-SMI Campaign and post-COVID-19 travel intention. Hence, H7 is rejected. Multi-group analysis to uncover generation differences in cognitive processing of SMI destination marketing campaign was performed. Similarly, no significant difference is observed between the structural models of Generation Y and Z consumers. However, there are paths within the structural model that highlighted significant differences between the generations.

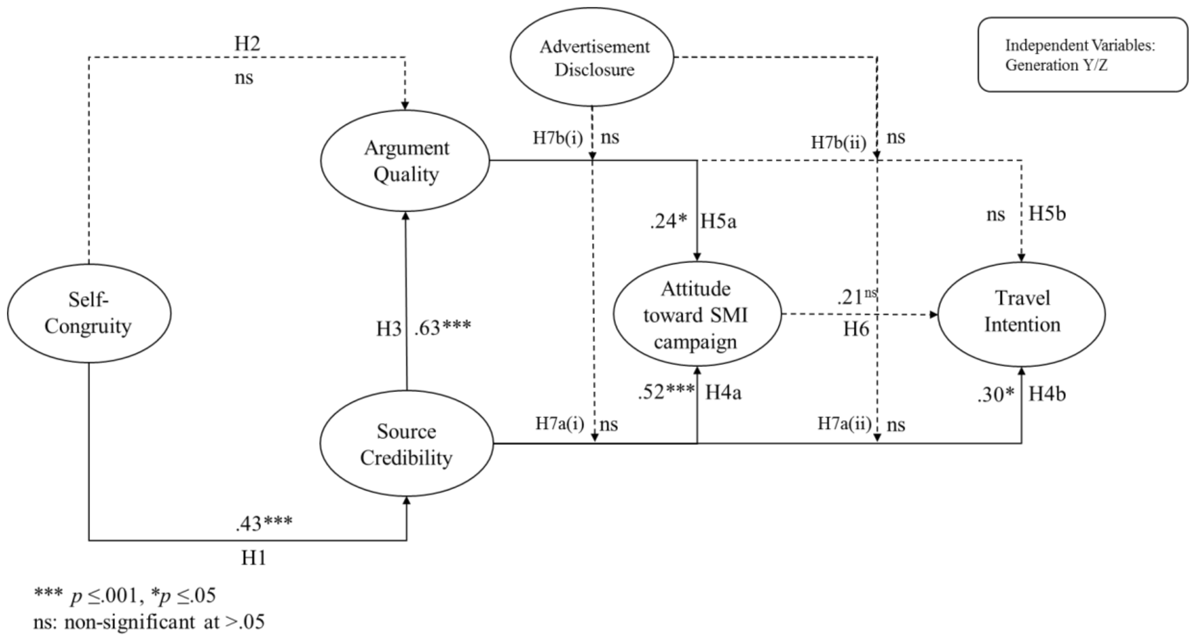

Figure 2. SEM Model of SMI Destination Marketing Cognitive Processing

5. Discussion and Conclusion

5.1. Discussion and implications

Findings from the data analysis have given us three points of discussion.

Firstly, the lack of direct significant effect from self-congruity on argument quality illuminates the importance of source credibility of the social media influencer in SMI destination marketing. This finding is substantiated by Yoon and Kim (2015) that when the consumers' self-image is matched with the SMI, positive advertisement evaluation will be generated. Additionally, with the SMI destination marketing campaign being the context of the study, the influence of source credibility of the SMI may be amplified, where consumers may start information processing of the campaign based on the SMI source cues by undergoing the peripheral route first. Previous studies support the validation of H4a and H4b, where source credibility has a positive direct effect on consumers' campaign attitude and post-COVID-19 travel intention to the marketed destination (Schouten et al., 2020; Yoon & Kim, 2015). The findings demonstrated that source credibility enhances consumers' attitudes toward the SMI campaign. More importantly, the results also showed that source credibility has a stronger effect than argument quality on campaign attitude and a direct effect on travel intention.

Secondly, the validation of H3, illuminates that audience of the SMI destination marketing campaign are very likely to undergo a two-step cognitive processing journey. That is, according to the audiences' self-congruence as a consumer of the SMI destination marketing campaign, the audience would first process the campaign based on the source credibility of the SMI, followed by argument quality of the content produced by the SMI. The finding corroborates with Li and Ito (2019), Li, Ong, and Ito (2020), and Wathen and Burkell (2002) that proposed the integral role source credibility plays in cognitive processing, as a filter for consumers and give confidence in their perceptions of a destination marketing campaign, before proceeding to the next step of their information processing and consumption journey.

Lastly, attitude-toward-SMI campaign not having a significant effect on post-COVID-19 travel intention is a noteworthy point of discussion. Extant studies have pointed out that positive campaign attitudes have resulted in purchase or travel intention (Schouten et al., 2020; van der Veen & Song, 2014; Yoon & Kim, 2015). However, the current global situation of an ongoing pandemic where leisure international travel seems to be far from coming true may have led to this result in the study (Zheng et al, 2021). Additionally, the lack of destination image as a mediator between campaign attitude and travel intention may also be another possibility that should be examined in future studies (Ong & Ito, 2019; Xu & Pratt, 2018).

Also, the insignificant moderating effect of advertising disclosure via persuasion knowledge deserves mention. Childers, Lemon, and Hoy (2019) have concluded in their interviews with marketing professionals that consumers are cognizant of certain SMI content being sponsored posts. Moreover, current literature has also suggested how parasocial relationships between SMI and their followers can mitigate the negative effects of persuasion knowledge due to advertising disclosure (Hwang & Zhang, 2018). As such, further research should look into the influence of parasocial relationship on persuasion knowledge of SMI destination marketing campaigns.

5.2. Implications

In theory, this study has filled up the research gap on consumers' cognitive processing of SMI destination marketing campaigns by using the dual-route process framework of the ELM. This study has pointed out the significance of source credibility as an important filter for subsequent information processing. The integration of the self-congruity theory into the ELM has extended the possibility of information processing beyond a dual-route process, to a two-step cognitive processing of SMI destination marketing campaign. That is, Singaporean consumers are more likely to start, or be motivated, to process the campaign based on source credibility of the SMI, followed by scrutinizing the content in the campaign, and then affectively evaluate the campaign as a whole. Moreover, the importance of source credibility of the SMI is further highlighted in the study, as it has a direct effect on consumers' behavioural intention to travel after COVID-19. Therefore, like previous studies, source credibility of SMI, are significant in predicting consumers' attitude and behavioural intention, emphasising its role in contributing to the overall effectiveness of the marketing campaign. However, previously neglected in tourism and hospitality research, this study has also showcased that argument quality of the SMI campaign plays a part in predicting positive campaign attitude.

The results of this study have meaningful implications for destination marketers. Since source credibility of SMI has a direct effect on post-COVID-19 travel intentions, destination marketers and practitioners can still leverage the power of SMIs: to maintain engagement with consumers during the lack of travelling, and build on future marketing strategies for post-COVID recovery through SMI destination marketing. The effective use of social media through virtual tours, online Zoom meetings to share expert tips of SMIs could keep followers engaged during COVID-19, building tourist awareness and loyalty for destinations. Moreover, measurement items of source credibility could become a guide for destination marketers in selecting the right SMI. This would enable consumers to have positive campaign attitudes and travel intention to the marketed destination, enhancing the overall effectiveness of the campaign.

5.3. Limitations of this study and suggestions for future studies

All researches are without its flaws. The small final sample size collected from convenient sampling has resulted in an uneven balance between respondents from Generation Y and Z. While this study is a pilot study of the actual research project on generational and cultural differences on consumers' processing and perception of SMI destination marketing, future research could look at achieving a greater sample size with the help of a local market research firm for a more representative sample. This would help confirm the study of uncovering generational differences in consumer processing and perception to SMI destination marketing campaigns. Other research possibilities would be the consideration of including the parasocial relationship between SMIs and their audience, which is expected to mitigate the negative effects of persuasion knowledge and elicit loyalty for destination and hospitality brands.

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The effects of brand warmth and competence on consumers' reactions in service failure

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Abstract:

Drawing from stereotype content model (SCM and brand as intentional agent framework (BIAF), we postulate that in the context of service failure, the two dimensions of brand perception would affect customers' reactions independently. That is, brand warmth would lead to customers' intention to provide constructive suggestions and brand competence would elicit intention to repurchase.

Keywords: Brand Warmth and Competence, Service Failure, Intention to Suggest, Intention to Repurchase

1. Introduction

Previous services marketing literature has suggested that major customer reactions in service failures are to express emotions, to complain and to seek for compensation (Blodgett, Hill, & Tax 1997; Chan & Wan, 2008; Nyer 1997), however, recent research of brand attachment found out that customers sometimes also voice out their experiences as suggestions to the firm out of the intention to help the firm for future improvement (Liu & Mattila, 2015). Such voice is a constructive suggestion which differs from negative complaint in the traditional sense (i.e., without constructive suggestion). Because the positive outcome of suggestion is beneficial in relation building, it is of great importance to examine what may lead consumers to engage in suggesting behaviors when service failure occurs.

We suggest that the warm perception of a firm brand may elicit customers' intention for suggestion under service failure. Specifically, drawing from stereotype content model (SCM) in social judgement and brand as intentional agent framework (BIAF) in brand anthropomorphism, a brand is perceived as warm when it has a good intention to do business (e.g., trustworthy and responsible to community) and/or as competent when it has the ability to achieve its business goal (e.g., efficient) (Fiske, Cuddy, & Glick, 2006; Kervyn, Fiske, & Malone, 2012). Brand warmth relates to social responsibility and caring, whilst brand competence is associated with expertise. We postulate that consumers would be more likely to empathize a warm (vs. competent) brand and thus help this firm by giving it constructive suggestion in service failure. In the meantime, customers would be more likely to attribute the failure to a one-time cause (i.e., less stability) to the firm, therefore, keeping the tendency of re-patronage despite of a lower intention to suggest.

2. Literature Review

2.1. Stereotype Content Model

Used in impression formation and social judgement of other social groups, Stereotype Content Model describes two basic dimensions as the outcome of social judgement - whether having a good intention (i.e., warmth) and the ability to reach those intentions (i.e., competence). Perceptions on each dimension of warmth and competence predict unique behaviors. Specifically, a warm perception predicts active responses whereas competence predicts passive behaviors. In the meantime, a high level along on each dimension of warmth or competence leads to facilitating behavior and a low-level result in harmful behaviors to the perceived object. For instance, being high in warmth (e.g., friendly) elicits active felicitating (e.g., helping) behavior, whilst low in warmth induces active harm (attacking). Meanwhile, being high in competence (e.g., capable) induces passive facilitating (e.g., association), whereas being low in competence behavior triggers passive harm (e.g., neglect) behavior (Fiske, Cuddy & Glick, 2007; Cuddy, Fiske & Glick, 2008). Moreover, because the effects of the two dimensions are relatively independent, the combination of being high or low on each dimension would predict distinctive behavioral profiles that consist of two types of behaviors simultaneously.

2.2. Conceptualization

Extending SCM, BIAF posits that brand can act as an intentional agent (i.e., anthropomorphized) between the company and the consumers. That is, consumers can also perceive warmth and competence from a brand (Kervyn, Fiske, & Malone, 2012). We postulate this brand perception may also apply to service failure. That is, a brand that ranks high in warmth elicits intention to help this firm with constructive suggestion in service failure. This suggest intention is separate from repurchase intention. Meanwhile, a brand that ranks high in competence would result in passive facilitating intention that is manifested by re-patronage regardless of intention to suggest.

3. Methodology

We plan to recruit college participants and conduct a lab study. Participants were randomly assigned into a scenario of service failure that is either conducted by a one social-enterprise (warm) café and one commercial (competent) café in the campus. Social enterprises are perceived as high in warmth but lower in competence compared to commercial brands (Aaker, Vohs and Mogilner, 2010). The scenario is described as respondents ordering a cup of coffee before their morning class. The service failure was described as the attendant wrongly giving them iced coffee after they particularly ordered a cup of hot coffee. Then, participants indicated their repurchase intention, intention to provide constructive suggestion and complain, and dissatisfaction level toward the café.

4. Expected Results

We expect that the analysis of perception measures would confirm that social enterprise is perceived warmer than the commercial café, whereas the latter is perceived more competent than the former. The levels of dissatisfaction and that of intentions to complain between two conditions is not expected to differ. Furthermore, intention to suggest and repurchase should differ significant respectively. That is, we would expect that when service firm has a warm (vs. competent) brand image, participants to report a higher intention to suggest. In contrast, when a brand is competent, respondents should indicate a higher intention to re-patronage.

5. Discussion and Conclusion

By examining the positive consumer complaints (i.e., constructive suggestion), this study differentiates from previous literature that mostly focus on complaining intention (e.g., Wan, 2013). We suggest that the brand warmth and brand competence would respectively result in customers' intention to suggest and return. More future experimental studies would be conducted to undercover the underlying mechanism (i.e., mediating effects).

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The effect of social media engagement on followers' behavioral intention in a theme park context: Source credibility as a moderator

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Abstract:

This study aims to explore the effect of social media engagement on theme park followers' behavioral intention, considering credibility of social media posting as a moderator. An online survey will be distributed to respondents who currently follow any theme park social media accounts. This study will contribute to understanding how followers perceive social media engagement in the theme park industry in Hong Kong and provide theme park practitioners with useful strategies of how to develop and apply social media on marketing activities.

Keywords: Social Media Engagement, Behavioral Intention, Credibility, Theme Park, COVID-19

1. Introduction

Under the impact of COVID-19, the tourism industry utilizes various social media marketing activities to engage followers. Social media is a virtual social platform for people to share their experiences and interact with hospitality and tourism companies (Koeze & Popper, 2020). In the COVID-19 era, social media engagement not only breaks geographical boundaries to engage with non-local based customers but generates a new form of virtual engagement to both local and international customers. In a case of theme parks, SeaWorld Orlando posted animals' updates on its Instagram account (Verma, 2020). To this end, this study aims to explore how theme parks' engagement with their followers on social media (Instagram) influences followers' behavioral intention; and to investigate the moderation effect of credibility of social media posting. The results of this study are expected to provide theme park practitioners with useful social media marketing strategies under the current situation.

2. Literature Review

2.1. Social Media Engagement

Social media engagement means that a company engages followers through social media to participate in creating content (Dolan et al., 2016). For example, customers leave comments that invite others to interact and engage with the companies (Lemon & Verhoef, 2016). Social media serves as a tool to document and affect followers' decision-making (Mkono & Tribe, 2017).

There are five dimensions of social media engagement in the theme park industry (Harrigan et al., 2017): identification, enthusiasm, involvement, absorption, and interaction. Identification means a person develops own identity by allocating themselves to the brand as well as their social identity towards a brand (Bagozzi & Dholakia, 2006). Enthusiasm refers to a person who has a strong desire or sense regarding the focus of engagement and when the followers show their enthusiasm towards the content in which they have an interest created by the brand (Malhotra et al., 2013). Regarding involvement, it means a follower's perceived connection with a brand based on their interests and values (Zaichkowsky, 1994). Absorption is the degree of a person's concentration towards their favourable brand (So et al., 2014). Interaction involves at least two-way communication, for instance, exchanging ideas and thoughts (Harrigan et al., 2017). In the theme park industry, when followers are fully active in participating in the activities, absorption appears automatically (Lee et al., 2020). When followers are satisfied with the social media experience, they elicit the feelings of pleasure and derive themselves to visit the theme park in the future (Bigne et al., 2020).

1.2. Follower's behavioral intention

Loyalty can be a consequence evolved by social media engagement, for instance, re-visitation and electronic word-of-mouth (e-WOM) (Harrigan et al., 2017). Re-visitation means a person intentionally revisits a place (Alderighi et al., 2016). E-WOM refers to online comments and reviews generated by users. Positive or high social media engagement affects followers' behaviors, such as spreading e-WOM, and it drives followers' contribution to the content (Tham et al., 2020; van Asperen et al., 2018). Therefore, this study proposes the following hypotheses:

Hypothesis 1. Social media engagement positively affects customers' e-WOM.
Hypothesis 2. Social media engagement positively affects re-visitation.

1.3. Source credibility as a moderator

The content posted on social media involves credibility that attributes to a person's decision-making due to their perceived usefulness of the postings (Manap & Adzharudin, 2013). The credibility of social media postings refers to the content generated by users who are reliable and genuine in providing information related to their interest (Zha et al., 2018). Additionally, source credibility of social media influences followers' habit in seeking information because they believe the content providers provide accurate, reliable and comprehensive information (Hur et al., 2017). In other words, the credibility of social media postings is based on the followers' trustworthiness towards the content generator. The proposed hypothesis is as follows:
Hypothesis 3. Source credibility reinforces the relationship between social media engagement (H3a) and followers' behavioral intention (H3b).
Figure 1 visualizes the conceptual framework of this study.

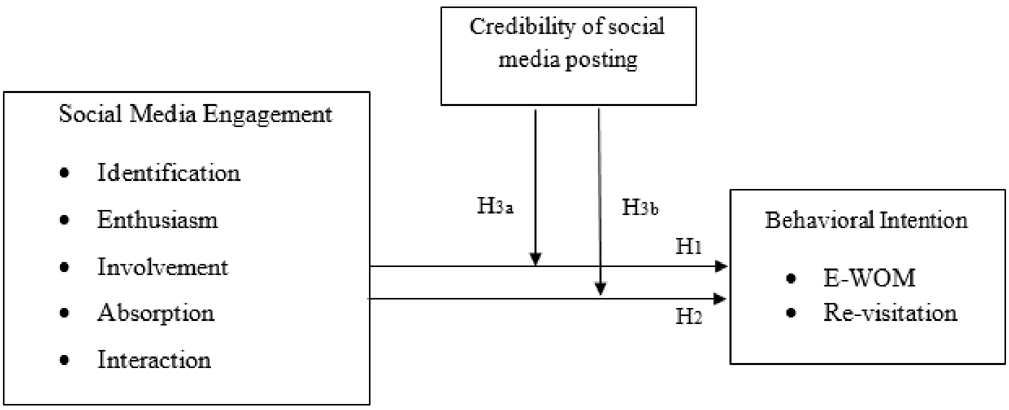

Figure 1. Conceptual framework

3. Methodology

3.1. Survey development

An online questionnaire will be created in Chinese and English by taking a quantitative approach. The survey will be divided into three major parts. First, the screening questions will be asked to find out people currently following a theme park account on Instagram. The second part will include the measurement items for social media engagement, behavioral intention and credibility of social media posting. The last part will contain demographics (e.g., gender, age group, education level, etc.) and experience of social media.

3.2. Data collection and analysis

The online survey will be sent to 300 existing followers who currently follow any of the Hong Kong's theme park Instagram accounts. Regarding data analysis, descriptive analysis will be firstly conducted, which ensures normal distributions of the data by using various indicators, such skewness and kurtosis (Kim, 2013). The proposed hypotheses will be tested by using structural equation modelling and assessing structural invariance models.

4. Expected Implications

This study will help researchers better understand how followers' perception of social media engagement invested by a theme park influences their behavioral intention, considering the moderating role of source credibility in the relationship between social media engagement and followers' behavioral intention. This study will benefit theme park practitioners with strategies to make good use of their social media accounts, which is expected to affect followers' behavioral intention to spread e-WOM and re-visitation in the future. Regarding the limitations, this study focuses on Instagram which may not necessarily represent the other social media platforms (e.g., Facebook). In a trend of social media marketing, this study will help the theme parks maintain a better relationship with their followers by creating creditable content to attract their followers virtually not only during COVID-19, but also post-COVID-19 in a longer term.

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Customer adoption of self-service technology: An integrated model

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Abstract:

What affects customer adoption of self-service technology (SST) has been one of the major concerns for hospitality businesses which continue to invest on SST. This paper explores how the combination of task-technology fit (TTF) theory and social cognitive theory (SCT) may provide an innovative theoretical framework to explain factors affecting customer adoption of SST.

Keywords: Self-service technology, Technology adoption, Social avoidance, Task-technology fit, Social cognitive theory, Self-efficacy

1. Introduction

Self-service technology (SST) has long been used in the hospitality industry (Kucukusta, Heung, & Hui, 2014), enabling hoteliers to reduce costs and enhance service quality (Kansakar, Munir, & Shabani, 2019). While many studies on customers' perceived service quality focused on customers' evaluation of human service (Gil, Hudson, & Quintana, 2006; González, Comesaña, & Brea, 2007; Hu, Kandampully, & Juwaheer, 2009), there is relatively less research on exploring customers' preference for SST versus human services.

One key argument in this line of research is that establishing interpersonal relationship is important during most service encounters. Research suggests that effective employee-customer relationship development is crucial to customers' evaluation of the service provider (Guenzi & Pelloni, 2004). Hence, when SST are provided as an alternative to human service, it is important to understand customers' perceptions and preferences which determine the success of the firms' investment in SST. What affects customer adoption becomes critical to ensure the positive return on its investment.

This study highlights an important psychological state that might affect customers' evaluation process – social avoidance. People with higher level of social avoidance are more likely to avoid human contact (Watson & Friend, 1969). Since hospitality industry highly relies on human contacts, will customers with higher level of social avoidance prefer SST more than human employees? It is worth exploring this question to give hoteliers new insights regarding how to balance SST and human staff. Additionally, given that SST is also designed for problem-solving, the TTF theory seems insufficient to fully understand customers' evaluation of SST. Therefore, we suggest to incorporate the social cognitive theory (SCT) to further explore the factors affecting SST evaluation and adoption. Since hospitality studies on SST acceptance have rarely focused on customer who have social-avoidance needs, this raises an unanswered but important question: What is the impact of TTF and SCT constructs on customer preferences?

By answering this question, this study proposes an integrated model that combines TTF and SCT to explain customer adoption of SST in hospitality. The factors driving customers' preference for SST are explored from an innovative perspective.

In sum, this study proposes two main research objectives:

- Identifying the factors driving customers' preference for SST through the lenses of TTF, SCT and social avoidance theory;
- Develop an integrated model to understand customers' preference for SST.

2. Literature Review

2.1. Self-service technology in hospitality

In the past two decades, SST has been used as a possible replacement for traditional human contact services (Ong, 2010). The hospitality literature has discussed these two service delivery options. Research have been conducted to understand customers' preference for SST versus human contact services. For instance, Simon and Usunier (2007) found that consumers with rational and experiential thinking styles prefer SST. Meuter, Ostrom, Roundtree, and Bitner (2000) proposed that the positive evaluation and satisfaction of SST come from the advantages of the technology—time saving, ease of use, satisfaction of needs, controllability, and accessibility—which are the main reasons why consumers prefer SST.

However, researchers have also shown that despite the inevitability of using SST in the hospitality industry (Chen, 2011), many customers still prefer human staff to SST. For example, Rosenbaum and Wong (2015) found that travelers take "technological pauses" as to avoid SST during their stay despite their readiness for SST. Beatson, Coote, and Rudd (2006) showed that personal services in hotels remain a basis for customer satisfaction and deeply affect customer loyalty.

Hospitality studies have yielded conflicting results on SST versus human contact services. As customers normally have different needs and expectations, identifying their preferences is not easy.

2.2. An integrated TTF-SCT model

TTF theory

TTF theory was first proposed by Goodhue, Klein, Salvatore, and Thompson (1995) and has been widely used to evaluate the effects of technology use, technology performance, and task-technology fit (Wu & Chen, 2017). According to this theory, task characteristics and technological characteristics both affect task-technology fit. In addition, individual characteristics and technological characteristics are important determinants of individual-technology fit (Goodhue et al., 1995; Goodhue & Thompson, 1995) that affect customers' evaluation of the technology. Therefore, combining these two types of fit can better explain the relationship between users and the technology used.

Social avoidance

Social avoidance refers to the discomfort of being negatively assessed by others (Liebowitz, Gorman, Fyer, & Klein, 1985). It is characterized by extreme attention to the evaluation of others, especially with regard to the fear of embarrassment and rejection (Cisler, Olatunji, Feldner, & Forsyth, 2010; Kashdan et al., 2013). This is a common psychological state in our society and occurs to varying degrees (Liebowitz, 1987; Mattick & Clarke, 1998). Therefore, people engaging in social avoidance behavior tend to avoid human interaction and contact (Cisler et al., 2010). However, in the hospitality industry, human interaction represents a large part of the service delivery process (Koc, 2019). During employee-customer interaction, customers with social avoidance behaviors are expected to be more likely to choose SST to avoid hotel staff, which might potentially contribute to the fit between customers and technology. Combined with TTF theory, the characteristics of SST (e.g., no human contact) correspond well to people engaging in social avoidance behavior.

SCT

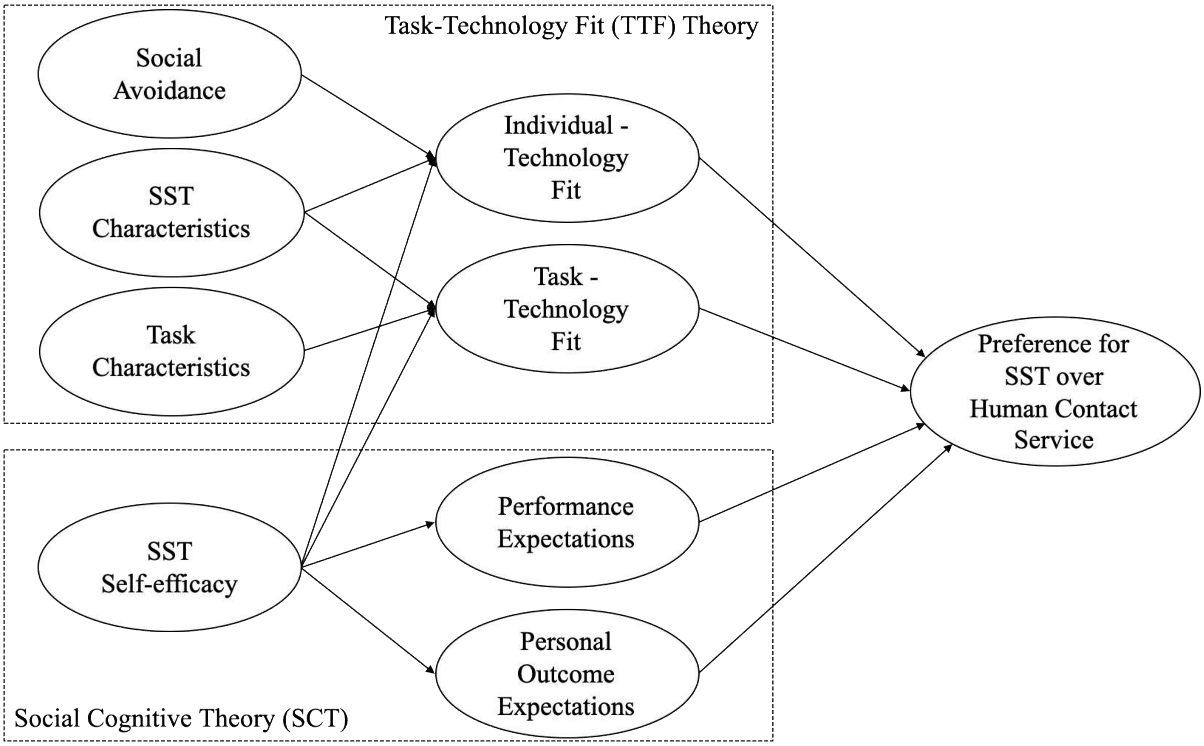
SCT was first proposed by Bandura (1986) as a theoretical framework for analyzing human motivation, thought, and action. This theory has widely been used to predict the formation and alteration of human behavior (Shu, Tu, & Wang, 2011). According to SCT, self-efficacy refers to a user's perception of his/her ability to deal with a situation using a technology (Oyedele & Simpson, 2007). That is a key precursor of performance expectations and personal outcome expectations and has been shown to have a profound effect on people's behavior (Bandura, 1986; Bandura, Freeman, & Lightsey, 1999).

Various empirical studies have confirmed the effects of self-efficacy, performance expectations, and personal outcome expectations on customer evaluation (e.g., Alruwaie, El-Haddadeh, & Weerakkody, 2012; Deng, Turner, Gehling, & Prince, 2010; Khalifa & Liu, 2002; Lin & Huang, 2008; Looney, Akbulut, & Poston, 2008).

The link between TTF theory and SCT

TTF theory argues that task-technology fit and individual-technology fit vary depending on user characteristics, the configurations of the technology, and the complexity of the task (Goodhue & Thompson, 1995). These key constructs are the key to task-technology fit and individual-technology fit and affect customer preference. However, the TTF model does not explain users' self-awareness of their ability to use the technology.

According to SCT, self-efficacy captures people's perceived skills to achieve set goals and their chances of failure. (Oyedele & Simpson, 2007). This theory suggest that users with low self-efficacy may feel insecure when using SST (Oyedele & Simpson, 2007). In contrast, consumers with high self-efficacy tend to take the risk of using the new technology. If a hotel customer is confident in his/her ability to use SST and believes that he/she can perform a task well using SST, there will be higher levels of individual-technology fit and task-technology fit. Several studies have also provided evidence of the relationship between self-efficacy and TTF (e.g., Kim, Suh, Lee, & Choi, 2010; Lee, Cheng, & Cheng, 2007; Lin & Huang, 2008). Based on the above arguments, an integrated TTF-SCT model is proposed.



Conceptual framework of the proposed study

3. Methodology

3.1 Measurement

All constructs will be adapted from previous studies and modified to fit the hospitality context. Social avoidance will be adapted from the study of Watson and Friend (1969); other constructs will be adapted from the study of Lin and Huang (2008). Three constructs related to social cognitive theory will be adapted from Compeau and Higgins (1995). The dependent variable (preference for SST over human contact service) will be adapted from Simon and Usunier (2007)'s study.

3.2 Data collection

Data will be collected through self-reported online survey questionnaire. Incentives (e.g., coupons, random rewards of money) will be given to participants at the end of the survey.

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Mobile virtual travel: Effects of IS model and perceived value on satisfaction and visit intention

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Abstract:

Building on IS success model and perceived value theory, this research examined the effect of users' satisfaction towards a mobile virtual travel application named E-Dunhuang and their visit intention to destination. The empirical results demonstrated that the information quality, system quality and innovative value are not the dominant factors that influence users' satisfaction, but price value and experience value have a significant positive impact on satisfaction. Moreover, social value negatively affects satisfaction, whereas satisfaction positively leads to users' visit intention to the destination shown in their mobile VR application.

Keywords: Virtual travel, IS model, Perceived value, Satisfaction, Intention

1. Introduction

Virtual reality (VR) for tourism has received considerable attention when increasingly complex situations hit the traditional travel market. For traditional tourism, insufficient time, cost, inconvenience and uncertainty can usually be the factors that reduce or dispel the idea of people traveling on the ground. During the COVID-19 pandemic, segregation policy and limit regulation implemented by governments make it more difficult for potential tourists to visit tourist destinations. In the short term, the epidemic has interrupted the opportunities for tourists to obtain real-world travel experiences at destinations and made it difficult for the governments and tourism agencies to promote on-site marketing， making the need for virtual travel crucial. Accordingly, virtual travel can provide valuable assistance for tourism recovery and deserves more academic research.

Although virtual travel is promising in developing the tourism industry, some practical challenges still plague promoters and users. Specifically, there are currently the following two obstacles.

First of all, the barrier is related to VR hardware. Virtual travel is a computer-mediated experience mainly realized by the devices like computers or wearable devices. Although some research suggests that an audience that is more engaged and involved in VR advertisements is more likely to react positively towards the destination (Huang et al. 2016), these VR devices, like personal computer VR devices, have several limitations. For example, they are often costly, heavy, and uncomfortable to wear (Sharples et al. 2008). These factors remained VR platforms a challenge to mainstream market penetration. With the development in VR technology and 5G technology, mobile VR devices tend to be more portable, inexpensive and lighter and have a much higher performance. Therefore, further studies on mobile VR devices play an essential role in the VR tourism market because the hardware attributes of these devices can bring mainstream market penetration rapidly.

Secondly, customer preference is another barrier. Despite research used smart tourists as novel market segmentation (Gajdošík, T., 2019), a more nuanced segmentation of tourist based on their preferences on smart tourism features and their psychological trait/status is necessary (Ben et al., 2020). However, studies on different customer levels under VR tourism market segments are still scarce. From a perspective of the post-COVID-19 pandemic, the mainstream is that people tend to use VR devices for travel. It is crucial to understand customer attitudes and usage preferences towards VR travel platforms of different customer levels, and there is a need to investigate how to optimize VR as a tourism marketing tool (Yung and Khoo-Lattimore 2019). In order to apply a better investment strategy to the VR tourism market, studies on various contents, formats and carriers of VR travel applications are necessary to test customer inner attitudes and preferences towards this novel travel experience way.

In terms of VR travel hardware, mobile phones are indispensable and ubiquitous tools that afford unprecedented levels of connectivity and accessibility to millions of users (Karthik K. Srinivasan & P. N. Raghavender, 2006), and mobile phones are significantly changing the way people work, play, travel, and participate in various activities (Krizeck, K. J., 2003). Karthik et al. (2006) argued that mobile phones could influence travel patterns along multiple inter-related dimensions by increasing connectivity that may result in more or frequent social, personal, and work interactions and activities, enabling virtual participation in activities instead of physical travel, and providing users with a greater degree of control over location and timing of activities. Compared with PC terminals, mobile phones have the advantages of portability, high usage frequency and high user stickiness. Simultaneously, mobile virtual travel applications have the advantage that allows users to experience destinations intuitively.

In terms of VR travel software, the mobile virtual travel applications have potential values, although the products still lack fidelity in the current stage. With the enhancement of smartphone performance and the advancement of network technology, virtual travel applications based on the VRML framework can be integrated into mobile devices. Besides, mobile systems can also support 360° three-dimensional display, virtual human reality interactive design and AR module. When compared to programs on other VR devices, there are some advantages that mobile VR travel applications possess: 1) A greater number of VR destinations can be developed on mobile phones. 2) Users can experience different contexts anywhere through their mobile network. 3) The production cycle of these apps is relatively short. 4) The usability is friendly to users. 5) The market penetration rate is high.

In this article, the author aims to conduct an empirical analysis of E-Dunhuang's virtual travel application, which has been launched on Wechat in February 2020. E-Dunhuang is a VR application that integrated VR elements "visualization, immersion and interactivity" (Cruz-Neira et al., 1992 & Williams et al., 1995) on Wechat. It digitized the site of the Mogao Grottoes in Dunhuang, China. The application constructed the most famous 30 caves of the Mogao Grottoes (e.g., Fig. 1., Fig. 2.) in the scenic area by 720° panoramic landscape, mobile gyroscope and user autonomous navigate in real-time simulation. VR tourists have independent options to drag, click or turn the screen to enlarge murals, move forward, move back, turn around or switch scenes. Thus, tourists can get a sense of involvement like they come to the actual site and enjoy the art, history and mysterious legend by themselves.

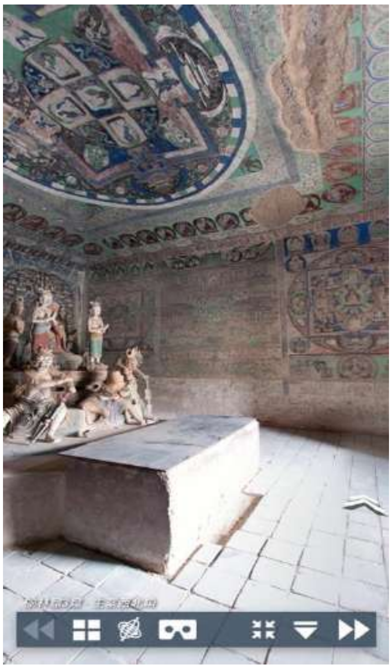

Figure 1. Entire view

Figure 2. Partial detail

DeLone and McLean (1992) proposed an IS success model that argues the information quality and system quality affect the use and user satisfaction. Besides, studies have suggested that perceived value is an essential antecedent to satisfaction and behavioral intentions (Cronin et al., 2000; Dodds, Monroe, & Grewal, 1991; McDougall & Levesque, 2000). In this paper, the author aims to investigate the effects of E-Dunhuang application from the object and subject perspectives based on IS success model and perceived value theory. Structural Equation Modeling (SEM) is then used to demonstrate the factors' impact on users' satisfaction and visit intention.

2. Literature Review

2.1. Virtual reality for tourism use

Virtual reality (VR) is defined as a computer-mediated system of substituting real-world landscape and sound with a manipulated virtual environment where users feel that they are experiencing the real world (Sussmann & Vanhegan, 2000). Guttentag (2010) argued that most VR applications involve a computer-generated, 3D environment. VR technology's interactivity, visualization, and immersion functions can give consumers virtual experiences in simulated tourism environments to assist with their trip planning and decision-making (William and Hobson 1995). Wu and Lin (2018) examined the effects of 360° video with different perceptual systems, such as a head-mounted display, tablet, and desktop computer. They found that the use of different perceptual systems had an impact on the effectiveness of an advertisement. Wreford et al. (2019) found that current 360° VR technology cannot replace live events, but it can encourage users to participate in future events. For the mainstream of VR tourism utilization research, the carrier of this technology can investigate smartphones, VR headsets, Google Cardboard viewers, or on high-end devices.

2.2. IS success model and satisfaction

DeLone and McLean (1992) summarized MIS success measures by category and illustrated the dimensions of information quality and system quality. Kang & Kim (2006) argued that by delivering the well-designed system and accurate, rich, and up-to-date information content, users will be more easily immersed in information searching and sharing in virtual travel communities as their beliefs of system quality and information quality increase the chances of interaction and, at the same time, reduce the cognitive effort to accomplish the task. Previous studies showed the IS success model had been widely used to examine users' adoption of information, and their satisfaction, loyalty, participation and intention. Lin and Lee (2006) argued that information quality influences user satisfaction and intention to participate. Lin (2008) argued that higher information quality and system quality increase user satisfaction, leading to more member loyalty. E-Dunhuang has information and system attributes that apply to the scale of IS success model.

Firstly, the graphic virtual travel content of the app is realized depending on information quality that users can feel directly and users experience the revivification of the destination mainly by watching, listening, clicking and swaying. Information distortion, fallibility, dull and vagueness could lead to a negative user experience. The salient information quality dimensions in E-Dunhuang can be accuracy, reliability, sufficiency, and clarity, which can be found in the IS success model scale.

System quality is another attribute that may influence tourists' satisfaction experiencing in the E-Dunhuang application. Since E-Dunhuang is a daily mobile application, the convenience of system access can help to increase the frequency of usage by mobile users and develop their habits. Besides, whether the system logic is easy enough to learn and easy enough to use are the other two critical dimensions of system quality. As people become used to getting information through quick approaches, the efficiency of E-Dunhuang's system is another crucial dimension for judging the quality of the application. Thus, the following two hypotheses are proposed.

H1. Information quality positively influences user satisfaction with the application.
H2. System quality positively influences user satisfaction with the application.

2.3. Perceived value and satisfaction

Perceived value is defined as "the consumer's overall assessment of the utility of a product (or service) based on perceptions of what is received and what is given" (Zeithaml, 1988). Holbrook (1999) proposes a typology of value based on three dimensions: self-oriented vs. other-oriented, active vs. reactive, and extrinsic vs. intrinsic. Sheth, Newman and Gross (1991) regarded consumer choice as a function of multiple 'consumption value' dimensions and that these dimensions make varying contributions in different choice situations found the other value dimensions were also influential in some situations. Perceived value can be analyzed with either a self-reported, unidimensional measure (Gale, 1994) or a multidimensional scale (Petrick & Backman, 2002; Sheth, Newman, & Gross, 1991). In Chen et al. (2010) research, it was proven that perceived value is supported as a direct determinant of satisfaction.

Satisfaction refers to the perceived discrepancy between prior expectation and perceived performance after consumption when performance differs from expectation, dissatisfaction occurs (Oliver, 1980). In the tourism context, satisfaction is primarily referred to as a function of pre-travel expectations and post-travel experiences (Chen, C.F., & Chen, F.S., 2010).

Sweeney et al. (2001) retained quality, price, social and emotional as the perceived value scale and noted that multiple value dimensions explain consumer choice better. Considering the unique attributes of E-Dunhuang, the quality value it can be measured by IS success model. In order to avoid duplication, the author will delete the quality dimension of perceived value in this part. Chen et al. (2010) demonstrated, to better understand tourist experiences, the concept of experience quality is more appropriate than service quality in the context of heritage tourism, and the nature of benefit is experiential/hedonic/symbolic rather than functional/utilitarian. The author believes that experience value can best represent the tourists' subjective feeling instead of the emotional dimension of perceived value based on the knowledge of definition between experience and emotion.

Furthermore, E-Dunhuang is innovative and relatively rare in the tourism market. In this study, innovation value is also included as the dimension of perceived value since rarity value may also need to be considered for certain products (Sweeney, & Soutar, 2001). According to Sheth et al. (1991), the multidimensional scale can overcome the validity problem by operationalizing perceived value. Therefore, the following four hypotheses are proposed.

H3. Price value positively influences user satisfaction with the application.
H4. Social value positively influences user satisfaction with the application.
H5. Experience value positively influences user satisfaction with the application.
H6. Innovation value positively influences user satisfaction with the application.

2.4. Satisfaction and visit intention

High-quality service will generate satisfaction, which, in turn, leads to consumer behavior (Mason & Paggiaro, 2012). Many studies have suggested that perceptions of service quality and value affect satisfaction, and satisfaction furthermore affects loyalty and post-behaviors (Anderson & Sullivan, 1993; Bignie, Sanchez, & Sanchez, 2001). Past studies also confirmed the positive effects of satisfaction on purchase intention, visit intention, and recommendation (Ali, 2016; Anderson & Srinivasan, 2003; Bai, Law, & Wen, 2008). Bai et al. (2008) argued that enhancing user satisfaction in online environments was crucial for increasing purchase intention of travel products. Kuo et al. (2009) found that the perceived value of and satisfaction with an additional mobile service influenced repurchase intention. Mason and Paggiaro (2012) discovered that satisfaction's emotional and cognitive aspects influenced the festival visitors' revisit intention.

H7. Satisfaction positively influences user visit intention with the application.

This study proposes a model based on the hypotheses as shown in Fig. 3.

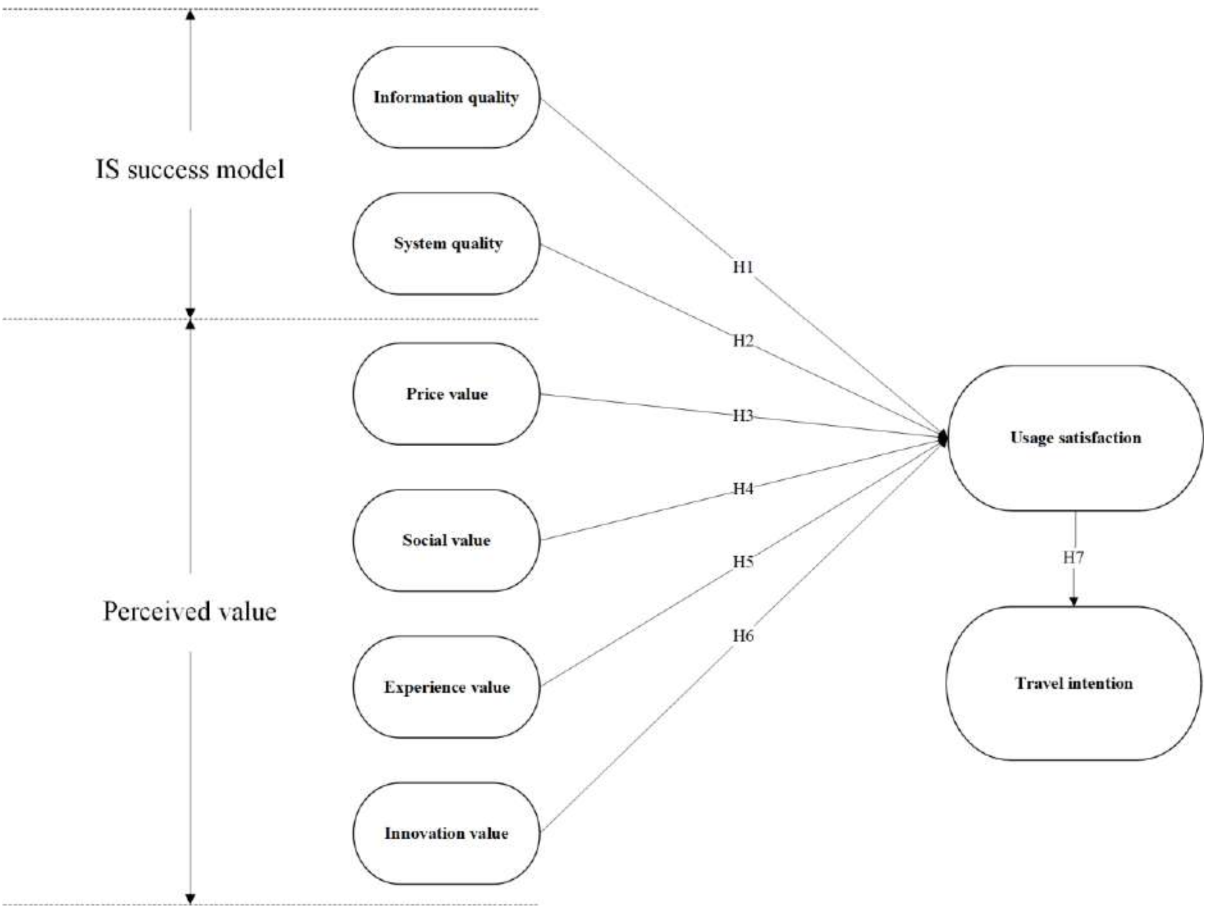

Figure 3. Proposed model

3. Methodology

3.1. Measurement

The questionnaire was designed to measure the participants' feelings and attitudes towards the E-Dunhuang application. The quality and value of E-Dunhuang VR travel were conceptualized as six parts: information quality, system quality, price value, social value, experience value and innovation value. Information quality and system quality were measured with four items, respectively, derived from DeLone and McLean (1992). Four items were respectively adopted and modified to price value, social value, experience value and innovation value from previous studies (Sweeney, & Soutar, 2001; Sheth, Newman, & Gross, 1991; Chen, C.F., & Chen, F.S., 2010). Satisfaction was measured with four items (Oliver, R., 1980; Westbrook et al., 1991; Chen et al. 2010). Four items were applied to visit intention from the research (Petrick et al., 2002; Bignie et al., 2001; Ali, F., 2016; Kuo et al., 2009). All measures employed a five-point Likert scale (one = strongly disagree, five = strongly agree).

To ensure the questionnaire validity of the measurement items, the author conducts a pretest by sending the questionnaire to four tourism academic researchers, ten undergraduate students from a tourism college, and six travel lovers who experienced VR travel applications before. The items of the questionnaire were revised and modified based on the suggestion given by the participants aforementioned.

The questionnaire consists of three parts. Part I sets three classification items: 'Have you ever experienced E-Dunhuang before?' 'Have you ever visited the VR site showed in E-Dunhuang before?' and 'How long did you spend on experiencing E-Dunhuang last time before answering this questionnaire?'. Part II is the measurement of IS success model, perceived value, satisfaction and visit intention. Demographic characteristics were obtained in Part III.

3.2. Data collection

To collect data, the author sent questionnaires through different social media and an online survey platform called 'WJX' from March 18 to 31, 2021. The survey required all participants to experience the E-Dunhuang application at least once under a brief instruction for use posted before the questionnaire, or the answer would be treated as invalid. Although there was no time limit to try the app, it showed that the last time participants took part in E-Dunhuang before answering the questionnaire ranged from 3 min to 15 min, with an average experience lasting for 7 min.

A total of 430 questionnaires were distributed and collected. After deleting 169 responses for insincerity, unreasonable filling time, logical error, and unwillingness to experience the app, 261 cases were retained for further analysis. Thus, the valid response rate is 61%.

4. Results

4.1. Respondents' demographic characteristics

As shown in Table 1, the number of male respondents (49.4%) was the same as the number of female respondents (50.6%). The age groups 20-29 (39.1%) and 30-39 (46.7%) were the main participants in this survey. Most respondents had a university education background (69.4%) or attended a three-year college (13.4%). There were people of different occupations involved in this survey, including company workers (61.7%), students (13.9%), institution workers (9.6%), others (9.6%), self-employed (2.7%), public servant (1.9%) and retired (1.2%). The mainstream of personal income (RMB) monthly ranges from ¥3001 to ¥15000, accounting for 77.8% of all income groups. Besides, 74.7% of the respondents had experienced the E-Dunhuang VR tour, while only 38.7% of the participants had visited the destination shown in the E-Dunhuang application.

Table 1 *Respondents' demographic characteristics*

Variables	Options	n	%	Variables	Options	n	%
Gender	Male	129	49.4	Occupation	Student	35	13.4
	Female	132	50.6		Company worker	161	61.7
Age	Under 19	5	1.9		Public servant	5	1.9
	20-29	102	39.1		Institution worker	25	9.6
	30-39	122	46.7		Self-employed	7	2.7
	40-49	19	7.3		Housewife	0	0.0
	50-59	10	3.8		Retired	3	1.2
	Over 60	3	1.2		Other	25	9.6
Education	Junior high school	3	1.2	Monthly Income (RMB*)	Less than 1,000	20	7.7
	High school	19	7.3		1001-3000	23	8.8
	Three-year college	35	13.4		3001-5000	41	15.7
	University	181	69.4		5001-8000	80	30.7
	Graduate	21	8.1		8001-10000	43	16.5
	Postgraduate	2	0.8		10001-15000	39	14.9
Experienced the app before	Yes	195	74.7		16001-20000	6	2.3
	No	66	25.3		Over 20000	9	3.5
Visited the VR site before	Yes	101	38.7				
	No	160	61.3	Total		261	100

Note: *RMB: US $1.00 = China ¥6.50 RMB

4.2. Measurement results
The data were analyzed by SPSS 24.0 and AMOS 26.0.

4.2.1. Exploratory factor analysis (EFA)
EFA were necessary and the first step to test the validity of measures and the dimensionality of the eight constructs. The result shows that KMO is 0.925, Bartlett's test of sphericity ($p < 0.001$). Principal component analysis was used to extract the main factors, and a total of 7 factors were extracted. The cumulative explanatory variance was 64.291%, which was higher than the 60% cumulative variance explanatory requirement. Items were appropriately loaded to the corresponding constructs and the factor loading of each was above 0.5, which was greater than the standard value 0.5. It shows that the extracted factors have high explanatory power. The overall reliability value (Cronbach's α= 0.938) is good, and the eight Cronbach's α constructs are $\alpha_{IQ} = 0.755$; $\alpha_{SQ} = 0.748$; $\alpha_{PV} = 0.803$; $\alpha_{SV} = 0.808$; $\alpha_{EV} = 0.749$; $\alpha_{IV} = 0.781$; $\alpha_{SAT} = 0.728$; $\alpha_{INT} = 0.811$. The results of EFA were acceptable and valid (Pallant, J., 2013).

4.2.2. Confirmatory factor analysis (CFA)
The next stage measurement was evaluated by confirmatory factor analysis (see Table 2). The output shows that the model had an acceptable level of model fit (CMIN/df = 2.517; GFI = 0.807; CFI = 0.806; RMSEA = 0.076) , reaching the sdandard guided by Hu et al. (1999) and Sengars et al. (1993).

All standardized factor loadings were significant and greater than 0.6. Average variance extracted (AVE) (0.503-0.686) was used to confirm convergent validity and internal consistency, composite reliability ranging from 0.604 to 0.758. The discriminant validity (see Table 3) indicates that the arithmetic square root of the average variance extraction (AVE value) is greater than the absolute value of the correlation coefficient between the latent variables, thus demonstrating the efficiency of discriminant validity (Fornell & Larcker, 1981).

Table 2 *Results of confirmatory factor analysis.*

Items	Factor loading	AVE	CR
Information quality (IQ)		0.506	0.604
QI1. The tourism information presented by E-Dunhuang is accurate	0.754		
QI2. The tourism information presented by E-Dunhuang is reliable	0.645		
QI3. The information presented by E-Dunhuang is sufficient	0.715		
QI4. The information presented by E-Dunhuang is clear	0.728		
System quality (SQ)		0.686	0.758
SQ1. E-Dunhuang system is easy to access	0.749		
SQ2. E-Dunhuang system operation logic is easy to learn	0.904		
SQ3. E-Dunhuang system is easy to use	0.867		
SQ4. E-Dunhuang system is efficient	0.784		
Price value (PV)		0.511	0.614
PV1. Products & services on E-Dunhuang is economical	0.672		
PV2. Products & services on E-Dunhuang is reasonably priced	0.717		
PV3. Products & services on E-Dunhuang is good for the price	0.779		
PV4. Products & services on E-Dunhuang offers value for money	0.686		
Social value (SV)		0.525	0.636
SV1. E-Dunhuang improves the way I am perceived by others	0.760		
SV2. E-Dunhuang gives me social approval	0.805		
SV3. E-Dunhuang makes me a good impression on other people	0.701		
SV4. E-Dunhuang makes me feel acceptable by others	0.619		
Experience value (EV)		0.666	0.752
EV1. E-Dunhuang is attractive to me	0.814		
EV2. E-Dunhuang enriches my way to experience travel	0.907		
EV3. E-Dunhuang is the way I enjoy to experience travel	0.789		
EV4. E-Dunhuang leaves a strong impression in my memory	0.745		
Innovation value (IV)		0.621	0.657
IV1. E-Dunhuang is full of creativity	0.719		
IV2. E-Dunhuang is rare	0.801		
IV3. E-Dunhuang is ground-breaking	0.788		
IV4. E-Dunhuang sets a precedent for VR travel experience	0.840		
User satisfaction (SAT)		0.503	0.610
SAT1. I am satisfied with E-Dunhuang	0.763		
SAT2. I have a positive attitude towards E-Dunhuang	0.705		
SAT3. E-Dunhuang meets my expectation of virtual travel experience	0.688		
SAT4. I will be happy when I use E-Dunhuang for the next time	0.679		
Travel intention (INT)		0.620	0.724
INT1. I plan to visit destinations presented in E-Dunhuang	0.772		
INT2.I am willing to spend money to visit destinations presented in E-Dunhuang	0.851		
INT3.I will try my best to visit destinations presented in E-Dunhuang	0.731		
INT4. I hope to visit destinations presented in E-Dunhuang with my family or friends	0.792		

Note: AVE = average variance extracted; CR = composite reliability

Table 3 *Correlations and arithmetic square root of AVE.*

	Innovation value	Experience value	Social value	Prize value	System quality	Information quality	Satisfaction	intention
Innovation value	0.788							
Experience value	0.625	0.816						
Social value	0.445	0.642	0.725					
Prize value	0.634	0.764	0.645	0.715				
System quality	0.000	0.000	0.000	0.000	0.828			
Information quality	0.000	0.000	0.000	0.000	0.809	0.712		
Satisfaction	0.539	0.716	0.305	0.691	0.472	0.442	0.710	
intention	0.417	0.554	0.236	0.534	0.365	0.342	0.773	0.788

4.2.3. Hypothesis testing and structural equation model

As shown in Table. 4 and Fig. 4, price value ($\beta PV \rightarrow SAT = 0.469$, $t = 3.411$, $p < 0.001$) and experience value ($\beta EV \rightarrow SAT = 0.572$, $t = 3.755$, $p < 0.001$) had positive influences on satisfaction towards E-Dunhuang application, while social value ($\beta SV \rightarrow SAT = -0.390$, $t = -3.88$, $p < 0.001$) had a negative effect on satisfaction. Innovation value ($\beta IV \rightarrow SAT = 0.057$, $t = 0.619$, $p = 0.536$) had no significant impact on satisfaction. So, results supported H3, H4 and H5, whereas H6 was rejected. The effect of IS success model including information quality ($\beta IQ \rightarrow SAT = 0.174$, $t = 1.184$, $p = 0.237$) and system quality ($\beta SQ \rightarrow SAT = 0.331$, $t = 2.071$, $p = 0.038$) on satisfaction was not significant, thereby rejecting H1 and H2. Satisfaction positively influenced visit intention ($\beta SAT \rightarrow INT = 0.773$, $t = 7.131$, $p < 0.001$). Thus, H7 was supported.

Table 4 *Path Coefficient and hypothesis testing.*

Relations	Estimate	T	P	Testing results
Satisfaction <--- Information quality	0.174	1.184	0.237	Reject
Satisfaction <--- System quality	0.331	2.071	0.038	Reject
Satisfaction <--- Prize value	0.469	3.411	***	Support
Satisfaction <--- Social value	-0.39	-3.88	***	Support
Satisfaction <--- Experience value	0.572	3.755	***	Support
Satisfaction <--- Innovation value	0.057	0.619	0.536	Reject
intention <--- Satisfaction	0.773	7.131	***	Support

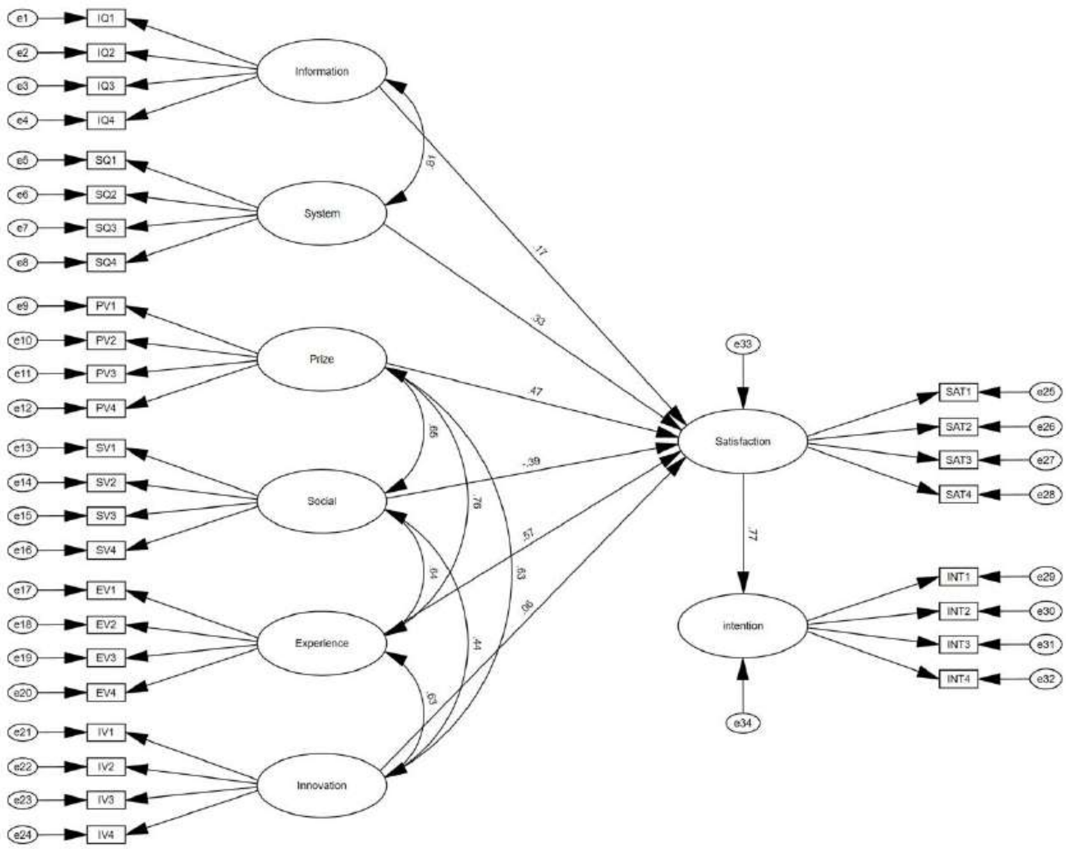

Figure 4. Results of structural equation model.

5. Discussion and conclusion

This study developed a research framework based on the IS success model and perceived value theory. The effect of E-Dunhuang attributes on participants' satisfaction and the impact of their satisfaction on visit intention have been examined. Although previous studies examined IS success model in various ISs (Nelson, Todd, & Wixom, 2005; Chen & Cheng, 2009; Cheung, Lee, & Rabjohn, 2008), the efficiency of IS model is not significant on satisfaction for mobile users. Unlike high-performance VR devices like HMDs, which can provide a better sensory experience to VR tourists, the attributes like information quality and system quality of mobile VR applications are not the dominant factors that stimulate experiencers' satisfaction towards those programs. Furthermore, as a rare VR travel application in the tourist market, the innovation of the application has also been proved insignificant in triggering participants' satisfaction. Nevertheless, the price of products and services offered by the mobile VR application brings satisfaction to users, and the subjective feeling experienced by participants is another essential factor that activates satisfaction. There is a notable factor, social intercourse, that has retroaction on satisfaction.

5.1. Theoretical implications

This study provides meaningful theoretical contributions to the tourism, marketing, and VR literature. It broadens the scope of VR studies in tourism by conducting an empirical study of a VR heritage travel content driven by smartphones. In the past, virtual reality applied to tourism was studied in relatively narrow areas: 1) 3D environmental-oriented studies that participants represented by avatars (Guttentag, 2010; Penfold 2009). 2) VR travel applications are driven by devices such as computers, Cardboard goggles, and HMDs. (Ali, 2016; Han &

Benjamin, 2020; An et al. 2021). By focusing on the development of mobile VR technology supported by IS quality and the customer-oriented perceived value perspectives, this work examined the objective and subjective factors that influence tourists' psychology and behavior when they experience the mobile VR travel content. This work would enrich the empirical studies for mobile VR travel applications.

5.2. Practical implications

This study also provides valuable implications for destination marketers and mobile VR application developers: 1) There are various competitive alternatives for VR travelers, such as going to a VR experience center, watching a tourism documentary, or even playing a video game that contains lots of vivid scenes worldwide, mobile VR application is uncompetitive in terms of information quality and system quality. 2) Mobile users are insensitive towards innovation since creative ideas, products and services emerge all the time in their daily lives. 3) People have habits and subconsciousness that bring price sensitivity towards mobile applications, and the price factor largely determines whether mobile users continue to use those apps or not. 4) People are pretty concerned whether the mobile VR travel applications meet their feeling requirements and pay attention to the overall sound experience extracted from those apps. 5) users treat mobile VR apps as their experiencing private tools and tend not to be shared with others. The more social intercourse comes to mobile VR apps, the more likely users abandon those apps.

5.3. Limitations and future research

Limitations existed in this study. First, each factor loading in this study was not very high compared with other types of research, especially the AVEs for several constructs that were just above the minimum standard for validity. Second, a more significant representative sample would be better to compare individual preferences. The general findings may also be limited because this work tested only one mobile VR travel application integrated on Wechat. In future research, the effect of Augmented Reality (AR) technology supported by mobile phones and destinations for tourism will be investigated based on customer-oriented and objective-oriented approaches respectively to examine the distinctive effects of VR and AR attributes, subject and object influential powers for tourism.

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A study of Chinese tourists' destination image of Phuket, Thailand based on electronic word of mouth

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Abstract:

Due to the stagnation of global outbound tourism caused by Covid-19, Phuket's tourism industry has been hit hard, so the tourism industry's restart is still questionable. This study aims to analyze the content of the information through the text mining technology of online reviews to determine the image of Phuket in the post-visit phase of Chinese tourists, to provide suggestions for the Phuket government and tourism relative company. This study studied 35,000 comments about Phuket from 2016 to October 2019 on Ctrip. In the research, the "Octoparse" mining software and "Nvivo" analysis software was used to extract and analyze Ctrip online comments. Studied the image of Phuket destinations from the two aspects of cognition and emotion and then conducted further research to determine Chinese tourists' feelings towards scenic spots, restaurants, entertainment, and other vital elements. The results show that Chinese tourists have a positive attitude towards Phuket images and are very prominent in natural attractions. But there are still some negative emotions that need to be taken seriously.

Keywords: Destination Image, Chinese Tourists, Electronic Word of Mouth

1. Introduction

With the continuous changes in people's consumption concepts, tourism has become one of the world's largest economic sources. Tourism not only promotes the development of the world economy but also provides people with many employment opportunities. As the largest island in Thailand, Phuket was named one of the most beautiful beaches globally by the US News Agency in 2018. As we all know, tourism is the primary pillar industry of Phuket's economy. The service industry makes an essential contribution to the economic development of Phuket and provides a lot of job opportunities for the people on the island. But what comes with it is the loss of growth and job opportunities in agriculture and manufacturing to a certain extent (COCCOSSIS, 2001; Lagos & Gkrimpa, 2000). Besides, according to statistics, Thailand ranks first among China's most popular outbound tourist destinations. In 2018, more than 10 million Chinese tourists travelled to Thailand, making it Thailand's largest source of tourists and generating 590 billion baht in revenue for Thailand. Therefore, Chinese tourists are also the primary source of Thai tourists. The number of Chinese traveling to Thailand in 2018 reached 10.6 million (Ministry of Tourism and Sports, 2019). According to statistics from the World Tourism and Travel Council, China's tourism industry contributed as much as US$150 billion to global GDP in 2018, ranking second in the world. In terms of outbound tourism, the total number of Chinese outbound tourists increased year by year from 2015 to 2019, with an average annual growth rate of 9.63%. In 2019, China's outbound tourism reached 170 million people, a year-on-year increase of 12.67% (COTRI, 2020). As of 2018, China has 130 million valid private passports, accounting for only 10% of China's total population (Tuniu and China Guangfa Bank, 2019). In other words, 90% of Chinese people have not yet entered the outbound tourism market. Therefore, China's outbound tourism market has colossal potential ，it has made the world witness the importance of the Chinese people, so competition for islands as tourist destinations has become more intense. Also, Southeast Asian countries such as Vietnam, the Philippines, and Myanmar have strengthened their emerging tourism markets to compete with Thailand (Thaiger, 2019).

On the other hand, with the development of the times, the Internet has been inseparable from people's lives (Graham, 2014). Social media has dramatically changed people's lives, and social media is now an essential source of travel information (Kurnia & Suharjito, 2018). According to past research, travelers rely heavily on social media, and most tourists usually use social media to search for travel information. Information source is one factor that influences personal travel intentions (Chung & Koo, 2015). Therefore, it has become an important method to understand tourist destinations' image by studying online comments on social media. Although online reviews provide many usable data, they usually need to be combined with learning machines for research because they contain a lot of information and data.

There are empirical studies that examined relationship between destination image and tourists' choice of destinations, most of these studies used surveys and little has adopted analytical techniques to examine online reviews (Taecharungroj & Mathayomchan, 2019). Therefore, this paper attempts to fill in this academic gap by examining online reviews of Chinese tourists about Phuket. Being the major tourist source of the Phuket, this study not only facilitates a better understanding about Chinese tourists' perspectives about Phuket, and it can also help to identify the island's the shortcomings and highlight future actions to rectify the pressing problems. Therefore, the purposes of this research are twofold:
(1) Examine Phuket's destination image as perceived by Chinese tourists through online reviews on Ctrip.
(2) Based on the research results, provide suggestions to relevant practitioners in the tourism industry.

2. Literature Review

2.1. Destination Image

The destination image is already a very mature research topic. Many researchers have defined it, but a destination image is usually defined as the sum of a person's beliefs, thoughts, and impressions about the destination (Crompton, 1979). Lawson and Baud Bovy (1977) also defined the destination image as all the objective knowledge, beliefs, prejudices, imagination, and emotional thoughts that an individual or group may have in a specific location. In 1985, Dicher realized that a tourist destination's image is the overall impression of the destination. This overall impression is formed by a combination of cognitive and affective evaluation of the destination. When people discuss a country, an image's concept is defined as a description of a specific country or a vision based on that country's information (Souiden, Ladhari & Chiadmi, 2017). The formation of the destination image is divided into three stages. The first is the organic image, which is formed by people's cognition from other non-commercial sources such as books, media, and friend descriptions before reaching their destination (Gunn, 1988). The second is inducing images. People's destination images are further affected by commercial information, such as travel advertisements [11]. The last one is the modified induced image. The organic image refers to the mental image of people's accumulated position in life, and the induced image refers to the modification of the image through research before the trip. The modified induced image is after the traveler arrives at the destination (Gunn, 1972).

In addition, there is a close relationship between the destination image and the receiver's information's content and quantity (Gartner, 1994). The study of Kim, Lee, Shin & Yang (2017) also proved that most of the content cues of travel information would affect cognition or affective image. People's emotions determine the affective image, and emotions are related to the motives that determine people's travel needs (Gartner, 1994). User-generated content on the Internet has become one of the essential sources for people to find travel-related information. These contents can be regarded as electronic word of mouth, and most potential tourists trust these online comments and greatly influence their decision-making (Simms, 2012; Barreda & Bilgihan, 2013; Berezina, Bilgihan, Cobanoglu & Okumus, 2015).

2.2. Electronic word of mouth

With the gradual maturity of Web 2.0 technology, various social media sites have become more and more popular, and electronic word of mouth has also emerged. Electronic word of mouth (eWOM) can be defined as user-generated content on the Internet or consumer-generated content (Hills & Cairn Cross, 2011; Litvin et al., 2008; Yoo & Gretzel, 2011). eWOM can be divided into two types. The first is an information-oriented context: consumer feedback on products or services provided by e-commerce websites or third-party review platforms. The second category is an emotional environment where consumers can share their views and experiences with friends, family, or strangers on social media. This type of electronic word of mouth is usually a mixture of positive and negative emotions and information (Rodgers & Wang, 2011). There are many channels for e-WOM. Due to social media's universality, mobility, and interactivity, it has become one of the most popular channels in e-WOM (French & Read, 2013). Not only can people use social media to search for travel information or exchange ideas in travel plans, but they can also share their experiences during or after travel (Cox et al., 2009; Fotis, Buhalis and Rossides, 2012; Cezar and Ögüt, 2016; Dijkmans, Kerkhof and Beukeboom, 2015). The important thing is that their content is public (Kaplan & Haenlein, 2010). Visitors can exchange ideas about future travel and consult other people who have experienced the same or similar journeys (Munar and Jacobsen, 2014; Zeng & Gerritsen, 2014). These benefits allow tourists to use social media as a search engine to plan trips before traveling. In previous studies, some scholars mentioned that more and more people using social media would also generate more electronic word of mouth (Jacobsen & Munar, 2012). Social media democratizes communication and allows users to post comments, evaluations, and experiences (Buhalis & Law, 2008; Jacobsen & Munar, 2012). Since electronic word-of-mouth comes from users who have not benefited (Jacobsen & Munar 2012), its reliability has a significant influence on the opinions and decisions of other users or visitors (Xiang & Gretzel 2010). When these electronic words of mouths come, friends and social media communication will be enormously the earth influences people’s travel plans, especially in terms of travel destinations (Munar and Jacobsen, 2014; Ladhari and Michaud, 2015; Nezakati et al., 2015; Zeng and Gerritsen, 2014; Xiang & Gretzel, 2010)). In the past, social media can be divided into six types according to purpose and function, but with the continuous update of applications, the division between different types of social media has gradually become blurred (Kaplan & Haenlein, 2010). In addition, electronic word-of-mouth can build a positive destination image, which dramatically affects people's choice of destination and increases people's willingness to travel (Amalia et al., 2019). Therefore, online comment analysis based on social media has become an important research topic.

2.3. Online reviews analysis based on social media

Online reviews based on social media are considered a form of electronic word-of-mouth (e-WOM) (Filieri, Alguezaui & McLeay, 2015), and it has become one of the essential sources of tourism research data. Online reviews are spontaneous by tourists. Social media and other platforms provide opinions and feedback (Guo et al., 2017), which are a mixture of fact-based opinions and sentiments (Ye, Li, Wang & Law, 2012). Because online comments generate a large amount of text data, these Subjective review text grows exponentially every day, and manual extraction of large amounts of content is challenging and time-consuming. (Hu and Liu, 2012; Johnson, Sieber, Magnien & Ariwi, 2012). And big data can only provide value after unlocking for analysis (Wang, Kung, and Byrd, 2018); Therefore, the use of computer technology for data collection, extraction, and sentiment analysis has become more and more popular and has become a new direction in tourism research (Xu, 2018). Using data mining technology can quickly obtain data from large amounts of data and getting emotional results (Hu and Liu, 2012; Pang and Lee, 2008). With the continuous development of social media analysis technology and the constant increase of related research, computer technology continuously improves and grows (Xiang, Du, Ma & Fan, 2017). Latent Dirichlet Allocation (LDA), as an automatic text classification model, can link various texts well through implicit topics and mine hidden information containing a large number of incomplete Web comments (Li, Xie, Zhang, Hao, and Xiang, 2017). In addition to LDA, other methods can be used for analysis, such as NVivo, a data information software that imports web content in the form of text and turns it into a simple and intuitive form to analyze data (di Gregorio, 2020; McNiff, 2016).

3. Methodology

This research is a descriptive and qualitative analysis studying 35,000 comments on Phuket that people posted on Ctrip from January 2016 to October 2019. There are many social media platforms that provide platforms for consumers to write reviews, among these platforms Phuket has received substantial reviews on Ctrip.com. Ctrip.com is China's top ten travel virtual community websites and one of well-known online platforms. It has a large number of users and online travel text comments. In obtaining text comment data, the "Octoparse" collector is used to collect online text comment data from Ctrip. "Octoparse" collector gathers data mainly by simulating the user's webpage operation habits (Octoparse.com, 2018). Comment data from the destination guide in Ctrip (https://you.ctrip.com/sight/phuket364.html).

Nvivo, as a data analysis software (di Gregorio, 2020; McNiff, 2016), was used in this research to refine and analyze information. First, the text content collected by the "Octoparse" collector was introduced into Excel and deleted duplicate comments (Repeated ID and comment content). The second was to delete short statements, where eight words were used as the dividing line, the content of the comment is less than eight words will be deleted. After the above two steps, 21,511 valid comments were obtained. Finally, the data was imported into Nvivo for analysis. Nvivo was used to extract frequency words from the text data, and topic exploration based on the automatic encoding dictionary was performed, and subsequently the qualified sentences based on the keywords were summarized. After that, the authors manually combined and refined emerging themes. The data processing process is shown in Figure 1.

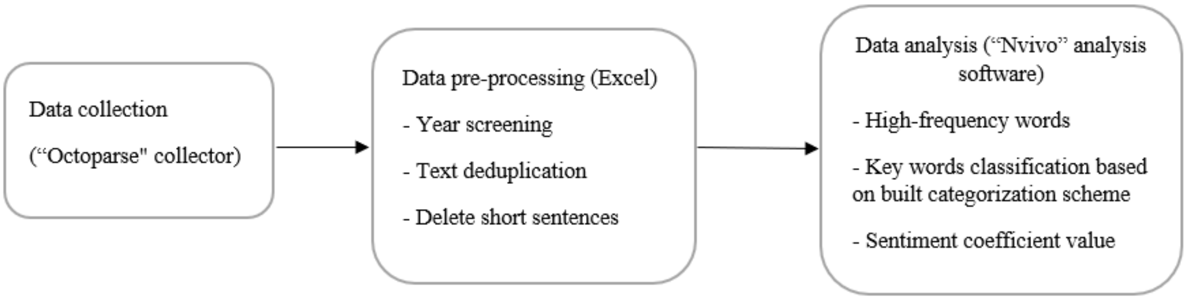

Figure 1. Qualitative Data Analysis Process

4. Results

4.1. Destination image of Phuket

Through the word frequency statistics of the text, the top 60 high-frequency words are extracted as shown in Figure 2. Through the word frequency statistics of the text, the top 60 high-frequency words are extracted, as shown in Figure 2. In the word cloud, a larger word means that the word appears more often in the comment. The results showed that "Beach" and "Phuket" ranked first and second respectively in the word cloud. This indicates that the beach has become a symbol of Phuket but also representative of Phuket. At the same time, "Very," "Good," "Show," "Scenery," "Special," and "Beautiful" also showed the image of Phuket in the impression of Chinese tourists. The scenery of Phuket not only left a deep impression on Chinese tourists, but the performance show also represented Phuket in the hearts of Chinese tourists.

Figure 2. Word cloud of high-frequency words

To better analyze the destination image of Phuket from the perspective of Chinese tourists similar words in the text were identified and summarized as in Table 1.

Table 1 *Theme topics*

No.	Themes	Number of items	Frequency Percentage (%)
1	Show	916	23.16
2	Scenery	681	17.22
3	Beach	448	11.33
4	Seawater	420	10.62
5	Place	418	10.57
6	Local	303	7.67
7	Good	264	6.68
8	Price	260	6.58
9	Service	244	6.17
	Total	**3,954**	**100**

After the topic is generated, all the statements about the themes were put together according to the topic's keywords, and the average value of various topic texts' positive emotion coefficient were calculated. The score ranges from 0 to 1, and an average value greater than 0.5 indicates that the reviewer has a positive emotional tendency. Through NVivo's vocabulary, words with specific emotions are scored and marked. Each topic has hundreds of sentences, and then through comparison to illustrate the proportion, and finally get the emotional orientation.

Figure 3 shows the average value of the sentiment coefficients of the main topics in the review. The vertical axis is the average value of the related topics' emotional motivation coefficients, and the horizontal axis is the subject of the evaluation. Generally speaking, Chinese tourists have a positive attitude towards images of Phuket. The theme of "landscape" has the highest mean value of emotional motivation coefficient, followed by "price," "Place" "Seawater," "Beach," and "Service." The "Show," "Good," and "Local" themes have lower average values of sentiment coefficients. In these comments, it is found that Chinese tourists think that the locals in Phuket are hot and friendly, and the local snacks and fruits are also delicious. But local transportation is an issue worthy of attention. No.18891 commented that the local transport is not convenient and the shuttle bus must be booked in advance. Also, when people think that the show is lovely, animal protection has become a topic of high concern. No.11103 commented that this is a place to watch elephants and monkeys. Tourists can also interact with the animals. The poor monkeys are chained to play tricks. The elephants are throwing balls and feel very cruel to animals.

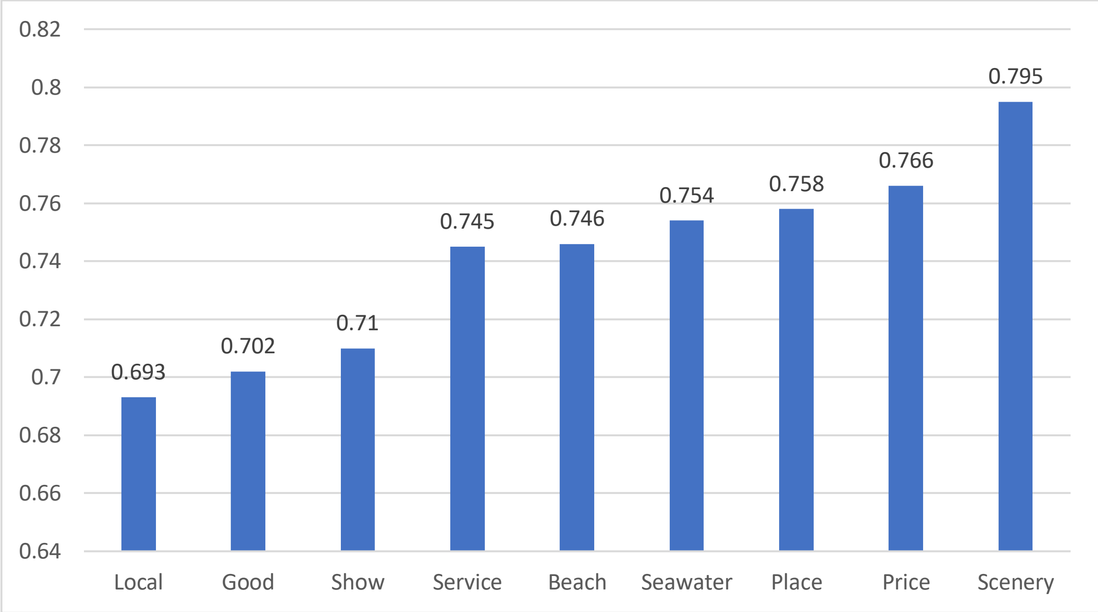

Figure 3. Comment Emotional Positive Coefficient Mean

4.2. Cognitive Image Analysis

When discussing about Phuket, tourist attractions, tourism activities, the environment, and services are the most perceived images. In this study, tourist attractions were accounted for 33.12% as the largest component of tourists' image of destinations in Phuket. Among them, Chinese tourists are more impressed by natural attractions such as beaches and islands. Figure 4 shows the ten most discussed attractions by Chinese tourists. Among them, "Patong beach" is ranked first, and the second is that "Racha island" accounts for only half of the first place. Seven of the top ten scenic spots are natural landscapes, which shows that Chinese tourists pay a lot of attention to the natural landscape of Phuket. Besides, it was discovered that as historical attractions, "Phuket Old Town" and "Chalong Temple" are also among the top ten attractions. The ninth-ranked "Phang Nga Bay" as a tourist attraction in Phang Nga Province of Thailand is also a part of Phuket's destination image for Chinese tourists.

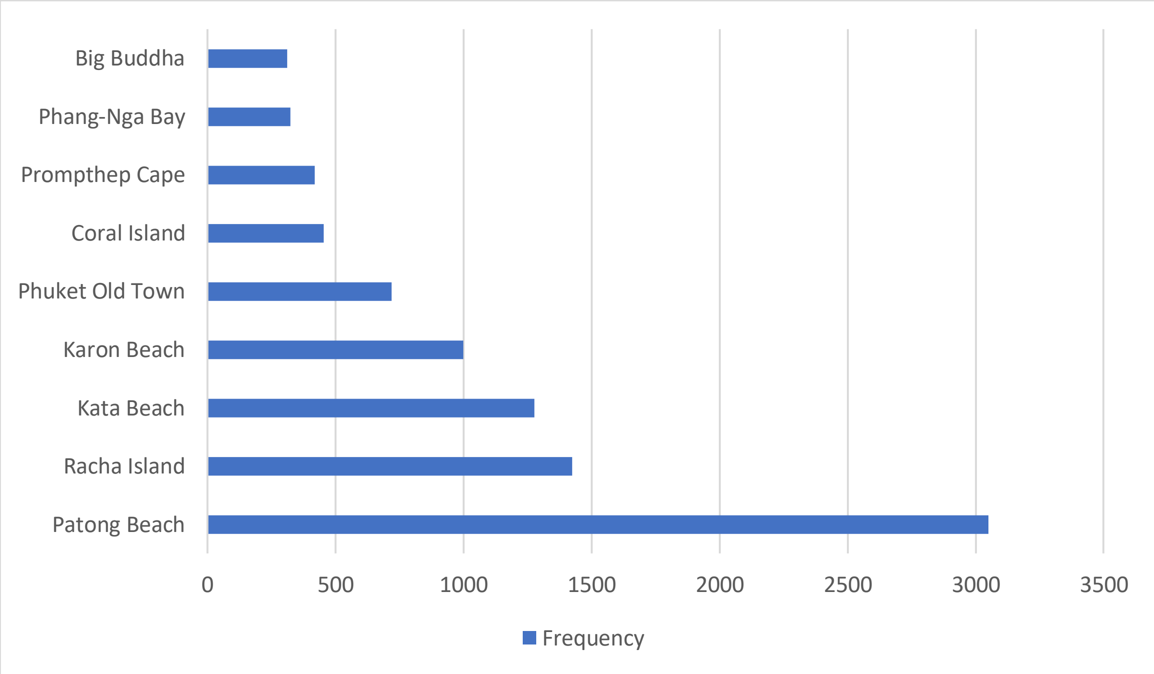

Figure 4. Most Commented Attractions

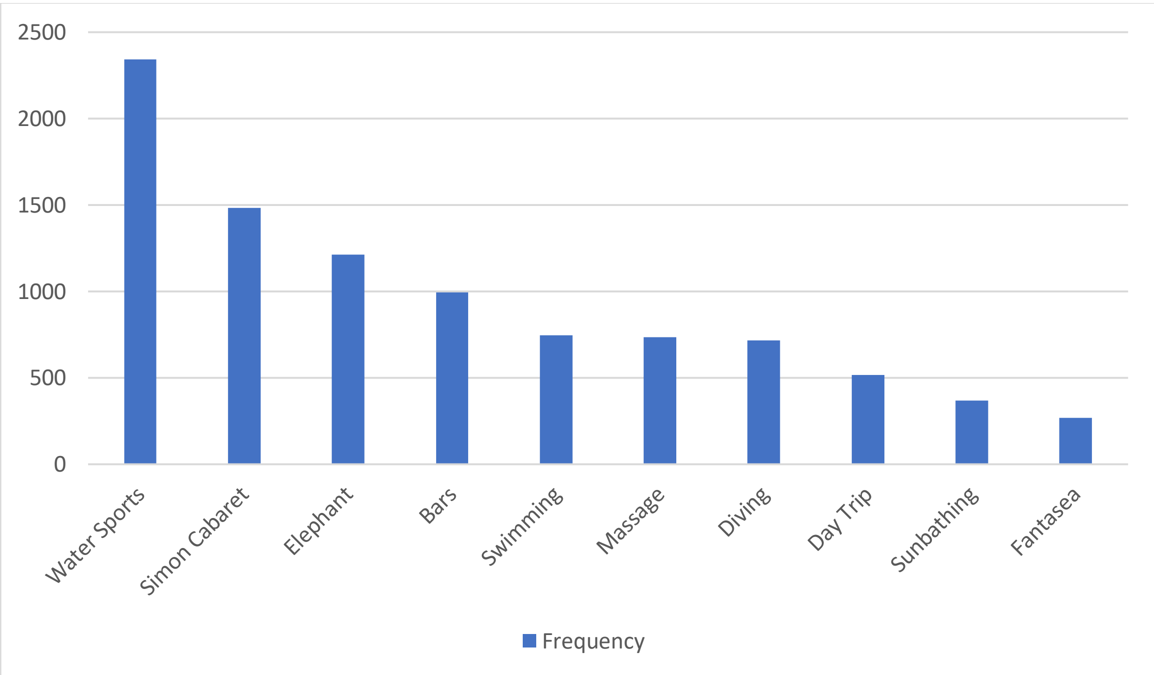

Figure 5. Most Commented Entertainment Activities

In this study, tourism activities were also accounted for a large proportion (22.53%), with entertainment activities being the majority. Figure 5 shows the top ten entertainment activities mentioned in the comments. Water sports are the most popular recreational activity and the most popular item in the activity attribute, among which snorkeling is the most popular water sport. In addition, accommodation and meals ranked second and third in activity attributes, respectively. In the accommodation category, "location," "price," "service," and "facilities" are the main topics discussed. The discussions surrounding food or restaurants are about "price", "local dishes", "fruit", "seafood", and "net celebrity restaurants". Environment and services are rarely mentioned in this research text, accounting for only 6.29% and 4.67%. Tourists tend to use the words "beautiful," "nature" "clean," and "good" to describe the environment of Phuket. However, in research, it is found that some tourists are not very satisfied with the environment of Patong. No.955 commented that "Patong beach is the busiest beach in Phuket. There are countless shops, restaurants, restaurants, bars, and massage parlors nearby. It is very convenient. But because of this, Patong Beach is messier and noisier than other beaches. " Tourists tend to think that Phuket's prices are good value for money, but due to the serious commercialization of Patong, the prices are much higher than in other places. In addition, the locals are considered friendly and warm. The comments show that Chinese tourists do not have too many communication problems because many vendors can speak some Chinese.

4.3. Affective Image Analysis

Based on the affective attributes considered by many scholars in the past (Qu, Kim & Im, 2011; Stylos, Vassiliadis, Bellou & Andronikidis, 2016; Stylidis, Shani & Belhassen, 2017), this study ranks the top 10 most frequently expressed emotion words from the data. Table 2 shows that Chinese tourists have a positive affective image of Phuket.

Table 2 *Top 10 key positive affective words*

Key words	Frequency	Rank
Beautiful	1649	1
Nice	999	2
Favourable	606	3
Love	516	4
Stimulating	296	5
Relaxing	288	6
Fun	250	7
Peacefulness	178	8
Contentment	152	9
Pleasant	72	10

5. Discussion and Conclusion

5.1. Discussion and conclusion

This study attempts to discover the impression of Chinese tourists on the image of Phuket from electronic word-of-mouth. The result is similar to Zeng & Pongpatcharatrontep's (2019) research, confirming that the overall image of Phuket destination is positive, and the first word that Chinese tourists think of Phuket is beautiful. And in the hearts of Chinese tourists, Phuket has clear waters, and white sandy beaches, especially Racha, have attracted most Chinese tourists' attention. However, the lack of public transportation makes Chinese tourists feel negative about the image of Phuket. The research also conducted an in-depth analysis of the destination image of Phuket through the cognitive image and the affective image. Among them, Chinese tourists praise the natural scenery of Phuket in particular, but there are other people who believe that due to the excessive development of tourism, the excessive commercialization of Patong Beach is also more severe. The second is about tourism activities. Entertainment activities have become a key term, especially for water sports. In addition, although Chinese tourists think that the prices in Phuket are not high, they are expensive compared to other places in Thailand, especially in Patong.

Chinese tourists praise Phuket's natural scenery very highly, so the local government must maintain this competitive advantage and control people's flow at unique attractions to improve tourists' satisfaction. Secondly, due to the lack of public transportation in Phuket, the local government can first increase the number, frequency, and bus routes. And provide Chinese stop signs. Second, the local government can improve infrastructure, such as optimizing bus stops. The third local government can provide standardized taxi services, calculate prices based on mileage, and add Chinese taxi-hailing software. Besides, the commercialization of Patong is serious, and the price is high. The government can slow down the issuance of commercial licenses in Patong and increase the construction of cultural venues such as folk villages, activity centers, and museums. The local government can also carry out macroeconomic regulation and control, to a certain extent, monitor market prices to ensure reasonable prices. Finally, since Patong Beach is famous far and near, there are more tourists on the beach, which leads to more serious pollution of Patong Beach. Merchants can use biodegradable plastic bags and classify garbageto protect the environment. The government can also strengthen beach environmental supervision.

5.2. Limitations and future studies

Firstly, as this study only selected online reviews from Ctrip.com, and the results of the study are solely limited to the comments available on this platform. Future studies may explore other platforms so that additional insights about destination image attributes can be identified.

Secondly, the diversity of analysis tools could result in difference in word segmentation when analyzing online text and the specific difference in high-frequency word results. Thirdly, the study's particular objects are Chinese tourists and the destination image of Phuket, so the results may not be generalized to other international tourists and tourist destinations. Future research should attempt to explore other social media and review sites and select destinations for text collection and comparisons.

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The impact of smartphone app on tourists' stress and tourism experience: Focusing on the mobility environment

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Abstract:

Mobility at a tourism destination is a factor which is consisting tourism experience and causing stress simultaneously. This study aims to explore the impact of smartphone app quality on stress from mobility and tourism experience, app reuse intention. For this aim, we present a research model that is adopting stress coping theory. Based on the theoretical background and research model, methodology and expected conclusion are presented.

Keywords: Smart Tourism, Mobility, Mobility App, Tourism Experience, Tourist Stress, Tourist Behavior

1. Introduction

Studies in tourism have an interest in the negative impact of stress and suggested that travel reduces stress and enhances the quality of life (Iwasaki, & Mannell, 2000; Lazarus et al., 1984). However, some studies argued that travel not only reduces but also causes stress (Zehrer, & Crotts, 2012; Zhu, Gao, Zhang, & Jin, 2020). In particular, unfamiliar local mobility, which defined as every transportation available for tourists at the destination in this study (e.g., public transportation, shared bicycle, etc.), can act as a strong factor that causes stress during travel because the mobility environment constantly changed in real-time (Shaheen, Martin, Cohen, Musunuri, & Bhattacharyya, 2016; Zhu et al., 2020). Moreover, the impact of stress can be stronger since tourists must use mobility to move to the tourism destination, and there is no substitute for mobility except walking. Even though mobility can be a powerful stressor (Shaheen et al., 2016; Zhu et al., 2020), research about the effect of mobility on stress and experience has been little conducted than another context (e.g., accommodation, restaurant, etc.).

Meanwhile, smart technology is perceived as an important way of enhancing the tourism experience. As smartphone use becomes more popular, Individuals' ability to search tourism information using the smartphone application(app) is perceived as one factor determining the quality of tourism experience (Buhalis, & Amaranggana, 2015; Ghader, Hatamifar, & Ghahramani, 2019; Lee, Lee, Chung, & Koo, 2018). According to Travelport (2018), 80 percent of tourists use the smartphone app to search for information in the tourism destination. Smartphone app can play a role in mitigating cognitive difficulties such as anxiety and stress from unfamiliar local mobility systems (Shaheen et al., 2016). Thus, the smartphone app can act as a way to manage stress from mobility. However, the role of managing stress has little been included in the previous study about tourists' behavior to use the smartphone app, compared to the role of enhancing tourism experience. It is time to recognize the smartphone app as a tool that manages tourists' stress and enhances the tourism experience. In this study, we defined the smartphone app used for taking mobility information as a mobility app.

Accordingly, the current study aims to extend the existing literature of tourists' stress and experience in mobility context by proposing and testing the relationship between mobility app quality, stress from mobility, tourism experience, and tourist behavior intention. Specifically, the objectives of this study are as follows: (1) to examine the influence of mobility app quality on reducing stress; (2) to examine whether stress reduction through the mobility app influences the tourism experience and mobility app reuse intention. The results of this study are expected to provide important implications for the literature and the industry.

2. Literature Review

2.1. Mobility in Tourism

Mobility, which is defined as all transportation available for tourists at the tourism destination in this study, is one of the main services that construct tourism along with accommodation and restaurant, etc. (Song, Van der Veen, Li, & Chen, 2012). Because the tourism experience and satisfaction depend on these services' quality, destinations adopt various smart technology to enhance the service quality (Buhalis et al., 2015). Especially, the destination has tried to provide more convenient mobility services, such as CityPass, and nowadays, they provide mobility information through mobility app because the unfamiliar local mobility environment acts as a factor causing anxiety and stress (Shaheen et al., 2016; Zhu et al., 2020). According to this fact, various studies have been conducted to explore the relationship between the mobility app and tourism experience. But most studies have been conducted in the context of the citizens' life (Jamal, & Habib, 2020; Schwanen, 2015; Shaheen et al., 2016) has treated mobility app as a sub-category of tourism app that provides various tourism information (Choi, Wang, & Sparks, 2019; Kennedy-Eden, & Gretzel, 2012; Lu, Mao, Qang, & Hu, 2015). Therefore, this study examines the impact of mobility app on the stress with mobility and tourism experience.

2.2. Stress Coping Theory

Stress coping theory is a comprehensive theory of stress that deal with both the stress occurrence and the coping strategy against it Based on the stress coping theory, stress occurs when there is a negative difference between expectation and external factors which can satisfy the expectation. The process of coping with stress is carried out as follows: first, the incidence of stress factor; second, cognitive appraisal; third, stress occurrence; fourth, coping with stress; lastly, consequences of coping (Lazarus et al., 1984).

According to (Zhu et al., 2020) that explored tourists' stress based on the stress coping theory, mobility problems at the destination induce tourists' stress, and tourists use mobility app as a coping strategy to reduce the stress from mobility. In this notion, we can be predicted that the mobility app acts as a manager of tourist stress in unfamiliar local mobility. However, there is a lack of empirical study treating the mobility app use behavior as a stress coping strategy. Thus, this study adopts stress coping theory to the mobility context to examine the relationship between mobility app quality and stress from mobility. Based on the previous theory and literature review, we developed hypothesis and a research model in Figure 1.

H1. Mobility app quality has a negative impact on stress from mobility.
H2. Stress from mobility has a negative impact on tourism experience.
H3. Stress from mobility has a negative impact on mobility app reuse intention.
H4. Tourism experience has a positive impact on mobility app reuse intention.

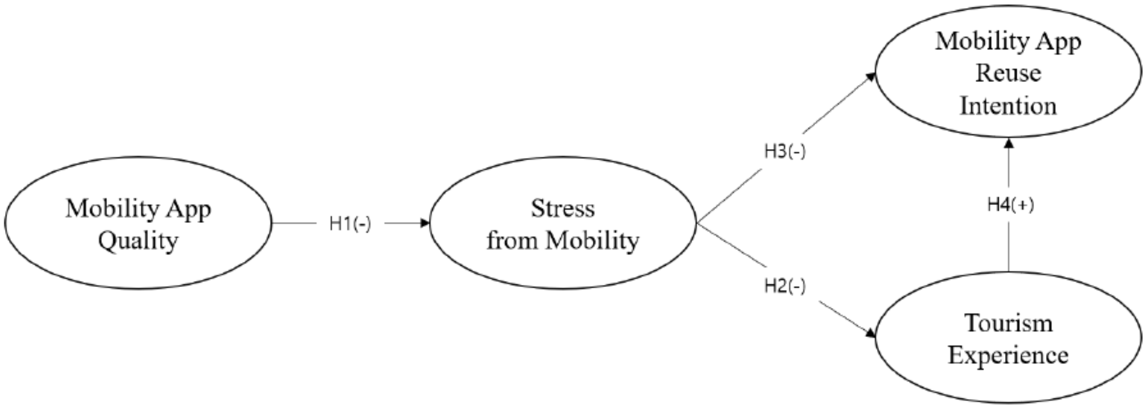

Figure 1. Research Model

3. Methodology

For the empirical analysis of this study, a survey will be conducted on Korean domestic tourists who have traveled to tourism destinations using a mobility app within the past year before the COVID-19 pandemic. To ensure content validity, items that have been verified in previous studies were modified and applied to this study. After collecting data, we will use the partial least square method (PLS), a structural equation modeling method. The analysis will proceed through two stages: a confirmatory factor analysis to verify a measurement model's reliability and a structural model analysis to verify hypotheses. PLS is the most suitable method for this study because PLS minimizes the variance of endogenous variable residuals and can analysis multiple relationships that exist between variables concurrently (Hair, Ringle, & Sarstedt, 2011).

4. Expected Conclusion

This study using stress coping theory can reveal new insight into smart technology, tourists' stress, and tourism experience. In particular, a broad view of measures to improve the tourist experience can be provided by emphasizing the necessity of tourist stress management. We also believe that we can provide meaningful results that extend the current scope of factors that can affect the tourism experience by conducting the study in terms of mobility which has little been researched as an independent in tourism context. Moreover, the results of this study will inform the importance of managing stress and give some way of managing stress destination managers. We can also expect to suggest strategies for app providers to induce user's app reuse and enhance their competitiveness in the future.

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The feel of "vacation" in staycation experiences amidst the COVID-19 pandemic: An analysis of post-stay online reviews

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Abstract:

Taking vacation time is an integral ritual in quality of life enhancement. Forlornly, COVID-19 pandemic restrictive measure have denied revelers the chance to travel abroad. Staycation as an alternative form of vacation has captured the attention of eager vacationers. Nonetheless, there is limited recorded research on staycation experience. This qualitative study examined staycation experience amidst Covid-19 pandemic. The research objectives were to identify the main dimensions of staycations and vacationers' sentiments towards staycation experience. 377 online post-consumption evaluations of experience were analysed using Leximacer. The results reveal nine broad themes and that vacationers are very satisfied with staycation experiences.

Keywords: Vacations, staycation, emotions, satisfied, experience

1. Introduction

Vacations are an integral activity in people's lives as they linked to personal well-being and ability to produce better at the work-place (Dolnicar et al., 2012), and not merely a time to relax and have fun with family and friends. As McCabe et al. (2010) assert, taking vacation time is recognized as a quality-of-life experience through which people often define their lives as they offer different opportunities, freedom, and escape from demands of everyday life. Tourism research also links people's positive psychological emotions and well-being to travel and tourism experiences they derive during vacations (Farkić et al.,2020; Filep & Laing, 2019). It has further been argued that generally, people are happier when they are away from home as opposed to when they are at home (Carneiro & Eusébio, 2019).

Additionally, there is documented evidence on satisfaction with vacation experience leading to revisit intentions (Ali et al., 2016; Kim et al., 2015). These vacations can be temporal or spatial, taken abroad or within the country of residence otherwise known as staycations (de Bloom et al., 2017). However, the ability to take these vacations is dependent on prevailing endogenous and exogenous factors in destinations (Williams & Baláž, 2015). These factors can create favourable or unfavourable conditions for taking a vacation.

The last one year has witnessed a paradigm shift from the dominant travel abroad vacations to staycations (Lim, 2020). The shift is attributable to the global health crisis (COVID-19) that has created an unusual situation where movement, social interaction, and income are minimized. These dynamics have seriously affected the travel and tourism industry both from demand and supply side (Sigala, 2020). With access to most countries abridged and heightened perceived health risks concerns, people have not been and will not be able to take their regular vacation trips soon (Chua et al., 2020). Notwithstanding, after months of lockdown world over, the hunger for vacation is palpable. Nonetheless, amidst travel restrictions and general public caginess around safety, taking a vacation at home or staying in a hotel close to home preferably in the same city is the most conservative move (Lim, 2020). The prevailing condition has seen the evolution of staycations package offerings on a concerted level to keep the hotel industry afloat, support the local economy and take care of the tired Working from Home (W.F.H) segment (Sudevan, 2020).

Consequently, despite the apparent risk in visiting and staying in places other than one's home (McMahon,2020), there is a tremendous upsurge in staycations during the pandemic period as revelers seek refuge from the mundane life (Wyman, 2020). Despite the existence of this form of vacation there is little empirical evidence on staycation and the motivation behind choosing staycations. James et al. (2017) investigated the lifestyle profiles of staycation travellers, Kay & Wang (2010) examined place brands within the context staycations and Alexander et al. (2011) explored staycation concept and its relation to the origin of visitors. Forlornly, documented research on vacation and well-being has a lay focus on long-distance (away from domicile country) vacations (Chen et al., 2013; Gao et al., 2018; Kawakubo & Oguchi, 2019) while literature on staycation experiences in enhancing vacationers' happiness is scanty. Meanwhile, experiences that customers derive from staycation experiences might rouse different feelings from usual vacations creating a need to understand and customer emotional and satisfaction dimensions for staycationers.
Therefore, this study attempted to address this lacuna by investigating the staycation experience amidst the COVID-19 pandemic. The study was guided by the following research questions:

Q1: What are the main themes shared by staycationers based on online reviews?
Q2: What are the staycationers post-stay experience sentiments and their impact on Satisfaction?

To comprehend the phenomenon of staycation experience, post-stay online reviews of staycationers experiences were purposively collected from the hotel review websites.

2. Literature Review

2.1. Vacation

People are social beings who thrive through interacting with others (Harrison, 2003). To attain these interactions, people must engage in activities that allow them to interact (Feeney & Collins, 2015). Tourism is one such activity that has proven to provide a different experience to customers including social interaction, engagement, crafting life narratives, and memorable experience by people taking short or long vacations (Huang & Hsu, 2010). Akin to insufficient income, lack of social interaction, has been linked to negative psychological feelings such as depression, loneliness, sadness, and misery negatives that can be overcome by taking a vacation (Cacioppo & Hawkley, 2009).

Vacations refer to time off daily routine, duties and responsibilities and they form an integral part of people's quality of life (Crompton, 1979). Although previously associated with developed countries, through research (Dolnicar et al., 2012) the importance has now been recognized globally. While debate on the temporality in happiness derived during vacations rages on (Chang, 2017; Dillet & Martin, 2018), for a fact vacations do provide a sense of escape and give meaning to life as they have a hedonic consumption (Bimonte & Faralla, 2014; Gao & Kerstetter, 2018). Individuals have reported positive emotions, improve satisfaction and vigour, reduced exhaustion and tensions during vacations (Nawjin et al., 2013).

The motives behind a vacation are varied and dependent on individuals (Kang et al, 2018; Wong et al., 2018). They include resting and relaxation, social interaction, novelty and knowledge, fun and enjoyment, celebrate milestones in life, ego-enhancement and going to new places. In assessing vacation motives Decrop and Snelders (2005), discovered that gender and employment status play a part in vacation motive. While professional (office or W.F.H) men and women take a vacation to escape from work, rest, leave stress and boring tasks, socialize and discover new things, the stay at home take a vacation to escape from daily house chores, enjoy a different environment and rest. People may get away in temporal (time) or spatial (space), either locally or abroad. Temporal escape refers to getting away from routine and the motivation is leaving daily responsibilities and related stress while spatial escape refers to going away from the home and the motivation is to enjoy a new environment or scenery (Isabelle et al., 2019).

No matter the motivation, getting away is important because vacation is like therapy as it creates the necessary conditions to forget the daily worries, or solve them through recovered clear-mindedness (Decrop, 2005). Since the onset of COVID-19, more people have reported feelings of depression, tension, confusion due to the hardship and uncertainty in the surrounding (Wilson et al., 2020). More than ever, people want to get away from negativity. However, the ability to escape is pegged on environmental, situational and structural factors that influence vacation choice (Umashankar, 2006). With restricted travel abroad due to COVID-19, stakeholders in tourism industry have rediscovered staycations on a rigorous level.

2.2. Staycation

Traditional vacation is largely based on the premise of going to and from distant destinations as opposed to being within immediate vicinity (Dolnicar et al., 2012). Ironically, vacation trips existed before networks of transport connecting far destinations (Kay & Wang, 2010). A neologism coined from "stay" ("stay-at-home") and "vacation", the staycation concept has roots in the U.S. The 2008 financial crisis affected people's income and the ability to travel and spend on luxuries (Fox, 2009). However, since travel is part of the American culture, not traveling due to the economic crisis was not welcome. As a result, Americans had to find an affordable alternative that incorporated the aspect of 'getaway'.

Staycation refers to a vacation in one's home or near one's residence as opposed to traveling abroad (Wixon, 2009). Yesawich (2010) defines staycation as an overnight leisure trip/vacation within a 50-mile drive radius of their home as an alternative to vacationing in a farther destination. According to James et al. (2017), a staycation is where people stay at home or near home rather than travel to a destination away from the country of domicile and use that time to explore the local environment; such as staying in a city hotel or exploring the countryside near their home. For this study, this definition will be used.

Staycation are gaining popularity because; they are affordable vacation option as travel costs are minimized. Hassles that come with organizing overseas travel are eliminated. They provide a safer vacation alternative in political or health crisis where movement is restricted (Stainton, 2020).

Near vacations, help reduce the carbon footprint thus creating a better ecological environment. As a form of slow tourism staycations allow people to live in the present moment, allowing time to discover nearby landscapes, reconnect, and spend more time with people they enjoy.

Finally, taking staycations boost the local economy improving livelihoods (Gonçalves, 2020).

The benefits and attractiveness of a staycation especially during hardships are undeniable because; people are not willing to travel for leisure (Wang, 2009) in economic recessions while in health crisis people are conscious of their safety (Kubickovaa et al, 2019). However, escape and recreation are more essential during times of stress, uncertainties, and hardship. COVID-19 had a profound impact on the tourism and travel industry due to restricted travel globally resulting in significant economic and job losses. For the best part of the year, revelers have not been able to take their usual vacation due to restricted travel. Tourism related business have lost income too. The witnessed recurrence of crises events should instigate a change in the tourism and travel industry to look into more sustainable alternative forms of tourism. Staycations provide an alternative liberation from stress (mental, emotional, financial, and social) associated with the present time.

Emotional Experience and customer satisfaction

Human beings exhibit peculiar instinctive and intuitive feelings derived from circumstances, mood and relationship that are distinguished from reasoning and knowledge known as emotions (Russell, 2003). The positive or negative extent of the emotion affects not only the individual but also the social relationship and the accumulated effects of these emotions have tangible effects on people's satisfaction (Ford & Mauss, 2021) and research has ascertained a direct or indirect link between emotion and customers' satisfaction. While positive emotions have a positive impact in enhancing customer overall satisfaction, negative emotions have a negative overall satisfaction (Pedragosa et al., 2015). Sentiment polarity is the degree of positive or negative sentiment that customers express when writing online reviews. Higher positive polarity shows more positive sentiment whereas higher negative polarity shows more negative sentiment (Zhao et al., 2019). Customer expectation of the experience have a high impact on whether the polarity will be higher or lower. The sentiments are attributable to factors such as hotel facilities, hygiene and cleanliness, food, view, activities such as games, entertainment and celebrations and staff have and influence on guests stay and their post-purchase evaluation. The present study therefore focused on user-generated content on staycation experience to identify themes shared by vacationers during their stay and feelings derived from the experience.

3. Methodology

3.1. Information search and data collection

To achieve these objectives, a qualitative research method was used for the study. Data were mined from seven (*TripAdvisor, google review, hotels.com, expedia.com, trip.com, hotel websites, and Ebookers.com*) hotel review websites for authenticity. The focus was on 4 and 5-star hotels in Hong Kong, where staycation marketing campaigns were concentrated. The period between April 2020 and October 2020. The inclusion criterion was the word "staycation" appearing in the review as either the title or the review, or within the review text. A total of 377 review texts (30,767 words) were crawled from 25 hotels. Only reviews in English were included. For data analysis, Leximancer data analysis software was used to detect themes and sentiments based on the co-occurrences of keywords across a text database. Additionally, the Sentistrength sentiment analysis tool was used to re-analyse the sentiments from review texts. This facilitated making meaning of the words used by customers in their review of the staycation experience.

3.2. Data analysis

We utilized the Leximancer data analysis software to detect themes and sentiments based on the co-occurrences of keywords across a text database (Lai & To, 2015). Leximancer develops a concept map from cross-tabulation of words across the texts producing links likened to human walkthrough experiences. Leximancer was preferred to other software such as Nvivo because it identifies concepts easily, can process large volumes of data and is suitable for exploratory or predictive studies (Jones & Diment, 2010). Additionally, Sentistrength sentiment analysis tool was used to re-analyse the sentiments from review texts. Despite there being a myriad of sentiment analysis tools, Sentistrength was preferred because it exhibits a near-human accuracy for short texts in English (Thelwall et al., 2010). Commonly in sentiment analysis a sentence has three possible sentiment labels (positive, neutral or negative). However, Sentistrength uses lexical approach (dual positive-negative scale) to classify social web texts. This is because naturally humans can express and experience both positive and negative emotions independently or simultaneously. Lexical approach is also able to read and interpret non-standard expressive texts and emoticons which are commonly found in reviews.

4. Results

4.1. Data description

A summary of the staycation experiences on offer reveals that 4 and 5-star hotels in Hong Kong offered different experiences between April-October 2020. The average price range was HKD 1,000 to HKD 4,500 per room maximum of two people per day depending on the type of room, view, and type of staycation experience chosen. The amenities on offer were accommodation, meals (all or some) or credit vouchers, flexible check-in, and check-out at the very basic. Most had extra amenities including complimentary meals, services or amenities, vouchers, and free room upgrades depending on the type of staycation and membership status (table 1). The most popular month was August and October as per the reviews extracted and the least popular months were April and June. (see fig.1).

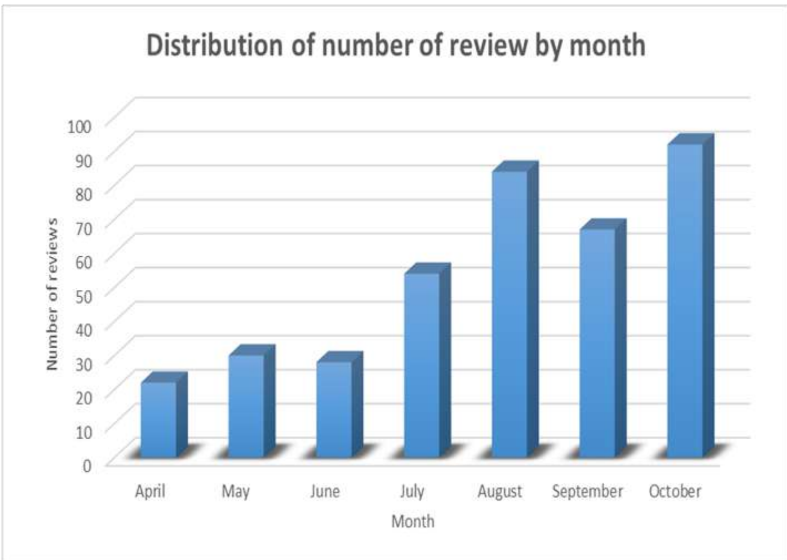

Figure 1. Distribution of number of reviews by month

Table 1 *Sample staycation packages on offer*

Hotel	Price	Package	Services
1.	From HKD 4,500	Essential staycation	• Daily breakfast for two people • One set dinner menu for two persons, Tea Conservatory once per stay • 25% off all treatments valued over HKD1,000 • One complimentary Card Membership with HKD500 Gift Voucher • Staycation amenities
2.	From HKD 2,000	Staycation Offer	• HKD 1,000 hotel credit per night • Complimentary overnight parking for one car per room • Complimentary late check-out till 4pm • Use of hotel's fitness center and swimming pool • Double Club Award Points and complimentary room upgrade for members
3.	From HKD 1,200	Celebration Staycation package	• Accommodation for two to four persons • Guaranteed early check-in at 12 noon* • Guaranteed late check-out until 4pm* • Balloon decorations in the room (based on guest's preference, 10 letters maximum) • Party Platter (Spring Rolls, Mini Hot Dogs, Chicken Tulips, French Fries) • Snack Platter (Chips, Cup Noodles, Soft Drinks, Cookies) • Breakfast for two persons • 15% off all products on online store in October and November (excluding monetary vouchers) • 30% off at restaurants and bars • HK$300 spa credits per room
	From HKD 1,900	Luxurious experience	• Accommodation for two persons • Guaranteed early check-in at 12 noon* • Guaranteed late check-out until 4pm* • luxurious dinner tasting menu for two persons • A complimentary candle (per room) (For the first 100 bookings) • Breakfast buffet for two persons at The Place • 15% off all products on online store in October and November (excluding monetary vouchers) • 30% off at restaurants and bars • HK$300 spa credits per room

Most staycationers were either solo or couples and few families and friends took a vacation. On average staycation took two nights. Celebrations were the most popular reason for taking the vacation, followed by relaxation, reconnection and desire to escape. From the reviews, rated (1 poor-5 excellent) most revelers were satisfied with the staycation experience with most citing they had a memorable experience and intended to revisit or were actually revisiting due to excellent experience (table 2).

Table 2 *Sample characteristics*

TABLE 2: SAMPLE PROFILE			
Variable			
No. of hotels	**25**	**4 and 5 star**	
		Frequency	**Percent**
Reviewers Overall satisfaction	1	4	1
	2	8	2
	3	15	4
	4	109	29
	5	241	64
	Total		**100**
		Frequency	**Percent**
Customer profile	**Solo**	143	38
	Couple	142	38
	Friends	35	9
	Family	57	15
	Total	**377**	100
Package profile	**Price Range**	**HKD 1,000-4,500**	
	Average Stay	**2 nights**	
Staycation offerings	**Room**	25	
	Vouchers	18	
	Complimentary	20	
	Room Upgrade	5	
	Early check-in	5	
	Late Check-out	8	
	Parking	7	
	Member offers	4	
Staycation activity	**Celebration**	20	
	Essential	16	
	Romantic	15	
	Pawcation	4	

4.2. Themes

Nine broad themes emerged from the data analysis: room, experience, staff, stay, time, food, check, birthday and view were identified (see Figure 2 concept map). These themes represent the attributes that were most frequently mentioned in the reviews.

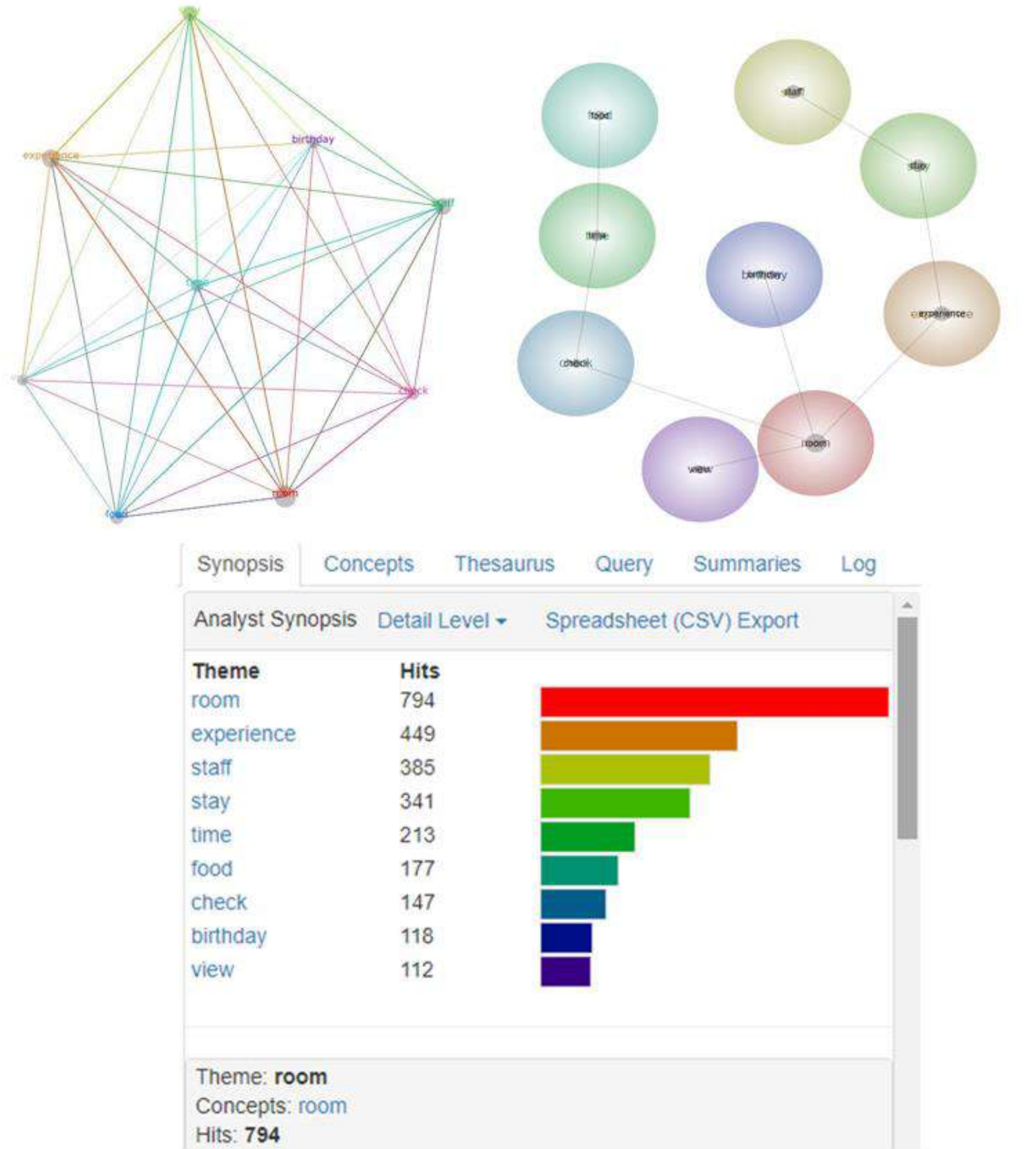

Figure 2. Concepts/themes maps

4.2.1. Room

The hottest of the themes was room which includes the concepts of room, experience, staff, stay, comfortable, check (check-in, out), and view. Generally, this theme links all aspects that affect guest experience when staying in the hotel room from size, amenities, hygiene, bed comfort and the surrounding scenery.

> *"The suite is huge, with large living room, corridor, spacious bathroom and beautiful master bedroom. The minibar is complementary for soft drinks and snacks, and the hotel provides free whisky bottle as well."*

Generally, guests were impressed by the room ergonomics such as being spacious, with big and comfortable beds and appreciated having double sinks and bathtubs and room designs. Anything short of their expectation was frowned upon.

4.2.2. Experience

Experience theme consisted concepts of experience, birthday, staff, view, stay, time, room, check and food. This theme relates to aspects offered to the guest that affect their experience during the staycation.

> *"It was an amazing experience for us, before, during and after our stay there."*

The guest experience synthesis begins before the guest actual visit because guests build intrinsic expectations that gauge the success of their trip. Where expectations are met or exceeded they appraise the experience positively. However, where expectations are not met, the experience is evaluated as negative.

4.2.3. Staff

The staff theme consisted of concepts such as staff, helpful, friendly, feel, nice and service. This theme reflects guest feeling when interacting with the staff.

> *"During my birthday staycation, I met a group of wonderful staff, incredibly helpful, professional and generous with their time with me…."*

Staff form an important part in service delivery and their attitude towards guests affects guests' feelings during their stay. They either make the stay pleasant or unpleasant for guests.

4.2.4. Staycation

The staycation theme included concepts of stay, room, experience, staff, service, unforgettable, clean, food, and COVID-19. This theme delineates the aspects that consist a staycation.

> *"Overall, it was a good experience and one of the better hotels to stay at if you are looking for affordability and a great view of the [view]."*

Just like regular vacations, the experience during the staycation forms either the good memory or the bad memory and affects outcome of the goal of the staycation.

4.2.5. Time

Time theme entails of concepts time, check, service, staycation and COVID-19. The concept of time reflects a broader aspect period and season and is also used as an expression of after-service feeling.

> *"Staycation during these COVID-19 times was worth it"*

Time is also referred to in terms of the speed of service delivery. A distraught reviewer said,

> "*Queuing time is long. You need to line up for 45 minutes to check-in. It's staycation in the hotel lobby. Like checking in a Vegas hotel"*

Time is a precious resource that denotes seasons, periods and creates memories. In seasons of hardship, customers are more lenient and celebrate small wins. They however, expect on time delivery of regular services.

4.2.6. Food

The theme food had concepts food, restaurant, service, breakfast and tea. This theme revolves around aspects related to meal times and meal offered during the stay and guests feeling regarding the meals.

> *"Everything was so yummy and it was so good that we could choose to dine indoors or outdoors.*

Food is a necessity and an integral part when guests takes a vacation, as they want to experience food different from what they eat every day. To some guest, meals are the main reason for taking the vacation. Providing god food results in more relaxed and happy guests.

4.2.7. Check

This heme had the concepts check, time, feel, and experience. This theme was related to ease of check-in and check-out process. A guest notes

> *"Though lots of guests within our expectation, we could feel the hotel and all her staffs have tried best to streamline the operation like online check-in and facilities for reservation with queuing time reminder"*

Ease of checking-in and checking-out into the hotel and the booked facilities really impacts on the guest experience and how they feel about the hotel. In most cases guest want flexibility in check-in (early options) and check-out (late-option).

4.2.8. Birthday

Birthday theme had concepts related to birthday, staycation, service, staff, cake, and time. This theme relates to the birthday celebrations during the staycation time. Guest says

> *"Staff helped decorating the suite very nicely, and helped me organize with birthday cake delivery, wine & flower bouquet selection, transfer in Jaguar, and also provided us with complementary champagne bottle and birthday patisseries for free, that I really appreciated!"*

Being appreciated during special days makes people feel special and loved. Good service caps it and gives customers unforgettable memories.

4.2.9. View

This theme has concepts related to view, sea, harbour, scenery and room. This theme relates to the scenery that the guest experienced when they were in the room. A guest states

> "*It was worth to visit only for this view. Can't describe how relaxing while enjoying a cup of coffee and looking at the ships across the Harbour.*"

Guests value experience they have with outstanding views whether natural or man-made. They leave mental pictures that result to a sense of relaxation, connection with nature and peace.

These nine themes can be classified into three dimensions of meaning social aspects, environmental aspects and activities (Andereck et al., 2006). Expanding on these three dimensions, social aspects refer to the interaction between the host in this case staff, other customers and the travel companions, environmental aspects relate the pleasantness and beauty of the location in this case the view, room, hygiene, experience and season and activity refers to customer participation in different engagements in this case check, food, stay, celebrations, relaxation and escape.

Sentiment analysis

Sentiment analysis revealed that the guests mentioned most of the themes and concepts favourably, (appreciate, lovely, excellent, relaxed, wonderful etc.) with a score range of 11.24 to 3.31 as opposed to unfavourably (terrible, mediocre, disappointed, sad, rude etc.) with a score range of 5.22 to 2.78 (see fig.3). The overall likelihood scores for the staycation experiences indicate that customers are impressively positive particularly with rooms, overall experience and staff. Only a small fragment of concepts such as service delivery time, amenities and check-in and check-out are reported negatively.

Comment	**Final sentiment score**		**Overall**
	Positive	**Negative**	
"Experience was just sensational! everything was just so perfect!"	+5	-1	4
It's a shame we couldn't try the pool and the spa.."	+1	-2	-1
"The reception and decoration in the room was really beautiful. Would definitely consider coming back again for another weekend !	+4	-1	3

Further, the polarity scores revealed emotional polarity was higher (+4) than negative polarity (-2) indicating positive emotions were higher than negative emotions (see table 3). The results indicate the main themes and concepts that impacted the guests stay. Guests expressed different sentiments depending on their emotional predisposition during the stay. Most were content reflective of satisfaction with the staycation experience.

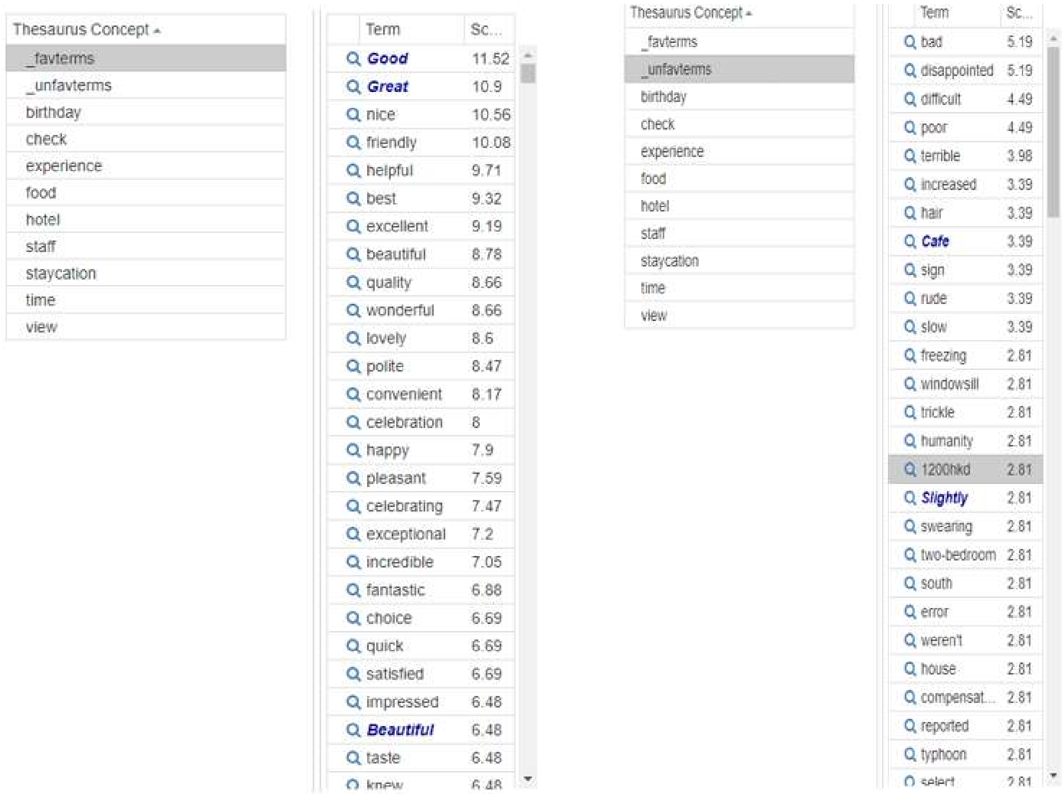

Figure 3. Positive vs. negative terms

5. Discussion and Conclusion

This study aimed at exploring the experiences of staycationers during the COVID-19 pandemic by analysing guest reviews to get a glimpse of their sentiments. The analysis revealed nine themes which guests largely mention during their review indicating that they were the most likely to impact their emotions positively or negatively thus impacting their satisfaction during the experience.

The finding reveal that most vacationers were pleased with most aspects of the staycation. Those that stood out were room ergonomics and hygiene, staff interaction, service, food and the overall experience. Appreciation of room ergonomics is attributable to the fact that during the COVID-19 pandemic, people spent more time in their houses due to social distance and movement restrictions and any small change is highly appreciated. Therefore, hotels ensured that they give their guests the best rooms so as to enhance their stay. In line with (Trocka-Leszczynska & Jablonska, 2015) hotel room ergonomics play an important role in room attractiveness, guest comfort and satisfaction which eliciting pleasurable emotions.

Hygiene and overall cleanliness was also an important factor in enhancing satisfaction and many guests commented on cleanliness of the room. This is attributable to the sensitivity of hygiene during the pandemic period and also in line with Lockyer (2003) who asserts that cleanliness is an important factor among others when guests are selecting accommodation. Staff played an important role in prompting satisfaction during the vacation. This confirms Bharwani & Jauhari (2013), assertions that staff are co-creators of customers memorable experiences and should endeavour to ensure that guests are always pleased with the services that they receive. Further considering that most people have limited interaction with people other than their immediate family members in most cases, a chance to meet other people is welcome. Previous researchers articulate that; People crave human connections, as they cannot thrive in isolation (Harrison, 2003) and guests highly value pleasant, friendly staff interaction which influences their overall experiences (Meng et al., 2008). As a necessity, quality of food plays an important role in guest satisfaction. In line with Packer and Gill (2017), food is an integral part of the vacation experience and plays a role in relaxation and enjoyment.

The overall experience played an important part in enhancing pleasurable emotions and satisfaction for the vacationers. Expressions such as enjoyed, wonderful, exceptional, excellent, pleasant depicted that guest experience was worth and stimulated pleasant feelings. Guests also reported feeling happy following the vacation. Chen et al. (2013) states that, happiness results to life satisfaction, regular joy, and sporadic unpleasant emotions which results to positive emotions. Positive emotions result in feeling good which eventually results to well-being (Fredrickson, 2001). Points of dissatisfaction results from unsatisfactory room amenities and services falling below guests' expectations in one or many aspects. It is however interesting to note that a single unsatisfactory aspect such as small bed resulted to higher displeasure than pleasure drawn from having a big bed. Tronvoll (2011) affirms that unsatisfactory services are likely to emote high negative feelings resulting to complaint behaviour and ruined experiences.

Most guests engaged in activities that caused positive excitement. Most staycation offers entailed arousing activities like birthday and anniversary celebrations, spa sessions, romantic dinners and games and entertainment. Despite the current risks associated with being away from home, most staycationers are actually taking a vacation to celebrate the special days. Peetz and Wilson (2013), assert that significant calendar dates serve as special landmarks which make us perceive our future self as different from our current selves and motivate us to improve our future self. Interestingly, although these activities only allowed the travel party in a room to celebrate in the room due to social distance requirements, guests reported enjoyment, excitement, stimulation and relaxation from engaging in this activities. This is in line with (Altura, 2017) who avers that celebrations have a sense of individuality and can help a person understand themselves better, make them feel unique and valuable and provide support in tough times. This because celebrations and gift giving make people feel better and more loved thus lightening the moment and reducing stress, sadness and anxiety created by tough times. This explains why these activities aroused positive emotions in the staycationers.

Most guest were at ease during the staycation period owing to the fact that most aspects were working well and also staycations require less planning and travel time which reduces frustration. According to (Sthapit & Coudounaris, 2018), whenever guests take a vacation and everything goes as planned, they tend to feel at ease and the expression is likely to leave a positive impression. Findings denote that a most guests were had a positive impression about the staycation experience and the positive emotions evoked a revisit intention. They expressed having a memorable, unforgettable, seamless, impeccable, perfect or magical staycation experience.

Arguably the findings of this study lend further support to the research on staycation experiences which has not received as much attention as vacations experiences abroad. The findings provide evidence of the undoubtedly growing demand for staycation especially in periods of hardships such during the Covid-19. This research supports the argument that vacations area an important part of quality of life and that people draw a lot of positive energy during vacations as they foster rest, relaxation and stress reduction (de Bloom et al., 2017; Kang et al, 2018). In terms of practical outcomes, the study lays important dimensions that customers are placing on staycation experiences and the feelings that they draw from the experience and how they affect their level of satisfaction. The implication for hotel operators is the need to design products and services that enhance customer satisfaction in staycation experiences.

5.2. Conclusion

The purpose of this study was to explore how vacationers perceived the staycation experiences amidst covid-19 pandemic. The significance of vacations in enhancing individuals well-being is undeniable. However, ability to take vacation time is based on many factors. Although literature on vacations and their impact on people’s well-being is well traversed, the research focusses on mainly vacations abroad, not staycations. The past year has seen travel outside country of domicile curtailed due to a health pandemic yet people still feel the urge to take breaks from stressful situations therefore taking staycations as their vacation alternative. The findings indicate that in order to enhance satisfaction and pleasurable feelings through staycations during an uncertainty, three main dimensions should be prioritized. First social aspects, during the pandemic, social interaction is minimized. However, guests still crave the human interaction albeit cautiously. Service staff, other guests and travel companions therefore play an important role in enhancing a pleasurable experience, resulting to positive emotions. Second environmental aspects, refer to the pleasantness and beauty of the place where the staycation is being enjoyed. Aspects such as room ergonomics, view, hygiene, experience and the season in this case referring to the unusual time created by COVID-19. Lastly, activities referring to the engagement that the customer participates in such as foodcation, celebration, relaxation and escape. Although food is a necessity, in this study it was placed under an activity as one of the main staycation activities offered by the hotels. Guest perception of these three dimensions can be gauged by the sentiments post-purchase. Positive sentiments with high polarity points to high satisfaction on the side of the guests resulting to positive emotions and possible well-being whereas negative sentiments will emote negative emotions leading to dissatisfaction.

5.3. Limitations of this study and suggestions for future studies
The study limitations were first; online reviews were used as the data source. Although the reviews presented were rich in information, interviews would provide a better understanding of the experience. Second, the target was on 4 and 5 star hotels in Hong Kong offering staycation between April and October 2020. Further studies can extend the study to other hotel classification in Hong Kong and other cities for comparison. Since studies on staycations are limited, studies on staycation experiences in normal situation would suffice.

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