ADVANCES IN BUSINESS, HOSPITALITY, AND TOURISM RESEARCH

Volume 1

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Dr. Cihan Cobanoglu
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*Authors are fully responsible for corrections of any typographical, technical and content errors.

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TABLE OF CONTENTS

Part 1: Accounting

Intellectual Structure in Hospitality and Tourism Performance Measurement

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Abstract

Studies related to hospitality and tourism (H&T) performance measurement has expanded and matured, leading to diversity in the themes and topics of papers published on the subject. Though many studies have highlighted the trends, clusters, and topics, the present paper is the first known academic article attempting to explore the theoretical pillars of this research stream. Using a database with 56,163 citations, the authors categorized the empirical evidence into four different time periods and an overall representation. Consequently, this paper adopts a co-citation approach to explore the number of articles published in the field of hotel performance studies. Finally, using the VOSviewer software program, this study identifies the most popular cross-cited and citing journals and authors. Though the study focuses only on the theoretical pillars identified using co-citations and network cluster analysis, revealing the hidden part of the iceberg (co-citation), contributes to the literature on H&T performance measurement.

Keywords: co-citation analysis, network cluster analysis, performance measurement, VOSviewer software program, hospitality and tourism.

Introduction

Performance lies at the heart of strategic management and plays a pivotal role for many approaches and disciplines (Bititci et al., 2012). Given its centrality in the strategy and management field, the concept of performance has changed over time and has been variously defined (Neely, 2005) and differently measured in concrete research projects (Kennerley & Neely, 2002).

The first stream (performance measurement) can be visualized as a small, medieval city well-protected by walls, where only few, specialized researchers have access to the topics and are able to develop and propose new systems (Sainaghi et al., 2018a). By contrast, the second area of inquiry (determinants of performance) is wide and increasing in term of published papers (Sainaghi, 2010a). It is not surprising, therefore, that several recent literature reviews, mentioned below, have defined "hotel performance" as a relevant research stream in the field of H&T. This area of inquiry includes hundreds of papers (Sainaghi, Phillips, & Zavarrone, 2017). The development of determinants studies has opened the first research stream (performance measurement systems) to many researchers, making this area on inquire an increasingly popular topic. The recent rise in the overall number of reviews published on this topic also confirms the area's growth.

2

Given the relative novelty of the hotel performance research stream, previous studies have focused their attention only on the visible part of the iceberg. In fact, they identify trends, clusters, and topics developed by the published papers of performance literature. A clear gap has emerged, however, as no one study has explored the theoretical pillars of this research stream, what is the authors of this paper call the hidden part of the iceberg (intellectual structure). This paper, based on the co-citation approach, contributes to filling this gap by exploring the reference structure of a large sample of hotel performance studies. A research question guides the inquiry.

Research question 1. What are the main theoretical pillars of hotel performance? What are the trends within them?

Hotel Performance Studies

Hotel performance is a wide and growing area of inquiry, including both performance measurement studies and determinants of results. Twelve studies, covering nine years of research, from 2010 to 2018, are presented.

Sainaghi (2010a) distinguishes between performance measurement research streams and determinants of performance. Concerning this last topic, a classification of 138 studies is proposed, using the balanced scorecard model – the well-known performance measurement framework developed by Kaplan and Norton (1992). Sainaghi (2010b) identifies three different research styles, showing the methodological differences between papers on performance in the European, American, and Asiatic traditions. Jang and Park (2011) explore finance in the hospitality field, revealing important differences related to areas of inquiry, methodologies, and citations. Tsai, Pan and Lee (2011) synthesize published, contemporary hospitality financial management research and provide future research directions. Sainaghi, Phillips and Corti (2013) trace trends in the performance literature and articulate independent variables of performance determinants using the balanced scorecard model. Janković and Krivačić (2014) focus on hotel environmental accounting practices, providing an overview of current studies. Park and Jang (2014) examine studies published in leading hospitality, accounting, and finance literature. They propose an interdisciplinary approach, mixing these three different disciplines (hospitality, accounting and finance). Phillips and Moutinho (2014) concentrate their analysis on strategic planning, an adjacent topic of performance measurement. They reveal some trends and develop a segmentation of strategic planning studies based on method, topics, and strategy. Pnevmatikoudi and Stavrinoudis (2016) classify performance indicators and produce codification distinguishing between ten different categories of financial and non-financial indicators. Sainaghi, Phillips and Zavarrone (2017) perform meta-analysis of performance studies based on three variables: the unit of analysis (destinations; clusters; firms), approaches (competitiveness; efficiency; metrics in use; performance measurement systems; tourism productivity), and disciplines (accounting and financial management; economics; strategy). The study reports some trends related to the year of publication, top ten journals, leading H&T journals, tourism and non-tourism journals, and number of citations. Altin et al. (2018) provide a critical literature review based on three dimensions: progress on ontological and epistemological issues, on the purpose of performance measurement and on the emerging contexts. Finally, Sainaghi et al. (2018a) explore trends in performance measurement using cross-citation and network analysis. Their study shows the most popular cross-cited and citing journals and authors. A second paper (Sainaghi et al., 2018b) identifies some clusters.

Table 1: Previous Literature Reviews Published in H&T Field

Paper	Sample size	Sample selection	Databases	Years	Method	Object
Sainaghi (2010a)	152	Keywords: hotel & performance	Science direct; Business source complete; EbscoHost EJS	20	Content analysis	It distinguishes between "performance measurement systems" and determinants of results" research streams. The study identifies 14 contributes pertaining to the first group (Table 1) and classifies dependent and independent variables of 138 articles belonging to "determinants of performance" studies
Sainaghi (2010b)	138	Keywords: hotel & performance	Science direct; Business source complete; Emerald	20	Content analysis	The article identifies three different research styles, primarily based on continental geographic basis
Jang & Park (2011)	113	N.A.	Four leading hospitality journals	20	Content analysis	Thestudy explores hospitality finance research through content analysis. It identifies subject areas, methodologies, and citations
Tsai, Pan & Lee (2011)	98	Keywords: 19 pre-identified keywords	ABI/INFORM database via ProQuest	12	Content analysis	This paper synthesizes published contemporary hospitality financial management research and provide future research directions
Sainaghi, Phillips & Corti (2013)	138	Keywords: hotel & performance	Seven leading tourism and hopsitality journals	20	Content analysis	It applies the four balanced scorecard perspectives to the performance literature and identifies topic segmentation and evolutionary trends
Janković & Krivačić (2014)	29 (Based on Table 1, 2, 3)	N.A.	N.A.	10 (Based on Table 1, 2, 3)	Content analysis	This paper shows the development of hotel environmental accounting practices. It provides an overview of current research
Park & Jang (2014	24	N.A.	Four leading hospitality journals; six accounting journals; 3 financial journals	17	Content analysis	The study presents a brief overview of hospitality finance/accounting research
Phillips & Moutinho (2014)	77	Keywords: strategic & planning	Seven leading tourism and hopsitality journals	19	Content analysis	The study provides a holistic view of hospitality and tourism strategic planning literature and shows trends
Pnevmatikoudi & Stavrinoudis (2016)	79	Keywords: hotel & performance	Major databases	29	Content analysis	The paper studies and classifies the different performance variables and measures of hotels
Sainaghi, Phillips & Zavarrone (2017)	978	Keywords: hotel & performance	Scopus	19	Computer-aided text analysis (CATA)	It performs a meta-analysis of tourism performance measurement by synthesising tourism and hospitality research. The paper presents a framework based on three variables: unit of analysis, approaches and disciplines; it reports trends
Altin et al. (2018)	N.A.	Based on Bititci et al. (2012) and Choong (2014)	Ten leading tourism and hospitality journals - Journal of Citations Reports	Any time restriction	Content analysis	The study provides a critical literature review based on three dimensions: progress on ontological and epistemological issues, on the purpose of performance measurement and on the emerging contexts
Sainaghi et al. (2018a)	734	Keywords: hotel & performance	Scopus	20	Network, cluster analysis, co-citation	It develops a literature review of hotel performance studies, provides insights by adopting a cross-citation network approach. It shows the most cross-cited papers and journals, identifies salient trends, and considers who are the most popular cross-cited and citing authors
Sainaghi et al. (2018b)	734	Keywords: hotel & performance	Scopus	20	Network, cluster analysis, co-citation	The study describes trends within the hotel performance literature, and identifies salient streams and sub-topics. 14 different clusters are proposed

Analytical inspection of previous literature reviews (Table 1) confirms the strong focus of current studies on the visible aspects (topics, clusters, trends), while the theoretical pillars behind these papers remain unexplored. This knowledge gap is incorporated into the first research question and represents the most important focus of the present paper.

4

Methodology

Sample Selection

The sample used in the present study was defined according to previous reviews published in the field. As reported in Table 1, a longitudinal approach is widely used and papers are identified using keywords in leading journals or in large databases. The focus on databases rather than a few leading journals assures wider coverage, as shown by recent studies, such as Sainaghi, Phillips and Zavarrone (2017) and Sainaghi et al. (2018a).

This last literature review (Sainaghi et al., 2018) researched hotel and performance keywords in the Scopus database, selecting 1,515 papers from the last 20 years (1996–2015). After an analytical inspection, the net sample consisted of 734 papers. The authors of the present paper asked Sainaghi et al. (2018a) for their reference list, and the present study is based on this sample. This choice assures both reliability, as the sample is identified by keywords and future studies can use these to update the considered papers considered, and comparability, as it is possible to compare what emerges from analyzing the sample related to the visible part of the iceberg (reported in Sainaghi et al., 2018a) and from the hidden perspective (present study).

Co-Citation Approach

Article 1	Article 2	Article 3	Article 4	Article 5	Article 6	Article 7
Reference 1	Reference 1	Reference 10	Reference 11	Reference 1	Reference 10	Reference 1
Reference 2	Reference 11	Reference 2	Reference 12	Reference 2	Reference 12	Reference 2
Reference 3	Reference 3	Reference15	Reference 3	Reference 13	Reference 3	Reference 3
Reference 4	Reference 16	Reference 16	Reference 14	Reference 4	Reference 14	Reference 4
Reference 5	Reference 5	Reference 5	Reference 5	Reference 5	Reference 15	Reference 5
Reference 6	Reference 17	Reference 6	Reference 16	Reference 6	Reference 6	Reference 6
Reference 7	Reference 18	Reference 18	Reference 7	Reference 17	Reference 17	Reference 7
Reference 8	Reference 8	Reference 8	Reference 18	Reference 18	Reference1 8	Reference 8
Reference 9	Reference 19	Reference 19	Reference 9	Reference 9	Reference 9	Reference 9
Reference 10	Reference 20	Reference 20	Reference 10	Reference 10	Reference 20	Reference 10
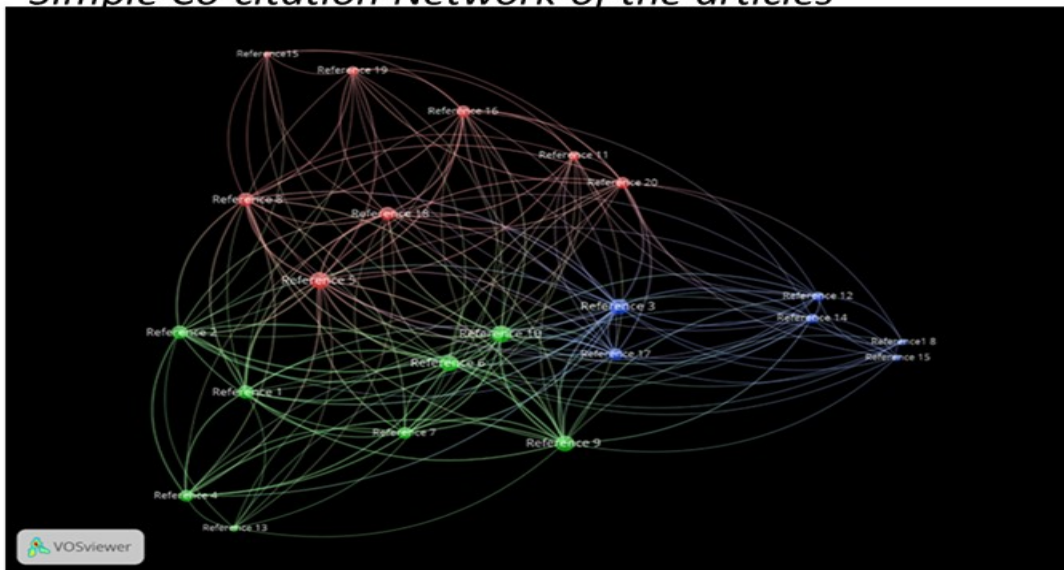
Figure 1. Co-citation network for seven articles as an example

Co-citation analysis deals with how output references are interconnected where they have been considered together (Fernandes, Ferreira, Raposo, Estevão, Peris-Ortiz, & Rueda-Armengot, 2017) to highlight any similarities or differences in the content of the two documents (Koseoglu, Sehitoglu, & Craft, 2015). These reference-based relationships generate networks depicting the positions of the references in the field (Serrat, 2017). Figure 1 (created with the VOSviewer software program) provides an example that considers seven articles' references.

Table 2. The Most Relevant Theoretical Pillars

Code	Article	Code	Article	Code	Article
A1	Fornell & Larcker (1981)	A45	Baum & Haveman (1997)	A89	Grant (1991)
A2	Anderson & Gerbing (1988)	A46	Jaworski & Kohli (1993)	A90	Hsieh & Lin (2010)
A3	Barney (1991)	A47	Morgan & Hunt (1994)	A91	Tajeddini (2010)
A4	Parasuraman, Zeithaml & Berry (1988)	A48	Tsaur (2001)	A92	Erdogan & Baris (2007)
A5	Podsakoff et al. (2003)	A49	Gronroos (1984)	A93	Han, Kim & Srivastava (1998)
A6	Hwang & Chang (2003)	A50	Baum & Mezias (1992)	A94	Sanjeev (2007)
A7	Parasuraman, Zeithaml & Berry (1985)	A51	Boshoff & Allen (2000)	A95	Podsakoff et al. (2000)
A8	Charnes, Cooper & Rhodes (1978)	A52	Barros (2004)	A96	Phillips (1999)
A9	Baron & Kenny (1986)	A53	Kandampully & Suhartanto (2000)	A97	Tsaur & Lin (2004)
A10	Bagozzi (1988)	A54	Hu & Bentler (1999)	A98	Harris & Brander Brown (1998)
A11	Heskett et al. (1994)	A55	Harris & Mongiello (2001)	A99	Day (1994)
A12	Anderson et al. (1999)	A56	Pine & Phillips (2005)	A100	Karatepe & Sokmen (2006)
A13	Anderson, Fok & Scott (1999)	A57	Zeithaml, Berry & Parasuraman (1996)	A101	Klassen & McLaughlin (1996)
A14	Hartline & Ferrell (1996)	A58	Zeithaml (1988)	A102	Schaufeli et al. (2002)
A15	Chiang, Tsai & Wang (2004)	A59	Carman (1990)	A103	Schaufeli, Bakker & Salanova (2006)
A16	Banker, Charnes & Cooper (1984)	A60	Ottenbacher & Gnoth (2005)	A104	Liao & Chuang (2004)
A17	Venkatraman & Ramanujam(1986)	A61	Akbaba (2006)	A105	Hart (1995)
A18	Barros (2005)	A62	Baker & Riley (1994)	A106	Day & Wensley (1988)
A19	Bitner, Booms & Tetreault (1990)	A63	Parasuraman, Zeithaml & Berry (1994)	A107	Kirk (1998)
A20	Reichheld & Sasser (1990)	A64	Kaplan & Norton (1992)	A108	Singh, Verbeke & Rhoads (1996)
A21	Chen (2007)	A65	Huselid (1995)	A109	Schneider & Bowen (1985)
A22	Babin & Boles (1998)	A66	Oliver (1980)	A110	O'Neill & Mattila (2004)
A23	Armstrong & Overton (1977)	A67	Boulding et al. (1993)	A111	Sainaghi (2010a)
A24	Martilla & James (1997)	A68	Deshpande, Farley, & Webster (1993)	A112	Orfila-Sintesb & Mattssona (2009)
A25	Cronin & Taylor (1992)	A69	Choi & Chu (2001)	A113	Schuler & Jackson (1987)
A26	Kirk (1995)	A70	Bitner (1990)	A114	Cho et al. (2006)
A27	Narver & Slater (1990)	A71	Orfila-Sintes, Crespí-Cladera & Martínez-Ros (2005)	A115	Barros & Alves (2004)
A28	Churchill (1979)	A72	Brown & Ragsdale (2002)	A116	Oh (2001)
A29	Ingram & Baum (1997)	A73	Kusluvan et al. (2010)	A117	Grandey & Cropanzano (1999)
A30	Podsakoff & Organ (1986)	A74	William & Anderson (1991)	A118	Conger & Kanungo (1988)
A31	Barros & Mascarenhas (2005)	A75	Mowday, Steers & Porter (1979)	A119	Becker & Gerhart (1996)
A32	Russo & Fouts (1997)	A76	Wang, Chen & Chen (2012)	A120	Mia & Patiar (2001)
A33	Chung & Kalnins (2001)	A77	Kaplan & Norton (1996)	A121	Chu & Choi (2000)
A34	Álvarez-Gil, Burgos-Jimenez & Cespedes-Lorente (2001)	A78	Bettencourt, Gwinner & Meuter (2001)	A122	Wijeysinghe (1993)
A35	Barros & Dieke (2008)	A79	Bettencourt & Brown (1997)	A123	Bohdanowicz (2006)
A36	Johns, Howcroft & Drake (1997)	A80	Teece, Pisano & Shuen (1997)	A124	Bohdanowicz (2005)
A37	Anderson, Fornell & Lehmann (1994)	A81	Carmona-Moreno, Cespedes-Lorente & De Burgos-Jiménez (2004)	A125	Porter & Van der Linde (1995)
A38	Morey & Dittman (1995)	A82	Kohli & Jaworski (1990)	A126	Sun, Aryee & Law (2007)
A39	Babakus, Yavas & Karatepe (2003)	A83	Wang, Hung & Shang (2006)	A127	Huckestein & Duboff (1999)
A40	Dess & Robinson (1984)	A84	Chan & Wong (2006)	A128	Denton & White (2000)
A41	Atkinson & Brown (2001)	A85	Botti, Briec & Cliquet (2009)	A129	Brown & Dev (1999)
A42	Parameswaran & Yaprak (1987)	A86	Israeli (2002)	A130	Bowen & Shoemaker (1998)
A43	Wernerfelt (1984)	A87	Brander-Brown & McDonnell (1995)	A131	Haktanir & Harris (2005)
A44	Barros (2005)	A88	Farrell (1957)	A132	Bettencourt & Brown (2003)
				A133	Kim & Kim (2005)

6

This study's database contained 56,163 citations. To gain a clear understanding from the co-citation analysis, the authors established cutoff points for each period to select the most influential papers, as suggested by Leung et al. (2017). Thus, this study selected the studies (references) that had been cited at least 15 times in the overall period. The analysis considered cited academic journal articles. To understand the intellectual structure of the studies, the authors conducted co-citation analysis for each period by using the smart local moving (SLM) algorithm as a method for cluster analysis (Waltman & Van Eck, 2013). The networks generated from the co-citation analysis for each period were visualized. In the visualization generated by the VOSviewer software program, the size of the circle shows the normalized number of citations for the articles. The thickness of the lines shows the strength of the co-citation ties. The color of the circle indicates the cluster with which the cited article is associated. The code list is provided in Table 2.

Co-Citation Clusters

The Embryonic Phase: 1996–2000

This first period includes 32 papers. Consequently, the co-citation network (Figure 2, Panel A) appears sparse (39). Focusing on most relevant articles (Panel B), an important observation concerns the journals where these papers were published, as none of them were positioned in H&T journals. Essentially, the theoretical pillars of hotel performance literature are linked, in this period, with the broader fields of management and marketing.
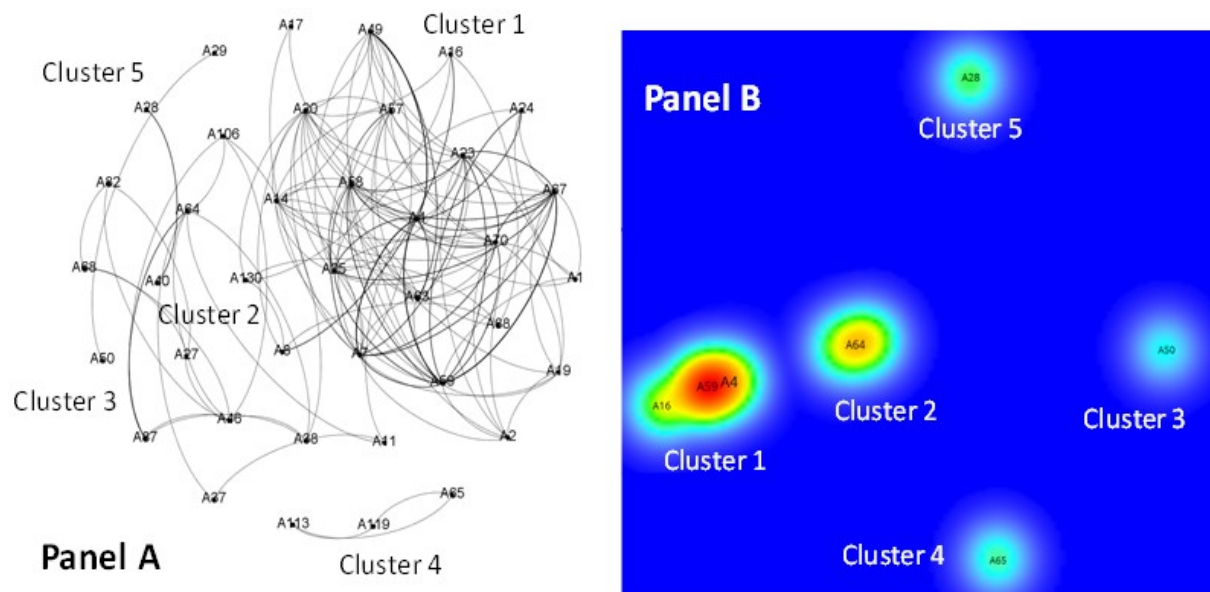
Figure 2. Co-citation network: 1996-2000

The Foundational Phase: 2001–2005

During this second period, the number of published papers included in our sample increases significantly from 32 to 72. This trend generates a more complex and interconnected group, composed of 70 studies. Panel A in Figure 3 shows the entire co-cited network. The picture can be divided into three blocks that approximately correspond to the left area of Panel B—that is, the split of the upper side of Panel A articulated in Clusters 3, 4, and 5—and to the right side, where two groups are identified (Clusters 1 and 2) corresponding to the lower part of Panel A.

7

This period is a "foundation" stage of the field. During this time, two primary disciplines emerge: marketing on the right side of Panel B, and management on the left.

Marketing includes two connected Clusters, 1 and 2. The first group comprises several relevant co-cited works belonging to the service quality field. Most of these studies are well-known contributions of the service management literature stream, such as Cronin and Taylor (1992, "A25"); Parasuraman, Zeithaml, and Berry (1988, "A4"); Bitner, Booms, and Tetreault (1990, "A19"); and Gronroos (1984, "A49"). The second cluster, labeled Cluster 2, contains relevant, non-H&T articles related to the broader area of the relationship between market orientation and firms' competitive advantage, and, in some papers, with firms' performance. Looking at the he marketing side of Panel B, at Clusters 1 and 2, shows a peculiarity: none of the most relevant studies are published in H&T journals. Instead, most of the papers originated in marketing journals. Therefore, the theoretical pillars for H&T researchers are external to their field.

The left part of Panel B includes studies rooted in the *management* disciplines and pertaining to three different clusters, identified as Clusters 3, 4, and 5. The first paper belonging to Cluster 3 and located in the middle ("A89") creates a link between management and marketing. The leftmost article of Cluster 2 ("A99") is based on RBV. Unsurprisingly, "A89" is Grant's (1991) foundational work dedicated to examining the link between resources and competitive advantage. The three most central papers of this cluster are important articles related to RBV theory. Cluster 3 creates a bridge between marketing and management, starting from RBV and moving to performance measurement.
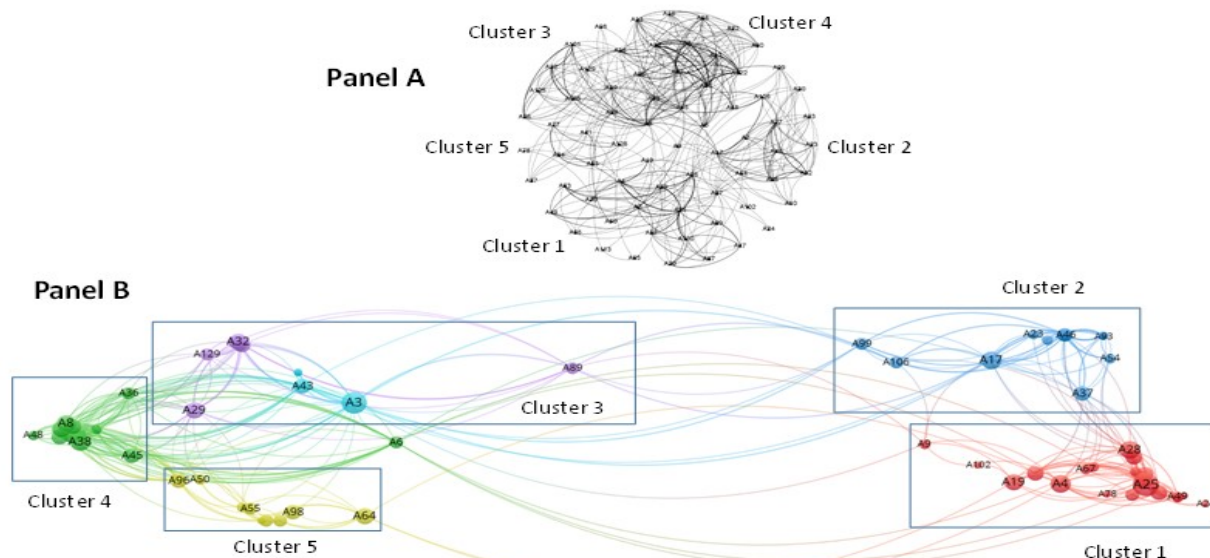
Figure 3. Co-citation network: 2001-2005

Cluster 4 includes studies related to the efficiency approach. The most relevant contribution is "A8," a foundational study measuring the efficiency of decision-making units (Charnes, Cooper, & Rhodes, 1978) and "A38," a case study paper measuring the results of a hotel group (Morey & Dittman, 1995).

Finally, Cluster 5 is composed of a group of studies related to the performance measurement research stream. The foundational work is the balanced scorecard of Kaplan and Norton (1992, "A64"). The remaining papers are based on the H&T industry and are published in H&T journals.

8

Looking comprehensively at the left side of Panel B, some common observations emerge concerning the "management approach." Few papers are based on theoretical frameworks developed in the broad managerial area and, therefore, these studies do not report any empirical finding related to the H&T field. These papers are mainly located in Cluster 3 and belong to the RBV theory.

The Development Phase: 2006–2010

During the five years of this period, the number of articles included in the sample triples, moving from 72 to 221. The co-citation network increases both in terms of studies (120) and links, as Panel A (Figure 4) clearly suggests. The network appears as a ball divisible in three parts: one small, right-side, densely connected cluster (Cluster 1); one larger, lower-side area less densely linked (Clusters 2 and 3); and the upper-left area, which representing the largest part and is articulated in Clusters 4, 5, and 6.

This third period can be defined as "development phase" and is primarily characterized by two different evolutionary patterns. On one hand, the number of disciplines increases, as suggested by the increased complexity of the network (in terms of the number of papers, links, and clusters); on the other, many of the relevant articles are based on H&T studies or are published in H&T journals.
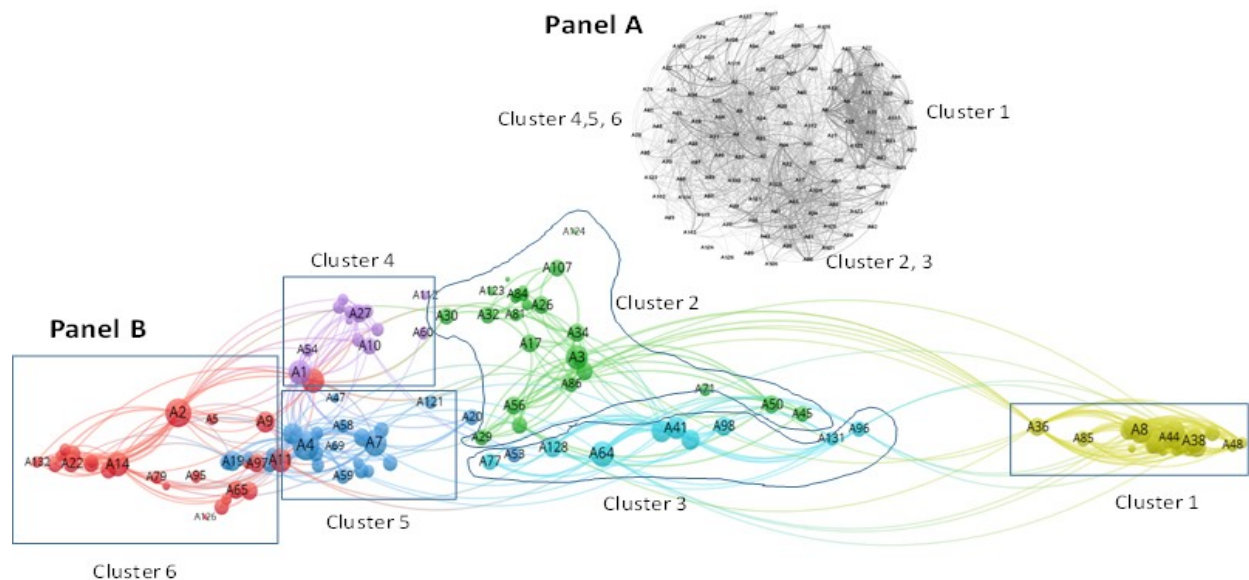
Figure 4. Co-citation network: 2006-2010

On the left side of Panel B, Cluster 1 includes a group of relevant papers strongly related to the efficiency research stream. Three central articles are bigger and, therefore, more important: "A44" (Barros, 2005a) evaluates the efficiency of a Portuguese hotel chain and is published in a H&T journal.

The central area of Panel B is populated by two different but adjacent and related Clusters, 2 and 3. The Cluster 2 is theoretically anchored to the RBV and firm performance. Cluster 2 contains a group of articles (left-side) focused on environmental management. "A32" (Russo & Fouts, 1997) represents the theoretical foundation of this research sub-stream, because it creates a connection between RBV and environmental performance.

Cluster 3 is focuses on performance measurement and is centered around the work of Kaplan and Norton (1992, "A41"; 1996, "A77"). The remaining studies are well-rooted in the accounting discipline and propose performance measurement systems, such as "A96" (Phillips, 1999), "A131" (Haktanir & Harris, 2005), and "A98" (Harris & Brander Brown, 1998).

In the leftmost area of Panel B there are three strongly connected Clusters, 4, 5, and 6. Cluster 4 is the smallest and includes papers exploring innovation in tourism. Not surprisingly, given the novelty of this topic and, therefore, the need for new methodologies to examine this area of inquiry, this group is primarily populated by methodological studies, with a strong link with structural equation modelling (SEM).

Cluster 5 contains studies pertaining to service quality (variously interrelated with customer satisfaction), a research stream that emerged in the first (4.1) and in second (4.2) periods. This group is centered around the framework of SERVQUAL proposed by Parasuraman, Zeithaml and Berry (1988, "A4"; 1985, "A7"), Zeithaml (1988, "A58"), or used in empirical studies (Carman, 1990).

Finally, Cluster 5 is rooted in the organization disciplines and is broadly linked with human resource management (HRM). Panel B shows three central works: one methodological paper (Anderson & Gerbing, 1988, "A2") based on SEM, and two technical studies (Heskett et al., 1994, "A11"; Hartline & Ferrell, 1996, "A14"). Generally speaking, papers included in Cluster 5 stress the centrality of customers and employees.

The Maturity Phase: 2011–2015

Figure 5 reveals the final evolution of the co-citation network. The number of papers published in this period and included in the sample is roughly double, moving from 221 to 409. The increase (188 articles) is the highest registered. The network represented in Figure 5 (Panel A) includes 128 papers and identifies five clusters. This period is defined as the "maturity phase" because the clusters are now well-defined, and, with some exceptions, the theoretical pillars are primarily based on H&T papers.

Cluster 1 focuses on efficiency, is characterized by many links, and, for the first time, all relevant papers in Panel B are both rooted in the H&T industry and published in H&T journals. Papers playing pivotal roles, including many new, relevant studies (compared with the previous period), primarily centered on data envelopment analysis or efficiency.

Cluster 2 contains a less connected cluster but is centrally positioned in the entire network. This group belongs to the performance measurement stream and includes a mixture works based both on H&T industry and not. External articles are represented by the balanced scorecard framework (Kaplan & Norton, 1992, "A64") and the methodological work of Venkatraman and Ramanujam (1986, "A17"). A new paper is the work of Sainaghi (2010, "A111"), which provides a literature review on performance measurement.

10
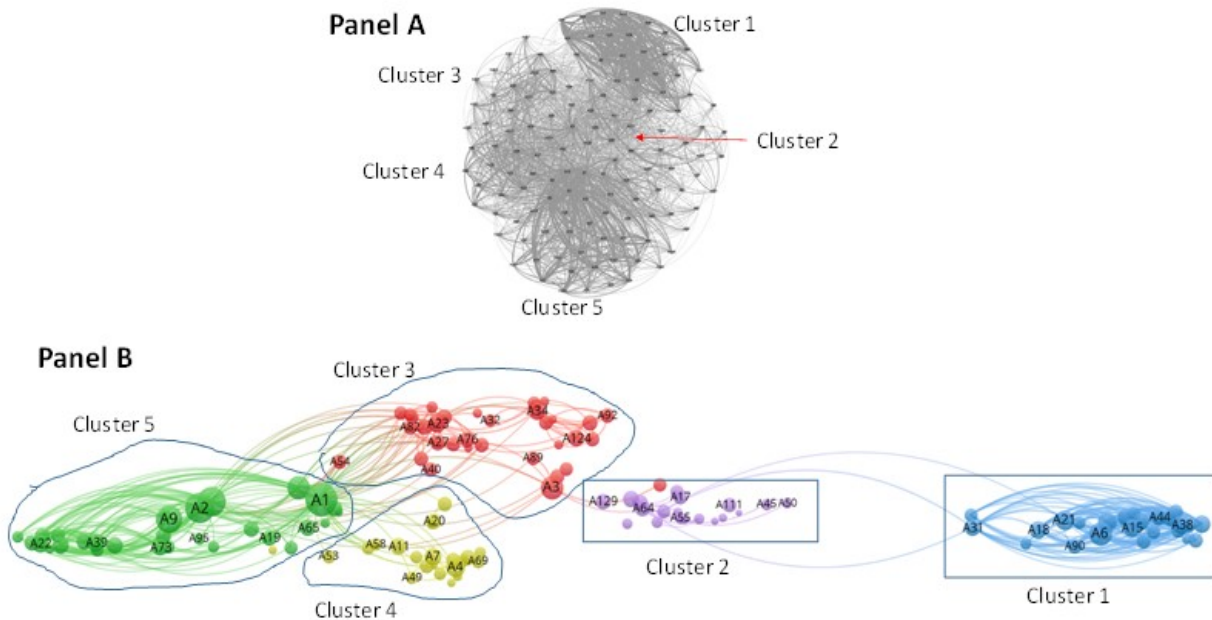
Figure 5. Co-citation network: 2011-2015

Cluster 3 is based on the marketing discipline and includes studies centered on market orientation, environmental management, and mixing theoretical and methodological papers on one side, and empirical contributions published in non-H&T journals and realized in the H&T field, on the other. The theoretical background remains the RBV. Market orientation and methodological contributions are built around contributions hosted in marketing journals.

Cluster 4 mixes service quality and customer satisfaction, as previously observed. This group includes a majority of non-H&T papers based in a central position and encountered in previous periods. In this case, it is also evident that the external theoretical pillars are old.

Finally, Cluster 5 is a densely connected group focused on HRM. Three central papers reveal some methodological bases, such as SEM or the roles played by mediator and moderator variables. The relevant empirical papers are all external (except for Kusluvan et al., 2010, "A73").

The Overall Picture: 1996–2015

Figure 6 depicts the entire network created when considering all the papers included in the sample (734) and based on the co-citation network (128 contributions). Panel A shows the complexity network, so densely connected is difficult to identify the five clusters reported in Panel B. Of these five groups, Cluster 1 is related to efficiency, Cluster 2 to performance measurement, Cluster 3 to market orientation and environmental management, Cluster 4 to service quality and customer satisfaction, and Cluster 5 to HRM. The basic characteristics are very similar to those reported in section 4.4.
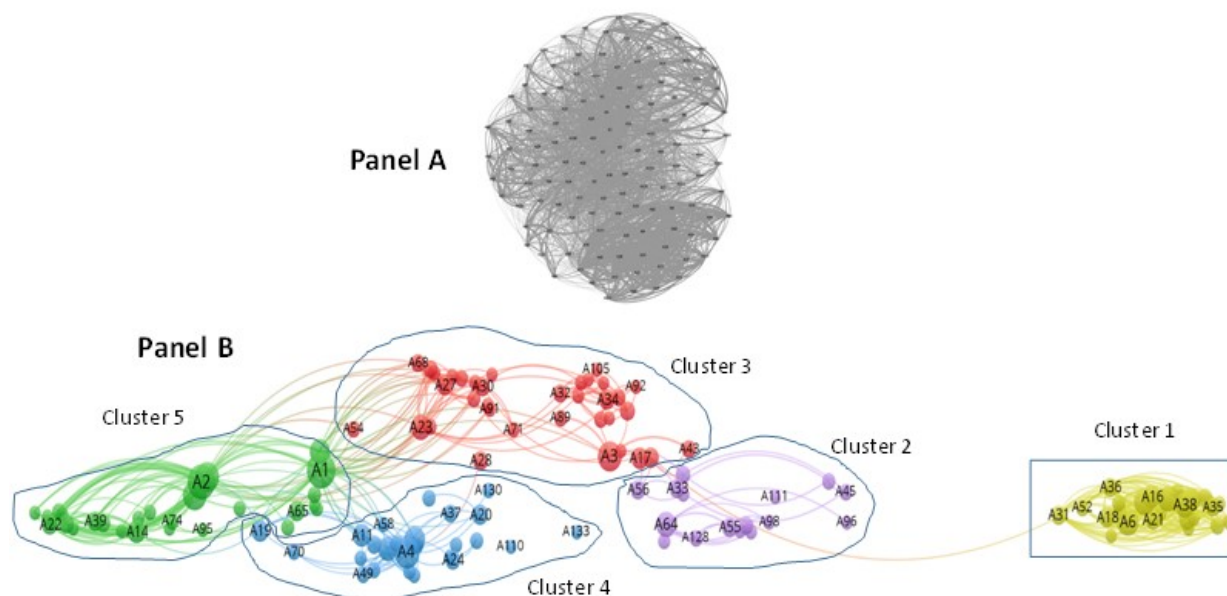
Figure 6. Co-citation network: 1996-2015

Conclusions

This study adopted the co-citation analysis approach to identify and analyze the literature on H&T performance measurement published in scientific journals over a period of 20 years. As a first contribution, this research provides a clear depiction of the recent trends in the H&T performance measurement literature.

The analyses of this study classify the content of the hotel performance literature into five co-citation clusters (Figure 2). Moreover, the authors categorized the empirical evidence into different time periods: 1996–2000 (embryonic phase); 2001–2005 (foundational phase); 2006–2010 (development phase); 2011–2015 (maturity phase), and an overall representation (1996–2015).

Another contribution of this co-citation analysis paper different from those of previous literature reviews is that it provides an updated picture of the subject areas focused on by papers published within each of the co-citation clusters. For example, Cluster 5 is a densely connected group focused on HRM, whereas Cluster 3 consists of papers related to the academic discipline of marketing. Consequently, each co-citation cluster highlights the theoretical pillars of the papers found in those clusters.

Finally, this study has helped to identify the frequency of co-cited publications in the top 25 journals in the H&T field based on their time periods or phases. Furthermore, it presents a historical illustration of the types of papers preferred for publication by some of the top journals in the H&T field.

Limitations and Further Research

This work presents some limitations that are identified primarily to suggest future research agendas. First, the study uses the Scopus database which, despite being authoritative, will result in some research being inaccessible because of their unavailability at the time of this research. The

12

Scopus database is not exhaustive of all the possible publications relating to hotel performance measurement, and the researchers did not include books in this sample. Second, the study focuses only on theoretical pillars identified using co-citations and network cluster analysis. Given how the sample overlaps with the work of Sainaghi et al. (2018), a relationship between the visible (cluster analysis based on cross-cited papers) and hidden part of the iceberg (co-citation) can be traced. However, given the space constraints, this topic requires a separate paper.

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17

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The Importance of Cost Control in Food and Beverage Enterprises: Example in Konya

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Abstract

The food and beverage enterprises that are included in tourism enterprises, gives importance to cost control in order to catch up with the increasing competition environment. The food and beverage enterprises that makes pricing important are; capital and labor intensive, the stockpability of products produced in enterprises, the lack of stability and the competition between enterprises. The purpose of this study is to determine the extent to which food and beverage enterprises are value cost control and which cost control system they use. In this context, a questionnaire was applied and they are determined by the researcher and randomly selected to 40 people who were employed in food and beverage enterprises of Konya province. The results of the research, the food and beverage enterprises is important for cost control, and the food and beverage enterprises in general are using simple cost control system.

Keywords: food and beverage enterprises, cost, cost control

Introduction

Whatever the capacities of food and beverage enterprises operating in the tourism sector, they place importance on cost control to reduce costs, to increase profit, to provide customer satisfaction and to increase the quality of service offered to pay attention to cost. Food and beverage businesses that can implement cost control correctly can gain competitive advantage against their competitors.

Cost control is defined as preventing the use of inputs over the targeted production quantities in order to achieve the objectives of the enterprises (Cam, 2009:503). Food and beverage cost control starts with menu planning and continues with food, beverage control processes such as procurement, taking over, storage and distribution, stock control, drawing goods from warehouse, and production control functions (Koroğlu et al., 2011:36).

The first purpose of the present study is to reveal the importance of cost control systems that are effective in making profits in food and beverage businesses. In this scope; company type, business type, educational background and position of the individuals employed in food and beverage businesses are taken into consideration to emphasize the importance of these characteristics. Additionally, the extent to which the demographic features are important in the importance and practice of cost control is tested with Kruskal-Wallis analysis.

Conceptual Framework

The Concept of Cost and Cost Control in Food and Beverage Businesses

The concept of cost refers to the monetary amount of the production factors consumed by businesses in order to reach their production objectives. Cost Control is defined as preventing the use of inputs over the targeted production quantities in order to achieve the objectives of the businesses (Cam, 2009:503). Food and beverage cost control; is defined as the monetary expression of the measurable sacrifices that the businesses make for the products they produce in order to make profits (Akın and Akın, 2013:4).

Cost Control Processes in Food and Beverage Businesses

Cost control processes in food and beverage businesses are as follows:

- *Menu Planning:* is defined as the process including operations related to which food and beverage products the businesses are going to produce and sell (Sezgin et al., 2008:130).
- *Procurement and Taking Over Control:* is defined as the operations meeting the needs of the businesses (Okutmus and Govcen, 2015:80), and procurement methods are: Sealed tender; in which suppliers present their offers in a sealed envelope and the businesses choose the offer that fits their conditions in presence of a commission. Negotiation; in which businesses meet their needs through negotiations with suppliers when the products needed are low in the market. Tender from the market: in which the businesses receive tenders from the suppliers in market after defining the products they need.

Taking over control process is defined as the operation of controlling whether the product ordered by the food and beverage business is delivered at the quality, quantity and the price promised (Medlik, 1972: 51).

- *Storage and Distribution:* Food and beverage products are preserved until they are used through storage. Distribution refers to the delivery of stored food and beverage products to their area of use (kitchen or service) when they are needed.
- *Stock Control*: provides administrators with information on such issues in food and beverage businesses as monthly providing the data to be included financial statement, current storage status, and not only products to be ordered but also their quantity (Akin and Akin 2013:5).
- *Drawing Goods From Warehouse*: Products can be drawn from the warehouse as:
  - FIFO First in first out Method
  - LIFO Last in first out Method
  - Average Evaluation Method
  - NIFO Next in first out Method
- *Analysis of Production and Income Control Functions:* is the body of organizations starting with the procurement of products and resulting in customer satisfaction in food and beverage businesses.

20

Food and Beverage Cost Control Methods

Simple Cost: Simple cost method, which can be practiced on monthly or daily basis, calculates the cost of the sold products by comparing the costs and sales.

Detailed Cost: Detailed cost method, which calculates costs on a daily basis, requires the recording of every detail on the related day. It can be practiced in two ways; Harris, Kerr and Forster Method and Horwath and Horwath Method.

Standard Cost Control: Standard cost control, which defines the standard recipes and standard portions for pre-defined food and beverage costs, conducts a market research on the prices of the ingredients in the recipes.

Potential Food Cost Control Method: is based on the estimation of future food and beverage costs from the past sales.

Literature Review

Pellinen (2003) reported in the study on the pricing decisions of 6 hotels in Finland that prices defined by the strong businesses in the sector were determining factor in the prices of other businesses. It was also reported that the prices of the products produced by such businesses were defined on the following the leader method, which is a competitive oriented pricing method.

Collins and Parsa (2006), who conducted a study on the pricing strategies practiced to maximize the hospitality businesses, found that businesses mostly preferred psychological pricing method, which is a marketing oriented pricing method.

Okutmus and Govce (2015), conducted a field study on a Food business in Alanya for a comparative analysis of cost control in food businesses and reported that the business practiced cost control through product quantity balance sheet using standard recipes for their pastry products in June, 2014. These findings indicate that food and beverage businesses need to determine an effective quantity and conduct cost control so that their operations continue efficiently.

Methodology

Objective and Significance

The purpose of the present study is presenting the extent to which employers and employees in food and beverage businesses operating in tourism sector attach importance to cost control.

First, conceptual framework of the research was formed in accordance with the information obtained through literature review. Since there are no previous studies on measuring the cost control in food and beverage businesses in the province of Konya, the present study is believed to contribute a new dimension to the related literature. The hypotheses developed in accordance with the subject and practice scope of the present study are as follows:

- **H1:** Educational background creates statistically significant differences in the practice of cost control.
- **H2:** Company type creates statistically significant differences in the practice of cost control.

- **H3:** Business type creates statistically significant differences in the practice of cost control.
- **H4:** Menu type creates statistically significant differences in the practice of cost control.
- **H5:** Practiced cost control method creates statistically significant differences in the practice of cost control.
- **H6:** Position in the business creates statistically significant differences in the practice of cost control.

Universe and Sample

Food and beverage businesses with tourism operation license operating in Central Anatolia Region of Turkey form the universe of the research. The sample consists of the Food and beverage businesses with tourism operation license operating in Konya province. A total of 50 questionnaire forms were sent to food and beverage businesses and 40 of these returned. All 40 of the questionnaire forms were included in data analysis since they were scientifically appropriate.

Data Collection Tools

Questionnaire technique was utilized in order to test the hypotheses developed for the present study. The questions related to cost control in food businesses in the questionnaire form were obtained from studies titled "The Importance of Food and Beverage Cost Control in Hospitality Businesses and a Questionnaire Study in Hospitality Businesses in Mediterranean Region" by Cam (2009) and "A Study on the Cost Control Systems Practiced in Food and Beverage Businesses: Gaziantep Sample" by Akın and Akın (2013). The results of the analysis showing that the questionnaire is reliable ($.9 > \alpha \geq .8$) presented in Table 1.

Table 1. Reliability in Likert Type Scales

Scales	Cronbach's Alpha	Number of Statements
Food and Beverage Cost Control	,819	18

Findings

According to obtained findings, 77.5% (n: 31) of the participants held bachelor's degrees, while 20% (n:8) were primary school graduates and 2.5% (n:1) was high school graduate. None of the participants held associate, master's or PhD degrees. These findings suggest that most of the participants got higher education. In terms of the business types; 45% (n: 18) of the participants were employed by single proprietorships, 42.5% (n:17) were employed by joint-stock companies, 10% (n:4) were employed by limited liability companies and 2.5% (n:1) was employed by an open company. In terms of the food and beverage business types; 55% (n: 22) of the participants were employed by hotels, while 2.5% (n: 1) was employed by a restaurant. In terms of the menu types; 40% (n: 16) of the participants used alacarte menus and 2.5% (n: 1) used cyclic menus. 47.5% (n: 19) of the food and beverage businesses used simple cost control system; 35% (n: 14) used detailed cost control system and 17.5% (n: 7) used predicted cost control system; and 35% of the participants were restaurant chefs, 35% were employers, employees, etc., 25% were food and beverage managers and 5% were assistant food and beverage managers.

Normality tests conducted showed that 'P' value was lower that 0.05 and so the data distributed homogenously, Kruskal-Wallis test was used for analyses.

Table 2. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Educational Background

Educational B.	Number (N)	Average	Kruskal-Wallis	P
Primary S.	8	19,69	7,632	**,022**
High S.	1	2,46		
Bachelor's D.	31	77,92		

According to Kruskal-Wallis test results, the importance attached to cost control varied significantly by educational background (p<0.05). Accordingly, participants with bachelor's degrees had significantly higher average scores than primary school and high school graduate participants (p=0.022< 0.05). (H1) is accepted.

Table 3. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Company Type

Company Type	Number (N)	Average	Kruskal-Wallis	P
Single Proprietorship	18	**27,19**	11,769	**,008**
Joint-Stock Company	17	14,26		
Limited liability company	4	19,75		
Other	1	**9,00**		

According to Kruskal-Wallis test results, the importance attached to cost control varied significantly by company type (p<0.05). Accordingly, participants employed by single proprietorships had significantly higher average scores than other participants (p=0.008< 0.05). (H2) is accepted.

Table 4. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Business Type

Business Type	Number (N)	Average	Kruskal-Wallis	P
Restaurant	1	**4,50**	12,266	**,015**
Cafe	12	30,54		
Diner	3	5,37		
Hotel	22	**49,33**		
Other	2	10,26		

According to Kruskal-Wallis test results, the importance attached to cost control varied significantly by business type (p<0.05). Accordingly, participants employed at hotels had significantly higher average scores than participants employed at restaurants (p=0.015 < 0.05). (H3) is accepted.

Table 5. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Menu Type

Menu Type	Number (N)	Average	Kruskal-Wallis	P
Ala-carte Menu	16	23,38	13,965	**,007**
Table'd Hotel Menu	4	**27,50**		
Cyclic Menu	1	16,00		
Special Menu	9	25,56		
Other	10	**9,00**		

According to Kruskal-Wallis test results, the importance attached to cost control varied significantly by menu type (p<0.05). Accordingly, participants employed at businesses with Table'd hotel menus had significantly higher average scores than other participants (p=0.007 < 0.05). (H4) is accepted.

Table 6. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Practiced Cost Control System

Cost Control System	Number (N)	Average	Kruskal-Wallis	P
Simple CCS	19	**30,14**	8,719	**,013**
Detailed CCS	14	22,50		
Predicted CCS	7	**15,47**		

According to Kruskal-Wallis test results, the importance attached to cost control varied significantly by practiced cost control system ($p<0.05$). Accordingly, participants practicing simple cost control system had significantly higher average scores than other participants ($p=0.007 < 0.05$). (H5) is accepted.

Table 7. Kruskal-Wallis Test Results for the Importance of Cost Control in Food and Beverage Businesses in Terms of Position

Position	Number (N)	Average	Kruskal-Wallis		P
F&B Manager	10	25,60	2,774	,428	
Assistant F&B Manager	2	15,75			
Chef	14	18,39			
Other	14	19,64			

According to Kruskal-Wallis test results, the importance attached to cost control didn't vary significantly by position ($p>0.05$). Accordingly, whatever the positions of the participants were, they had the same or similar average scores (H6) is rejected.

Conclusion and Suggestions

Increase in the guest demand volume in food and beverage businesses operating in the tourism sector can result in entrepreneurs' establishing new businesses on food and beverages, and food and beverage businesses with increased guest demands and needs start to producing a wide variety of goods and services to meet these needs.

The food and beverage sector, which also interacts with other sectors, achieves high profit margins and contributes to the national economy. The increase in the number of food and beverage businesses today necessitates the protection and development of profitability in the competitive environment. Food and beverage management attach importance to cost control in order to keep up with the increasingly competitive environment.

The present study conducted an academic research in accordance with the pre-determined purposes and obtained some results with the analyses conducted. Six hypotheses were tested with the data obtained with questionnaires and 5 of these were accepted. Kruskal-Wallis test results showed that the importance attached to cost control in food and beverage businesses varied significantly by educational background, company type, business type, menu type and practiced cost control variables, while position variable didn't have a significant effect on the importance attached to cost control in food and beverage businesses.

These findings measure the importance of cost control in food and beverage businesses. According to the results, most of the food and beverage businesses that participated in the present study attached importance to cost control and practiced simple cost control system. For further studies, it can be suggested that the present study is conducted on a wider sample as Turkey general, whole

24

central Anatolia region or other regions; or other sectors to have guiding results on the importance of cost control.

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Part 2: Consumer Behavior

Factors Affecting International Tourists' Food Satisfaction and Word-of-Mouth: The Case of Vietnamese Cuisine

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Abstract

This study attempted to test the effects of food quality, perceived price and food culture on tourists' food satisfaction and word-of-mouth behaviors in order to give promotional strategies for the tourism industry. A quantitative approach was mainly employed with a structured questionnaire distributed to 216 international tourists in Ho Chi Minh City (HCMC, the biggest city of commerce and culture), Vietnam. The empirical results of this research indicated that food quality and the perceived price had statistically positive effects on the WOM through the mediation of food satisfaction; whereas, food culture showed no significant with food satisfaction and WOM. This result implied some suggestions to improve better Vietnamese food quality as well as its image in the eyes of foreigners and maintain food at a reasonable price to enhance tourists' food satisfaction and motivate Word-of-Mouth intentions.

Keywords: Vietnamese cuisine, tourists' food satisfaction, tourists' word-of-mouth, food quality, perceived price, food culture

Introduction

The demand in tourism and competition between destinations is rapidly escalating, especially in response to globalization and worldwide economic integration. In this tough competition, every nation is attempting little by little to distinguish itself from other nations (Kotler, Haider, & Rein, 1993). Since tourism is fundamental about the difference of places, a lot of destinations have taken local attributes as a prime concern to promote its products, its distinctiveness, as well as to captivate more tourists' attention (Robinson & Getz, 2014). Accordingly, food is considered as an inseparable attribute of the tourism product, also "as a means of differentiation for destinations" (Steinmetz, 2010) and "as a product of tourist attraction" (Richards, 2002).

Food, a physical necessity, is a significant attribute of overall tourist spend. Reference (Wolf, 2002) states that "nearly 100% of tourists dine out while traveling, and food and beverage consistently rank first in visitor spending". Food is a significant component of overall tourist spend. A generally accepted estimate is that tourists spend, on average, one-third of their travel expenses purchasing food (Meler & Cerovic, 2003). In Vietnam, equivalently, mid-range tourists spend an average of around $11 on food and beverages for one day, constituting 27% of their daily budget for traveling in Vietnam (Budget Your Trip, 2017). Moreover, tourists, when end up in a place, are more prone to staying longer "because of the availability of food products and related activities" (Hall & Mitchell, 2006). Local cuisine is considered to be "a strategic management tool that can (re)create a destination image" (Fox, 2007) and "rejuvenate tourist flows towards a destination" (Cohen & Avieli, 2004), (Kivela & Crotts, 2006), (Nield et al, 2000). Therefore, local cuisine of a country could become a pull factor in the attraction of international travelers and their overall experience.

The escalating development of tourism industry in this day and age has turned Vietnam into a well-known tourist destination. Tourism has contributed an impressive amount to the economic growth of the country. Overall tourism in Vietnam in 2017 has increased 29.1% over the same period in the year 2016 (Vietnam National Administration of Tourism, 2017), (World Travel & Tourism Council, 2017). Yet this service-based industry's biggest problem is "return visitors". Fragmented service sectors and negative attributes (Nhi, 2015) are the destination's weaknesses that turn international visitors away. This implied that concentrating on its uniqueness to attract new visitors should be a better strategy to push sales in tourism (Khuong and Phuong, 2017).

As an emerging destination for tourists due to its uniqueness in culture, scenery, welcoming people and especially its outstanding cuisine, Vietnam does have what it takes to attract international tourists. However, budgets of promoting tourism in Vietnam are still fragmented and modest compared to its neighboring countries. According to the Vietnam National Administration of Tourism (VNAT), the annual budget for tourism promotion is only $2 million, which pales in comparison with its neighbors. That amount is about 2.9 percent of Thailand's tourism promotion budget, 2.5 percent of Singapore's and 1.9 percent of Malaysia's. Vietnamese tourism officials have admitted that the country has not done a good job of promoting itself abroad largely due to a lack of funds for advertising. Moreover, reference (Seo & Yun, 2015) pointed out that Thai government have promoted the country as "a kitchen of the world"; Singapore as "food capital of Asia"; Malaysia and Hong Kong have used their traditional foods or food culture as a tourism product, and these countries have established a "gastronomic tourism destination" image. Vietnam cuisine is quite well-known and exquisite to compete but the authorities have little concern about promoting this strength. For that reason, an integrated research model was proposed and tested to clarify the interrelationships among food quality, perceived food price, food culture and tourists' satisfaction with their food experience in Vietnam. Tourists' word-of-mouth is being researched as the final knot of tourists' loyalty (Truong & King, 2009), (Yoon & Uysal, 2005) in order to give suggestions on how to construct a more favorable Vietnamese local cuisine images and further recommend for the marketing of tourism industry.

This research was concentrated on Vietnamese cuisine and aims to investigate those factors that might have remarkable influence on tourists' food satisfaction and lead to willingness to recommend to others. With regards to the application of tourism, the role of food is necessary to enhance the marketing of a destination. Traditional cuisine and warm hospitality forms the perfect piece of cake in the whole tourism cake to produce a positive image to tourists. Constructing positive Vietnamese food image in tourists' mind is treated as crucial in creating a quality visit experience for visitors, generating their behaviors, such as revisiting intentions and recommendations to families and friends. Increasing food satisfaction and WOM will in turn helps boost not only the tourism marketing but also the Vietnamese tourism.

Vietnamese Cuisine

Traditional Vietnamese cooking is greatly admired for its fresh ingredients, minimal use of dairy and oil, complementary textures, and reliance on rice, fish sauce herbs and vegetables. Vietnamese cuisine uses a combination of five fundamental tastes featured in most Vietnamese signature dishes, which makes this cuisine distinct from other cuisines elsewhere in the world. All Vietnamese dishes combines fragrance, taste, and color together with five tastes: spicy, sour, bitter, salty and sweet to create the finest balance. Fish sauce, shrimp paste, soy sauce, rice, fresh herbs, fruits, and vegetables are ingredients frequently used in Vietnamese dishes (Zimmer, 2013).

28

As for street food, "many Vietnamese most popular dishes can be made just as well on the side of the road as in a top-end restaurant" (Clark & Miller, 2017). For many international tourists, eating on the street is risky in many ways; but not eating on the streets are potentially riskier. Tourists might miss out on an authentic experience of food, life and culture in Vietnam. From morning to night, small stalls to big night markets are easily accessible. From noodle soup, rice paper rolls filled with shrimp and pork to a cup of Vietnamese-style milk coffee are all must-eats when talking about Vietnamese food.

Literature Review

Tourists' Food Satisfaction

"Customer satisfaction" or "customer loyalty" is a familiar psychological definition that illustrates "the feeling of well-being and pleasure that results from obtaining what one hopes for and expects from an appealing product and/or service" (Organization, 1985). Whereas reference (Anderson et al, 1994) explain another concept called "overall satisfaction" as "an overall evaluation based on the total purchase and consumption experience with a good or service over time". Customer satisfaction is the final knot of a psychological process from need recognition to evaluation of experienced products (Peter & Olson, 1996). As (Greenwell et al, 2002) stated that "satisfaction was a subjective perception, evaluation, or judgment held by customers based on their experience with a service performance rather than a firm's objective standards of quality".

Accordingly, tourist satisfaction is understood as a service-based concept in the tourism industry. Tourist satisfaction is then defined as a "psychological outcome which emerges from experiencing the service" (MacKay & Crompton, 1990). Visitors evaluate the destination based on their actual experiences of traveling to a place and the rating is marked "satisfied" if they are happy with the service performance or the overall visit experience. Tourist satisfaction is considered as a main direct factor of loyalty (Moslehpour et al, 2012), (Gallarza et al, 2013), (Jin, 2006), (Mohamad et al, 2014). In addition, this variable was also regarded as "one of the crucial elements of successful destination's marketing", which affects tourists' likelihood of recommending to others and revisiting a particular destination (Hui, Wan, & Ho, 2007). Tourists' food experience in Vietnam including food quality, price, and food culture that leads to satisfaction will be the main concern of this research. The term "tourists' food satisfaction" was adopted in this study for more accurate reflection of the concept and adequate differentiation from the term "tourists' satisfaction".

Tourists' Word-of-Mouth

The definition of word-of-mouth (WOM) could be as simple as telling or passing information to other people. (Bone, 1992) referred WOM communication as "an exchange of comments, thoughts, and ideas among two or more individuals in which none of them represent a marketing source". Reference (Litvin & Goldsmith, 2008) relates WOM to interpersonal influence, which means the power to influence others. The definition of word-of-mouth later in the 2000s can be extended as a marketing communication method: "informal, person-to-person communication between a perceived non-commercial communicator and a receiver regarding a brand, a product, an organization or a service" (Harrison-Walker, 2001). Nevertheless, word-of-mouth communication can be classified into two contradictory communicative directions as positive and negative WOM (Audrain-Pontevia & Kimmel, 2008). Accordingly, positive WOM means that tourists are more willing to spread positive information, excitedly discuss their realistic experience

on a destination's food. On the contrary, negative WOM refers to "product dissatisfaction, defamation and private complaints" (Audrain-Pontevia & Kimmel, 2008).

Thus, in this context, the positive definition of the word-of-mouth concept is taken into account; as the sharing of ideas, feelings, and thoughts about Vietnamese cuisine. This attribute is also a bigger step, a result of tourists' food satisfaction. When travelers have satisfactory culinary experience, they will have some certain behavioral intentions such as revisit or spread positive information to friends, families and other upcoming visitors. Word-of-mouth, without any intentional tourism marketing, is the most sought-after, powerful and more reliable information source than traditional advertising (Bansal, & Voyer, 2000), (Godes, & Mayzlin, 2004). In the end, WOM assuredly is the most effective way of attracting potential tourists (Duhan, et al, 1997) and increase profits with little marketing costs.

Food Quality

"Quality is the measure or expression of goodness" (Román-Roldán et al, 2001). Definitions of quality alone are the distinctive trait, characteristic, capacity or virtue of a product that sets it apart from all others (Merriam-Webster Dictionary). Food quality is the quality characteristics of food that is acceptable to consumers. Cognitive attributes of food such as "nutritional balance, taste, smell, freshness, texture, and variety" were conceptualized as food quality (Namkung & Jang, 2007), (Seo & Shanklin, 2006), (Chi et al, 2013), (Peštek & Činjarević, 2014). According to (Peri, 2006), "food quality is an absolute requirement to satisfy the needs and expectations of restaurant customers". Additionally, instead of physical setting and service quality, food quality is one of the significant predictors of customer satisfaction (Sulek & Hensley, 2004).

Knowing the importance of food quality in the tourism business, previous studies have examined various food quality attributes. "Taste is regarded as a key attribute in food experience" (Kivela & Crotts, 2006). Taste then is usually believed to influence customer satisfaction and future behavior intention (Kivela & Crotts, 2006). In this study, attributes such as taste, smell, quality ingredients and hygiene of overall Vietnamese food will be considered to measure food satisfaction of tourists.

Food Price

Price was defined as "the number of money customers actually pay in exchange for the benefits accumulated from a product or service" (Lovelock et al, 2007). The meaning of price can also be perceived as the cost of obtaining service, which aims to investigating whether service buyers value the quality of a product or services better than the price itself. However, there is a gap between actual cost and perceived cost: "actual cost is the real cost of a product or service while perceived cost is the cost encoded by the customer", said (Peter & Olson, 1996).

Anderson and colleagues (1994) underlined "price as an essential factor of customer satisfaction" because "customers think of price whenever they acquire a product or service" (Parasuraman & Zeithaml, 1988). Additionally, (Lu, & Feng, 2009) confirmed that "price has a moderate effect on the relationship between word of mouth value and sales". Reference (Hoffman, & Bateson, 2001) argued that the more customers are willing to pay, the lower the risks of dealing with unreliable service providers. On the other hand, price was a means of reducing perceived risk and a visible indicator of a service quality (Parasuraman & Zeithaml, 1988) which means that higher price is always accompanied with better service quality.

30

Food Culture

The term culture refers to "the set of values, knowledge, rituals, habits, lifestyles, attitudes, beliefs, rules and customs that identify a particular group of people at a specific point in time" (Stajcic, 2013). Food and culture are closely related; specifically, food as culture is related to tradition and nostalgia. (Roland et al, 2008). Food culture or culinary culture refers to "the practices, attitudes, and beliefs as well as the networks and institutions surrounding the production and consumption of food" (Lucy Long, 1998). Food culture takes into account the concept of "food ways, cuisine, food system and fundamental understandings of what items can be food, what is tasty, healthy, and socially appropriate for specific subgroups or individuals and when, how, why, and with whom those items can or should be consumed" (Stajcic, 2013).

The concept of food culture in this context could be understood as the ways of preparing and preserving Vietnamese food; techniques and utensils required for this, eating manners and all the practices and beliefs which are developed around Vietnamese cuisine (Ministry of Culture and Tourism - Republic of Turkey). In most Asian culture, especially in East Asia and South East Asia, food is served in family-style, shared with others at the table, offered various side dishes and eaten with chopsticks (Seo & Yun, 2015).

Research Hypotheses

Regarding the above literature review, this study hypothesized that:

- H_1: Food Quality, Perceived Price, and Food Culture positively affect Tourists' Food Satisfaction.
- H_2: Food Quality, Perceived Price, Food Culture and Tourists' Food Satisfaction positively affects Tourists' Word-of-Mouth.
- H_3: The effects of Food Quality, Perceived Price and Food Culture on Tourists' Word-of-Mouth are mediated by Tourists' Food Satisfaction.

Research Methodology

The methodology applied for this research was mainly based on quantitative approach. Statistical, mathematical, and computational techniques were used to test hypotheses and analyze relationships between variables. Quantitative research is defined as a scientific method which understands the phenomenon via the numerical data analysis for the purpose of describing and explaining the phenomenon (Cooper & Schindler, 2011). The survey research used the convenient sampling and questionnaire to conduct and measure the characteristics of the determined population with the statistical precision (Sukamolson, 2007). Quantitative research also reduces the time and efforts of researchers in collecting data and delivering data because of the obvious measurement and analysis software. In contrast, theories and measurement scale does not reflect perfectly customers' ideas and opinions.

Furthermore, one final open-ended question was added to the survey so qualitative approach was also applied. The final question asked for tourists' own opinions on how to improve Vietnamese cuisine images in the eyes of international tourists. Answers to this question were used to later give more reliable and objective recommendations.

Questionnaire Design and Data Collection

Items in the survey were developed based on literature reviews and adapted to the research context. Specifically, TOFOSA was adopted from (Khuong & An, 2016); WOM was based on the concept of loyalty intention (Khuong & Phuong, 2017). All the questions were constructed in form of Five-point Likert scales (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree), with one open-ended question asking tourists for their own opinions on how to better the Vietnamese food and services.

The questionnaire were collected directly from tourists from April 22nd until May 18th, 2018. The target population was English-speaking international tourists who had stayed for at least two days in Ho Chi Minh City (the biggest city of commerce and culture in Vietnam) and enjoyed the Vietnamese cuisine here. Convenience sampling method was used. The survey was written in English and then distributed directly to foreign tourists who were available in most well-known spots in the city such as Ben Thanh Market, Central Post Office, Bui Vien Walking Street and Tan Son Nhat International Airport… Each international tourists were given 10 – 20 minutes to finish the surveys.

As for the sample size, Comfrey & Lee (1992) suggested that "the adequacy of sample size might be evaluated very roughly on the following scale: 50 – very poor; 100 – poor; 200 – fair; 300 – good; 500 – very good; 1000 or more – excellent". Therefore, in this study, the target sample should be from 200 to 300 in order to well represent international tourists who tried Vietnamese cuisine. However, due to the limited amount of time and budget, a total of 216 responses were collected in one month.

Factor Analysis and Reliability

As for data analysis, Exploratory Factor Analysis (EFA) and Reliability Test were employed to discover the interrelationships among a set of research variables and to ensure the reliability and validity of these variables, including 8 items for 2 dependent variables and 9 items for independent variables.

Table 1. Summary of the Dependent Variables With Reliability Coefficient

Variables	Number of Items	Cronbach's Alpha
Tourists' Food Satisfaction (TOFOSA)	5*	.798
Tourists' Word-of-Mouth (TOWOM)	3*	.652

All items have factor loadings ≥ .5, KMO index = .842 and Sig. of Bartlett's test = .000, Total variance explained = 58.437%

The reliability coefficient of dependent variables are shown in Table I. The KMO index at .842 > .5 was recorded and the Sig. of Bartlett's test was at .000 < .05, which indicated that the all dependent variables were suitable for principal component analysis (Pallant, 2005). There were two extracted components have the eigenvalues of 3.635 and 1.040, which are greater than 1 and the total variance explained was 58.437% satisfied the requirement of being greater than 50%. All eight items of two dependent factors had high factor loadings which were higher than .5 demonstrating each item was highly correlated with each other and the corresponding extracted components. Cronbach's Alpha were .652 and .798 representing the measurement scale was reliable for further assessment of the dependent variables.

Table 2. Summary of the Independent Variables with Reliability Coefficients

Variables	Number of Items	Cronbach's Alpha
Food Quality (FOQUA)	4*	.748
Perceived Price (PERPRI)	3*	.670
Food Culture (FOCULT)	2*	.836

* All items have factor loadings ≥ .5; KMO index = .723 and Sig. of Bartlett's test = .000; Total variance explained = 65.638%

As for the group of independent variables (Table II), the KMO index was at .723 > .5 and the Sig. of Bartlett's test was at .000 < .05. There were three extracted components have the eigenvalues higher than 1 and the total variance explained was 65.638%. All factors had high factor loadings which were greater than .5 illustrating the high correlation between each item and the corresponding extracted components. Cronbach's Alpha was all high (from .670 to .836), which implied the high reliability of all factors for further assessment.

Research Findings

Demographic Characteristics of Respondents

From Table III, it can be seen that the number of female international tourists participated in this survey was higher than male tourists (56.9% compared to 43.1%). The majority of tourists surveyed were in 18-25 and 26-30 group of age (32.4% and 33.3% respectively), following by 31-40 age group which accounted for 24.5%. Most respondents were from Europe (44.9%) and Asia (31.5%) while people from other continents accounted for little frequency. Tourists with college/bachelor degree made up the largest proportion (77.3%). 78.2% of respondents claimed that it was their first time coming to Vietnam and 62% travelers have not tried Vietnamese food before coming here. For leisure/holiday is the purpose of 72.7% of tourists visiting Vietnam.

Correlations Between Variables

As seen in table IV, FOQUA, PERPRI, and TOFOSA had positive correlations with each other while FOCUL showed little to none linear relationship with other factors (r nearly =.00). Among them, the strongest positive correlation was between "Food Quality" and "Tourists' Food Satisfaction" (r=.624, p=.000), which points out that the better the Vietnamese food quality, the more satisfied tourists will feel. In addition, two independent variables, namely FOQUA, PERPRI and the mediator TOFOSA showed moderate positive correlations with TOWOM (r=.578; r=.556 and r=.544 respectively). Those results indicated that the high levels of food quality, perceived price, and food satisfaction were associated with a high level of tourists' willingness to tell others about Vietnamese cuisine.

Table 3. Demographics of Participants

		Frequency (N)	Valid Percentage (%)
Gender	Male	93	43.1
	Female	123	56.9
	Total	216	100.0
Age	Below 18	3	1.4
	18 - 25	70	32.4
	26 - 30	72	33.3
	31 - 40	53	24.5
	41 - 60	17	7.9
	Above 60	1	.5
	Total	216	100.0
Nation	Asia	68	31.5
	Europe	97	44.9
	USA / Canada	32	14.8
	Latin America	0	0.0
	Australia / New Zealand	12	5.6
	Africa	7	3.2
	Total	216	100.0
Education	High-school degree	4	1.9
	College / Bachelor degree	167	77.3
	Studying University	34	15.7
	Master degree or higher	11	5.1
	Total	216	100.0
Time(s) visit	1	169	78.2
	2	39	18.1
	3	2	.9
	More than 3	6	2.8
	Total	216	100.0
Have eaten Vietnamese food before	Yes	82	38.0
	No	134	62.0
	Total	216	100.0
Purpose of visit	Holiday / Leisure	157	72.7
	Business	24	11.1
	Visiting Family/Friends	18	8.3
	Other	17	7.9
	Total	216	100.0

Table 4. Correlations Between Variables

	TOWOM	1	2	3	4
1. FOQUA	.578	1.000			
2. PERPRI	.556	.511	1.000		
3. FOCUL	.071	.082	.057	1.000	
4. TOFOSA	.544	.624	.547	.096	1.000
Mean	4.380	3.798	4.491	3.845	4.021
SD.	.550	.649	.445	.720	.523

Note: All correlations are significant at the .05 level (p = .000)

Testing Hypotheses

Factors Directly Affecting Tourists' Food Satisfaction

Table 5. Coefficients Between Independent Variables and TOFOSA

Variables	Unstandardized Coefficients (B)	t	Sig.
	.862	2.918	.004
FOQUA	.374	7.894	.000
PERPRI	.362	5.259	.000
FOCUL	.030	.810	.419

Dependent Variable: TOFOSA: Tourists' Food Satisfaction
Predictors: Food Quality, Perceived Price, Food Culture
ANOVA: F (3, 212) = 60.663, Sig. = .000, $p < .05$
Model summary: $R^2 = .462$

Having the values of $B > 0$ and the p-values $< .05$ (Table V), two explanatory independent variables FOQUA and PERPRI had positive effects on TOFOSA with $B = .374$ and $B = .362$ respectively. This means that if tourists' perceptions of Vietnamese food quality and price are favorable, they will be more pleased with the cuisine. On the other hand, FOCUL had no significant effect on TOFOSA ($B = .030$), indicating that no matter culinary culture and eating manners, tourists' satisfaction will not be affected.

Factors Directly Affecting Tourists' Word-of-Mouth

Table 6. Coefficients Between IVS, TOFOSA and TOWOM

Variables	Unstandardized Coefficients (B)	t	Sig.
	.920	2.852	.005
FOQUA	.262	4.548	.000
PERPRI	.364	4.650	.000
FOCUL	.008	.208	.835
TOFOSA	.199	2.702	.007

Dependent Variable: TOWOM: Tourists' Word-of-Mouth
Predictors: Food Quality, Perceived Price, Food Culture, Tourists' Food Satisfaction
ANOVA: F (4, 211) = 42.460, Sig. = .000, $p < .05$
Model summary: $R^2 = .446$

Table VI showed that all factors except FOCUL were significant at 90% confidence level. In these significant relationships, PERPRI had the strongest direct effect on TOWOM ($B = .364$; p $<.05$), indicating that if tourists enjoyed Vietnamese cuisine and felt that what they enjoyed worth the price, they would be more willing to say good things about the destination's food. FOQUA came in second with $B = .262$; p $<.05$ and TOFOSA ranked third with $B = .199$; p$<.05$. These two coefficients implied that better food quality, a higher level of tourists' satisfaction would lead to the spread of word-of-mouth.

Indirect and Total Causal Effects on Tourists' Word-of-Mouth

From two stages of multiple regression above, two independent factors were proven to have significant effects on TOFOSA and TOWOM. TOFOSA was also found to have a direct effect on TOWOM with $B = .199$. Hence, it could be said that the effects of two independent variables FOQUA and PERPRI on TOWOM are mediated by TOFOSA at (.074), (.072) coefficient levels. The model of significance is summarized in Figure 1.
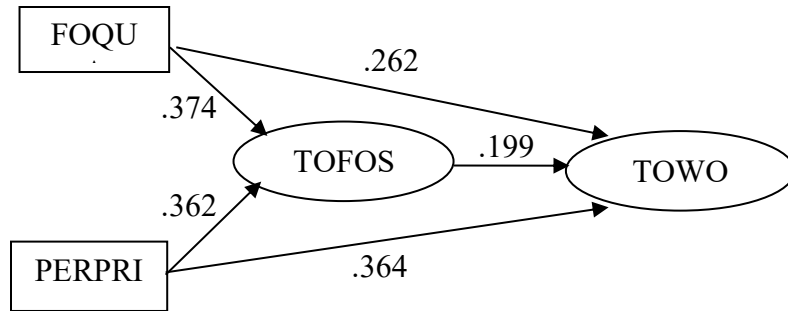
Note: All coefficients in the model are significant at 95% confidence level.
Figure 1. Path coefficients of hypothesis testing

In order to confirm the significance of the above indirect relationships, bootstrapping method was then applied. The principle is to find out "whether a zero (0) falls between the lower (LLCI) and upper (ULCI) boundary of the confidence intervals. If there is a zero, the indirect effect is not significant or no effect exists; otherwise, the indirect effect can be claimed" (Khuong & Phuong, 2017), (Preacher & Hayes, 2008). The indirect effects of FOQUA and PERPRI on TOWOM were confirmed at 90% confidence interval. Among them, PERPRI had the strongest effect on TOWOM with $B =.436$, which was a substantial effect. Total effect of the model was .971 and the indirect effect was .146.

Table 7. Direct, Indirect and Total Causal Effects on TOWOM

| Variables | Causal Effects | | | LLCI | ULCI |
	Direct	Indirect	Total		
FOQUA	.262	.074	.336	.028	.125
PERPRI	.364	.072	.436	.026	.124
TOFOSA	.199	---	.199		
Total	.825	.146	.971		

Discussion of Findings

The purpose of this research is to determine the effects of FOQUA, PERPRI, and FOCUL on TOWOM through TOFOSA to give recommendations on how to increase tourists' WOM behaviors. The results showed both similarities and differences compared to previous studies.

FOQUA and PERPRI were proven to have direct relationships with TOFOSA, which were consistent with previous researches. "Offering high-quality and value-for-money local cuisine is critical to the hospitality industry, as the "food quality" and "price" were found to be the most important factor in tourist satisfaction" (Peštek & Činjarević, 2014). According to (Sulek & Hensley, 2004) which mentioned food quality is one of the significant predictors of customer satisfaction. "Food quality is an absolute requirement to satisfy the needs and expectations of restaurant customers" (Peri, 2006). As (Ehsani & Ehsani, 2015) discussed in his research, that the price of the product would affect the customer satisfaction mediating by customer relationship quality and proved that the relationship between customers satisfaction and commitment and price of the product were significant. Reference (Chi et al., 2013) proved that satisfaction and quality had causal impact on tourists' behavioral intentions, including revisit and word-of-mouth intentions. Moreover, tourists' satisfaction is considered as the key determinant of tourists' likelihood of recommending and revisiting a particular destination (Hui et al., 2007); (Yoon & Uysal, 2005); (Soderlund, 1998).

36

These three variables (FOQUA, PERPRI and TOFOSA) directly affected TOWOM, because when tourists have high-quality culinary experience, they will not only return but also spread positive word-of-mouth. Indirect relationships of FOQUA and PERPRI with TOWOM with the mediating factor TOFOSA were also confirmed (Chi et al., 2013).

Among variables, PERPRI was the strongest coefficient in two multiple regression steps, which indicated that PERPRI was significant when predicting tourists' food satisfaction and WOM intentions. Since Vietnamese food price is considered cheap/ reasonable, the more tourists perceive "food price" with fairness, the more satisfied they will feel, because Price fairness is considered as an antecedent of customer satisfaction and loyalty (Martin-Consuegra et al., 2007). This is also supported by common sense that when tourists paid some reasonable amount of money for trying the local food and enjoyed it, they would be more excited to share their experience and encourage friends/ family to try out (Khuong & Phuong, 2017).

Finally, FOCUL was found to have no significant impact on TOFOSA and TOWOM. This may be caused due to the fact that two items measuring FOCUL factor were 'the food is shared at the table' and 'the food is eaten in family style'. Since most culinary cultures, especially in Asia, people will eat together at the table. Their eating styles are somewhat the same with Vietnamese style so food culture in this context has no significant effect on other two dependent variables.

Managerial Implications

Local cuisine is an undeniable advantage that authorities should pay attention to promote tourism. All the data were analyzed and all the findings were discussed to look for the final conclusion of the research questions that there were two independent variables directly affected Tourists' Food Satisfaction namely Food Quality and Perceived Price and they also indirectly affected Tourists' Word-of-Mouth. Also, based on 44 answers to open-ended questions collected from tourists, it is recommended that authorities should focus on enhancing food quality, price along with services to increase food satisfaction and WOM behaviors.

The role of FOQUA in influencing food satisfaction and behavioral intentions was measured by these items —taste, smell, well-presentation and variety, availability and convenient access to local restaurants. Firstly, many tourists showed strong interests in the taste of Vietnamese dishes but low-quality ingredients, as well as food hygiene and safety, sometimes disappoint them. This problem requires both local authorities and restaurants to guarantee that there are not any violations. Any wrongdoings should be severely penalized to protect food consumers, especially tourists. Restaurant owners/managers should also get their business certified safety to gain trust from consumers and keep their facilities clean and up-to-date in order to create an inviting dining environment for customers.

Secondly, Vietnamese foods are distinctive and diversified, especially street food and street vendors. It can be easily seen in HCMC that many kinds of food are sold by vendors along the streets, even in the center of the city. In order to improve variety, availability and convenient access to local restaurants, the government should allow local authorities to gather vendors and food stalls or establish a food market where price, quality, and hygiene are guaranteed. There are two reasons to do so; one is because although Vietnam is famous for delicious and attractive cuisine, most tourists find it difficult to find a place that they can try all different kinds of dishes. The second reason is that tourists often traveling on tours designed by tourism companies usually assigned to eat in contracted restaurants and follow their eating schedules. While the idea of trying Vietnamese

food is about trying street food and junk food - an interesting characteristic of Vietnamese cuisine, especially in HCMC.

As for PERPRI, which is the most significant factor in this research findings, should be paid extreme attention to push tourists' behavioral intentions. Price fairness is considered as an antecedent of customer satisfaction and loyalty (Martín-Consuegra et al., 2007). Tourists would be more satisfied if they felt that the food was worth what they pay for. Therefore, price transparency and reliability may be particularly relevant when prices are increased, controlling food price at a reasonable level would increase the competitiveness of visiting Vietnam compared to other destinations. Because when a service provider explains how a price is derived and shows that price increases are due to uncontrollable external factors, such as an increase in fuel costs, the consumer is more likely to accept the price increase and perceive it as being fair, or at least less unfair (Vaidyanathan & Aggarwal, 2003).

Most tourists agreed that the food selling in Vietnam was very cheap compared to food in their home country. However, they also mentioned that price discrimination happened almost everywhere in Vietnam. This was a serious matter since Vietnamese sellers always prioritize profits. When consumers perceive that "the price of a service or product is reasonable, it is possible for them to display the intention of repeat purchase behavior". On the other hand, if consumers "do not feel that their sacrifices are worthwhile, they may not make the purchase again, even when they are satisfied with the product or service" (Bei, & Chiao, 2001). Therefore, the solutions of controlling and adjusting product prices at an acceptable rate should be strictly executed by the government to ensure buyers' benefits. For example, reasonable prices in restaurants as well as small vendors can be guaranteed by law enforcement and regulations and regularly checked by local supervisors to make sure there is no cost discrimination. It is proposed that tourists should look for restaurants that are crowded with the Vietnamese or places with transparent listed price to avoid discrimination. Lastly, it is necessary to establish hotlines which buyers can contact to check up the price of regular products and services.

Besides, some surveyed tourists traveling alone confessed that they were more likely to enter restaurants which have promotion or discount advertisements outside of its doors; thus, services providers should invest in these advertisements so as to catch the attention of travelers. However, the quality of discount food needs to be ensured by service providers to avoid tourists' negative word-of-mouth.

Indeed, when travelling, especially traveling in developing countries, fear of illness may be the principal reason for tourists' suspicion of local foods, which might make them sick. The tourists' apprehensions regarding the safety of local food at the destination constitute a significant impediment to novel culinary experiences. Tourists are often reluctant to eat local food out of health worries or disgust caused by its unhygienic appearance. This requires each individual restaurants to take care of their raw ingredients because no business wants to upset its customers. Authorities should also publish a guidebook to warn tourists about what they may eat or drink; for example, saying that tourists cannot consume tap water in Vietnam (since in some countries people can just drink tap water without boiling). Strong punishments should be given to any business with unhygienic food, causing detrimental experience for tourists.

In addition, low rate of local people who can communicate in English and other languages is also a minus since 20.37% comments from tourists showed dissatisfaction with this. They also commented that a lot of restaurants do not have menu in English. Therefore, besides assigning

38

waiters/ waitresses who are able to serve and give instructions in English, it should be a must for Vietnamese restaurants to have English menu to help increase food satisfaction.

Some comments from tourists showed that they regretted not being able to try all types of Vietnamese food because they were not broadly introduced to as well as not well-informed about the local cuisine after arriving here. The suggestions are that an official English website about Vietnamese cuisine should be created and brochure that travelers can pick up at the airport should be distributed. These should contain all necessary information about Vietnamese cuisine, where to eat particular dishes, restaurants reviews, price references for the sake of international tourists.

Last but not least, concerning food image, some surveyed European tourists bear in mind the idea of 'dog meat trade' when talking about Vietnamese food image and they all agreed that this trade needs to be phased out. This problem requires national leaders working with policy makers to commit to a shut-down of dog meat farming; stopping dog thieves and raising public awareness that 'dog meat trade' is cruel.

Theoretical Implications and Limitations

This research developed a theoretical model that examined the relationships between Food Quality, Perceived Price, Food Satisfaction and Word-of-mouth. Since this study is one of the few studies that focus on the influence of food quality, price on satisfaction and tourists' behavioral intentions, the major findings not only have theoretical implications for the benefits of future researches but it also contribute to the scale and theory development in food tourism study.

Some Limitations of this Study Were Listed in the Following:

Firstly, due to the application of convenient sampling in Ho Chi Minh City, the findings cannot be generalized to the whole population of tourists visiting Vietnam. In order to capture better view on how international tourists evaluate Vietnamese food, further research needs to survey tourists in different destinations of Vietnam since tourists of different culture hold different views on food and Vietnamese local cuisine may vary between regions.

Secondly, as discussed in literature review, food culture concept often overlap with food image concept, all items in food culture should contribute to the investigation to create images that may lead to satisfaction and behavioral intentions. However, EFA test indicated that only two out of seven items are statistically reliable. Hence, it is vital to improve measurement items of food culture.

Thirdly, the research model in this study as the antecedents to behavioral intentions were limited to food quality, perceived price and food culture only, future researchers should evaluate tourists' perception of food by using qualitative research (either focus group discussions or personal interviews) to capture more important attributes prior to designing questionnaire, as tourists of different cultures have different points of view regarding Vietnamese cuisine. In future research, the model could be developed by adding other variables also vital independent variables that may influence satisfaction and word-of-mouth such as food image, service quality as well (Seo & Yun, 2015). The model development potentially orients towards a broader framework to investigate food satisfaction to increase the level of WOM.

Conclusion

In conclusion, all the research objectives have been achieved. Firstly, the study has comprehensively determined that food quality and perceived price have direct relationships with food satisfaction and indirect relationships with WOM through the mediation of food satisfaction. Secondly, basing on the empirical research findings, the study has provided the directions for authorities/ service providers to improve the current problems in order to promote the level of tourists' food satisfaction and increase their willingness to tell others.

From the sample of 216 responses, the significant correlations between and among variables in the model were claimed. Among them, perceived price has the strongest total effect on tourists' word-of-mouth (B =.364; p <.05), followed by food quality (B =.262; p <.05) and no relationship was claimed on food culture. Similarities and differences from previous findings were also discussed. Nevertheless, the study has some limitations in its research scope. There is a possibility that the results were biased since the surveys were distributed only in HCMC. Therefore, it is recommended to conduct other similar studies in other cities of Vietnam to test the generalizability of the results in the whole Vietnam since each city in Vietnam may have their own local cuisine.

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The Influence of Situational Factors on Tourists' Positive Mood and Impulse Buying Behavior - An Empirical Study in Ho Chi Minh City

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Abstract

The purpose of this paper was to examine the situational factors affecting on the impulse buying behavior through the mediating role tourists' positive mood. A quantitative approach was mainly applied, using the questionnaire which was directly delivered to 328 tourists in Ho Chi Minh City (HCMC), Viet Nam. The findings showed that the better store environmental characteristics of the store, the better conditions of tourists' emotional responses. Moreover, other factors consisting of perceived crowding effect and the trip party were significantly correlated and had both direct and indirect impact on impulse buying behavior through the mediating role of positive mood. Then, suggestions were given to enhance the professional image, and improve service quality which, in turn, would increase the satisfaction, and motivate the buying power from tourists.

Keywords: impulse buying behavior, emotional response, positive mood, store environmental characteristics, perceived crowding effect, trip party, time pressure

Introduction

In recent years, tourism is considered like as the most significant economic sector which benefits the development of a country. In 2017, it greatly contributed VND 294.6 trillion (US$ 13 billion), approximately 6.0% to the general GDP (Travel & Tourism Economic Impact 2018 Vietnam, 2018). The remarkable growth of Vietnamese tourism is the result of a close attention paid by the Party and State as well as the entire sector, especially the Politburo's Resolution No. 08-NQ/TW on developing tourism into a spearhead economic sector (Vietnam Records impressive breakthroughs in tourism development, 2018). However, this growth doesn't only represent through attracting tourists to stay for long or return intention rate but also enhancing their buying power with tourism products strongly. The contribution of tourists' shopping can be considered as a very crucial part for the development of tourism industry in general. Due to the fact that currently, there are few studies particularly focusing on impulse buying behavior, especially in the tourism industry in an emerging market. Besides that, according to practical observation in Viet Nam, some previous researches were mostly aimed to examine the purchasing behavior of foreign visitors, and seemed to forget the very valuable contributions of domestic tourists for whole tourism income while regarding to Travel and Tourism economic impact report in 2018, domestic travel spending generated 49.3% of direct Travel and Tourism GDP in 2017 in compared with 50.7% for foreign visitor spending (Travel & Tourism Economic Impact 2018 Vietnam, 2018). Consequently, in order to understand the impulse buying behavior from domestic tourists in depth, studying situational factors' effects including store environments, perceived crowding, trip party and time pressure become an indispensable task in this paper.

Literature Review

Store Environments

Much of environmental psychology is based on the stimulus-organism-response (S-O-R) paradigm, which posits that the environments is the stimulus (S) containing cues that combine to affect people's internal evaluations (O), which in turn create approach or avoidance responses (R) (Roy and Susan, 2003). Based on this model, there were some researchers who extended and broke down it by many different ways to show how it can provide unique insights into the effect of store environments on shoppers' emotion and impulse buying behavior. Berman and Evans (1995) separated into 4 categories: the exterior of the store, the general interior, the layout and design variables, and the point-of-purchase and decoration variables. On the other hand, Baker (1986) classified the environmental physics into 3 components, including (1) ambient factors, or background features that may or may not be consciously perceived but that affect human senses (e.g., scent, music); (2) design factors, that is, features that are directly perceptible by consumers and (3) social factors, or the people in the environments. The paper will focus on Baker's definition mainly because its combination implies relatively on much significance and sufficiency.

Ambient factors, which refer to background conditions in the environments related to non-visual features of a store's environments, such as lighting, cleanliness, music, scent (Baker et al., 1994). According to the research of Tai and Fung (1997), shoppers' emotional responses are strongly influenced by these elements. For instance, lighting can impact both store image and examination merchandise (Areni and Kim, 1994) in shoppers' mind and ultimately motivate them to purchase products. Or another factor, according to Mohan et al. (2013), music is an important, frequently and commonly studied variable that influences affective states (Jerome, 1994). It is a key ambient variable (Bitner, 1992) shaping consumer behavior in retail environments. The presence of pleasant music produces a positive effect (Garlin and Owen 2006), especially background music. It tends to be soothing and create a pleasurable atmosphere (Milliman, 1986). The melody of music can make an important impact on shoppers' positive mood and lead to greater helping behavior (Fried and Berkowitz, 1979).

Store design factors have consisted of physical elements of the store including exterior features (e.g. parking), general interior features (e.g. floor coverings, color), store layout features (e.g. floor space allocation) and interior display features (e.g. signage) (Fiore and Kim, 2007).

Social factors, includes density, privacy, types of customers, and appearance of retail employees (Turley and Milliman, 2000). The social interaction between a salesperson and a consumer is reported to be one of the most influential factors in the retail environments.

Perceived Crowding

According to Stokols (1972) found that individual characteristics had an effect on the degree to which a particular environments was perceived as being crowded. Or on the other hand, perceived crowding is reported to be a direct result of density, which is a blend of a subjective estimate of the number of people, the space available, its organization, and a subjective evaluation of the desired level of interaction (Eroglu & Machleit, 1990). More particularly, there are two dimensions of crowding, human crowding and spatial crowding (Harrell et al., 1980). Perceived crowding was found to decrease customer satisfaction with the shopping experience and the store, depending on their prior expectations and tolerance for density (Eroglu et al., 2005). However, crowding may

44

have some positive effects, which can be explained by the concept of behavior-environments fit (Hui and Bateson, 1991). People may feel that they prefer a high-density environments (e.g., a bar) because the setting is more compatible with their situational goals, say, to have an exciting evening after a monotonous day of hard work (Hui and Bateson, 1991)

Trip Party

Trip party refers to social surroundings in situational factors which provides some influences on the unplanned buying behavior of consumers, such as family, members, relatives, friends, co-workers. Nitzan & Libai (2011) pointed out that such social effects defined in other words as the connection and information transmission which are the general fact and practice of human being and/or customer. Moreover, Bell et al., (2011) also pointed out that unplanned buying behavior could be affected by out-of-store factors, specifically as word of mouth from family and friends. Similarly, Chang et al., (2011) found out the impact of social characteristics on customer's positive emotional response. However, Inman et al., (2009) researched findings against the proposition of social effect on customer decision-making. In term of tourism, social surroundings can be defined as trip companions who are the key factor to understand tourists' buying behavior. In the context of general marketing, March and Woodside, (2005) implied that social factors including the presence or absence of others tend to influence the buying behavior of an individual. Hence, this paper was also aimed to study the significant interaction of trip party with tourists' buying behavior.

Time Pressure

Time available for shopping is considered an important situational factor influencing consumer purchase behaviors in general, and is defined as "consumers' perceptions of the time required to perform the intended shopping tasks relative to the actual time available to perform such tasks" (Park et al., 1989). Relatedly, time pressure induces a need to make decisions more quickly and hence results in decision makers checking the information faster (Dhar and Nowils, 1999) and being more reliant on decision heuristics (Raghubir and Srivastava, 2002). Thus, with greater time constraints, consumers tend to adaptively process less information and selectively process only the more important attributes (Rieskamp and Hoffrage, 2008)

Positive Mood

Considering mood is as a purely emotional concept which has generated many works in hedonic psychology dealing with different forms of mood (Weenig and Maarleveldm, 2002). According to Bessouh and Belkhir (2018), the mood is "a fundamental affective disposition, rich in all the emotional and instinctive instances, which gives each of our states of mind a pleasant or unpleasant finality, oscillating between the two extreme poles of pleasure and pain". In term of research, findings of Swinyar (1993) indicated that mood has a significant impact on the buying behavior of the consumer. Thus, qualitative analyses have been successful in highlighting the fact that buyers often make impulsive purchases when they feel particularly well or particularly bad. Impulse buying is more often done to "fight a feeling of blues" (Rezaei et al., 2016).

Impulse Buying Behavior

Although it is not easy to give a clear definition of impulse purchasing, researchers in consumer behavior do agree on the fact that it is the quick purchase, which is more or less thoughtful and

45

unplanned, of a product which the individual did not need beforehand (Bessouh and Belkhir, 2018). In particularly, Bayley, and Nancarrow (1998) believes that impulse buying is characterized by consumer's sudden, compelling and hedonically complex behavior in which consumers are unaware about alternative information and choices (Gogoi, 2017). The emotions generated influence the shopper buying behavior that leads to impulse purchase (Gardner and Rook, 1988). Usually, when a crowded place becomes exciting, it generates an urge to buy something. The feeling of pleasure and arousal generated from the crowding may increase the satisfaction level of the shopper that triggers impulse purchase (Li et al., 2009).

In order to obtain all objectives and further analyses, this study hypothesizes that:

- H1: Store environments, perceived crowding, trip party, and time pressure influence tourists' positive mood.
- H2: Store environments, perceived crowding, trip party, time pressure and tourists' positive mood impact on impulse buying behaviors directly.
- H3: Store environments, perceived crowding, trip party, time pressure influence impulse buying behaviors through the mediator tourists' positive mood.

Methodology

Research Design and Data Collection

This paper mainly applied the quantitative approach to study the influences between variables. The target population is focused on domestic tourists who are living in HCMC and have traveled around Viet Nam within the last 6 months and the convenient sampling method will be preferred.

The questions were in form of Five - scale Linkert statement (1 = strongly disagree, 5 = strongly agree). Surveys were delivered and collected by two main ways: directly from tourists, and indirectly through tour guides.

The data would be conveniently collected from a sample of 328 domestic tourists of different ages, genders, educational levels, the purpose of visits, to ensure the authenticity and reliability of the sample.

Factor Analysis and Reliability

The first-factor analysis was conducted for the group of dependent variables. The group of two dependents variables accounted for 61.29% of the total variance with Cronbach's Alphas of .826 and .704. KMO value was .858 and Barlett's test of sphericity reached a significant level of p = .000. More especially, both of dependent variables made up 61.29 percent of the total variance. Hence, all factors in the paper were considered appropriate and reliable for the further analysis.

Table 1. Summary of Dependent Variables

Given Names	Number of Items	Cronbach's Alpha
1. Tourist positive mood (TOPOMO)	5*	.826
2. Impulse buying (IMBU)	3*	.704

All items have factor loading >= .5
KMO index = .858 and Sig. of Bartlett's test = .000
Total variances explained = 61.29%

46

Similarly, the second group of five independent variables was conducted by EFA test. As being presented in Table II, there were totally 18 items retained for further analysis. The factor loading from the remaining items ranged from .736 to .853 that met the minimum requirement to be greater than .5 which displayed the high reliability. Moreover, KMO = .823 > .6 showed that the suitability of the data and Barlett's test of sphericity value p =.000, presenting the analysis of this factor be significant.

Table 2. Summary of Independent Variables

Given Names	Number of Items	Cronbach's Alpha
1. Store Design (STODES)	4*	.825
2. Employee (EMPLOY)	4*	.853
3. Perceived crowding (PERCROW)	4*	.816
4. Time pressure (TIMPRES)	3*	.853
5. Trip party (TRIPA)	3*	.736

All items have factor loading >= .5
KMO index = .823 and Sig. of Bartlett's test = .000
Total variances explained = 69.11%

Research Findings

Demographic Characteristics of Respondents

Table 3. Demographics of Participants

		Frequency (N)	Valid %
Gender	Male	102	31.1
	Female	226	68.9
	Total	328	100.0
Age	18-24	244	74.4
	25-34	37	11.3
	35-50	38	11.6
	Above 50	9	2.7
	Total	328	100.0
Education	Vocational	2	.6
	College	8	2.4
	Bachelor	297	90.5
	Postgraduate	21	6.4
	Total	328	100.0
Monthly Income	Under 5 million VND	78	23.8
	5-10 million VND	105	32.0
	10-20 million VND	95	29.0
	Over 20 million VND	50	15.2
	Total	328	100.0
Shopping budget for domestic tourism	Under 500,000 VND	78	23.8
	500,000 - 1 million VND	105	32.0
	1-2 million VND	95	29.0
	Over 2 million VND	50	15.2
	Total	328	100.0

As can be seen from the Table III, the number of male participants was less than female (compared 31.1% to 68.9%), and tourists in group ages young adults (18-24) accounted for almost the data of test with 74.4%. Most of the tourists also have sufficient knowledge with bachelor degree which made up the largest proportion 90.5%. Regarding monthly income and the related shopping budget for domestic tourism, it seems to classify very clearly about the correlation between monthly income and shopping budget. Accounting for the biggest proportion 32%, the group of monthly income 5-10 million VND would be willing to spend 500 - 1 million VND for shopping budget.

Correlations Between Variables.

Table 4. Pearson Correlation Between Variables

	IMBUY	1	2	3	4	5	6
1. EMPLOY	.307	1.000					
2. STODES	.290	.593	1.000				
3. PERCROW	.225	.182	.108	1.000			
4. TIMEPRE	.088	.062	.073	.287	1.000		
5. TRIPA	.324	.377	.318	.199	.149	1.000	
6. TOPOMO	.519	.509	.414	.236	.102	.343	1.000
Mean	3.750	4.112	3.913	3.277	2.954	3.866	3.913
SD.	.702	.668	.653	.760	.900	.735	.603

Note: All correlation are significant at the .05 level (p = .000)

From Table 4, it can be seen that all variables were positively correlated with each other. Besides that, it is presented that there are only coefficients of TRIPA and mediator TOPOMO be significant at 95% confidence level. Among all variables, the highest effect of TOPOMO on IMBUY implied that the more positive mood created in tourists' emotion, the more impulse buying possibilities were motivated. Being ranked lower a little bit, TRIPA could still present its significance to IMBUY directly. With r = .324, p<.05 proved that suggestion or recommendation from trip companion impacted strongly on tourists' buying behavior at the store.

Testing Hypotheses

Factors Directly Affecting Tourists' Positive Mood.

Table 5. Coefficients Between Independent Variable and Topomo

Variables	Unstandardized Coefficients (Beta)	t	Sig.
	1.300	5.739	.000
EMPLOY	.310*	5.765	.000
STODES	.141*	2.641	.009
PERCROW	.100*	2.556	.011
TIMPRES	.009	.266	.790
TRIPA	.113*	2.705	.007

*Coefficients is significant at the .05
Predictors: EMPLOY, STODES, PERCROW, TIMPRES, TRIPA
Dependent Variable: TOPOMO
ANOVA: F = 23.409; Sig. = .000, p<.05
Model summary: Adjusted R^2 = .304

Look at Table 5, the results showed that there were only four in five factors having the significant positive impact on TOPOMO with coefficients of EMPLOY (B = .310), STODES (B=.141), PERCROW (B=.100), and TRIPA (B=.113) respectively. It can be conducted that the higher quality of store design, employee, together with the good effects from perceived crowding and trip companion, the higher positive mood tourists would be. The regression equitation of TOPOMO is stated as:

TOPOMO = 1.300 + .310*EMPLOY + .141*STODES + .100*PERCROW + .113*TRIPA

Moreover, in the ANOVA table, there is a significance of the model at 95% confidence level (Sig. = .000, p<.05) and F = 29.741. From the summary of the model table, R square was .316, which showed that four independent variables contributed to an explanation for the variance in tourists' positive mood which took account for 31.6%.

48

Factors Directly Affecting Tourists' Impulse Buying Behavior.

Table 6. Coefficients Between Independent Variable, Topomo, and Imbuy

Variables	Unstandardized Coefficients (Beta)	t	Sig.
	.796	2.847	.005
EMPLOY	-.028	-.421	.674
STODES	.076*	1.195	.233
PERCROW	.086*	1.855	.064
TIMPRES	-.006	-.157	.876
TRIPA	.139*	2.801	.005
TOPOMO	.504*	7.687	.000

*Coefficients is significant at the .05
Predictors: EMPLOY, STODES, PERCROW, TIMPRES, TRIPA, TOPOMO
Dependent Variable: IMBUY
ANOVA: F = 23.409; Sig. = .000, p<.05
Model summary: Adjusted R^2 = .304
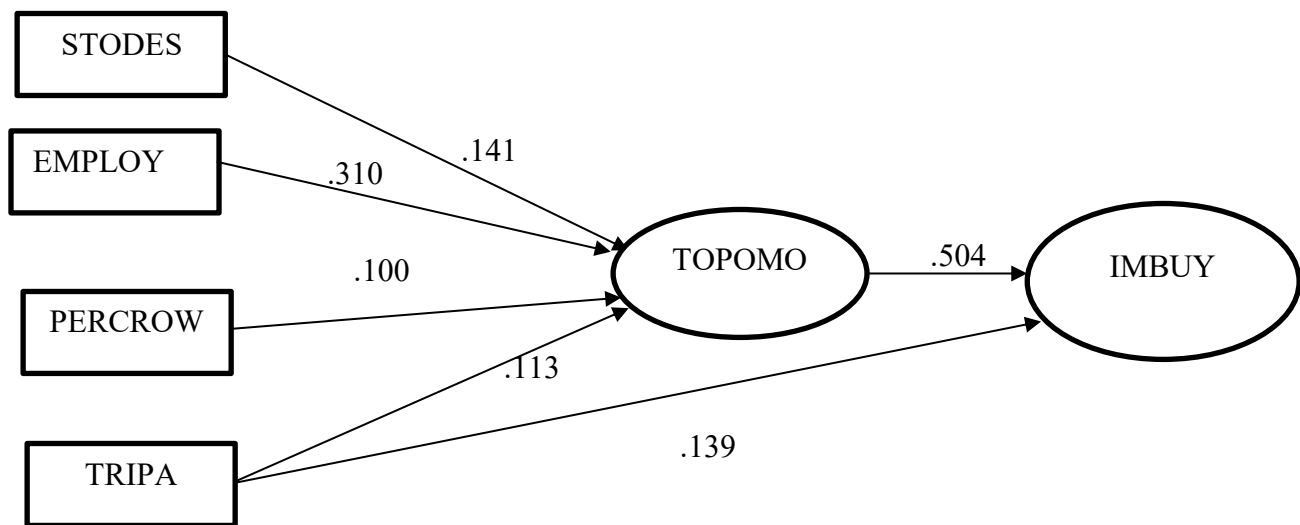
Figure 1. Path coefficients of hypothesis testing

From Table 6, TOPOMO got the highest direct effect on IMBUY (B = .504, p<.05), which stated that if the tourists' mood felt positive while shopping at the store, the possibilities of impulse buying happened very highly. TRIPA followed with B = .139, P<.05, showing that significant suggestions from trip companion would lead to impulse buying properly. Besides that, two variables EMPLOY (B= -.028, P<.05) and TIMPRES (B= -.006, P<.05) were not significant. Therefore, both of them wouldn't have any effect on IMBUY directly. Then, the regression equitation of IMBUY will be:

IMBUY = .796 + .504*TOPOMO + .139*TRIPA

In addition, from the ANOVA table, there is a significance of the model at 95% confidence level (Sig. =.005, p<.05) and F = 23.409. In the summary table, it showed R squared = .304, which means the independent variables above and the mediating factor TOPOMO contributed to explanation for the variance in tourists' impulse buying IMBUY to be 30.4%.

Total Cause Effects on Tourists' Impulse Buying

Table 7. Direct, Indirect, and Total Causal Effects

Variables	Causal Effects			LLCI	ULCI
	Direct	Indirect	Total		
EMPLOY	---	.156	.156	.103	.215
STODES	---	.071	.071	.026	.121
PERCROW	---	.050	.050	.018	.085
TRIPA	.139	.057	.196	.021	.096
TOPOMO	.504	---	.504	---	---
TOTAL	.643	.334	.977		

According to the Table 7, all values at two columns LLCI and ULCI are completely positive which proves no "zero" lies between them. Hence, at a 95% confidence interval, the paper identified the indirect variables EMPLOY, STODES, PERCROW, TRIPA. Among those, EMPLOY had the strongest effect on IMBUY with B = .156. And the total model effect was .977 with the indirect impact of .334, which took account of 34.18%.

Discussions

According to the analysis result from data collected in the survey, with the significant impacts of four independent variables on TOPOMO, the group of H1 proved that the better perception tourists can get from the employee, store design, perceived value, and trip companion, the higher positive mood they would get. More remarkably, it pointed out that the satisfaction with employee and store design play as two crucial roles to enhance tourists' emotion. Similarly, results showed positive emotions evoked during consumption have an important relationship to satisfaction level (Bidyut, 2017). In addition, Bidyut (2017) ever pointed out that the physical environments plays a significant role in shaping customer satisfaction. Thus, the researcher feels that a properly designed store may have the capacity to increase the shopper satisfaction level thereby increasing the tendency to shop more (Bidyut, 2017). More especially, a satisfied shopper not only becomes the loyal customer but also suggests the store to other customers. It is one of the key point proving the significant effect of the trip companion on tourists' positive mood directly.

This study also indicated that tourists' impulse buying behavior is influenced by their positive mood. The higher positive mood tourists had, the higher possibilities they could buy products. This analysis allows us to determine the highest rates associated with the different modalities of the variables to be investigated (Bessouh and Belkhir, 2018). The hypothesis according to which the mood favors the realization of impulsive purchases is thus validated. The empirical validation is in line with the result from another study which indicate that on the effect of mood on impulsive buying behavior, proves that individuals who are in a good mood seeking to stay in this state by making an impulsive purchase to indulge themselves, to reward themselves because for them buying impulsively is a way to change their minds, to combat feelings of discomfort and moodiness, and also to reward themselves by buying something. On the other hand, no relation was found between the bad mood and impulsive buying for individuals with a negative mood, which does not allow validating hypothesizes.

Path analysis and Bootstrapping method are applied to test the direct and indirect effects between variables. The third group of hypothesis indicated that IMBUY was influenced indirectly by STODES, EMPLOY, PERCROW, TRIPA through TOPOMO. This result makes a significant mediator of tourists' positive mood which plays a vital role in connection with tourists' impulse buying behavior. In those independent variables, EMPLOY had the highest coefficient ranking

50

which means that if tourists have the positive feeling about kind attitude, good appearance, polite gesture from employees at the store, their impulse buying would happen highly. Following it, STODES and TRIPA have the important impacts as well. Thus, if tourists satisfy with store design, layout, cleanness or good suggestion from the trip companion, it will lead to the possibilities of impulse buying happen properly. Finally, the last factor in this model PERCROW which its effect was the lowest in this study though, it had still positively impact IMBUY.

Recommendation

According to the analysis above, this paper hopefully provides some useful information to create a much better improvement. All factors consist of EMPLOY, STODES, TRIPA, PERCROW should be paid attention closely.

As mentioned above, even though PERCROW gets the lowest influence, it still plays a vital role in improving IMBUY significantly. It creates the crowded effect on customers' behavior which makes them be more curious, attractive by the product or service serving at the store. Being perceived as a store very crowded, customers will attribute high attention, visits and draw more other customers to the store. Thus, in order to make sure the store can still serve customers well, managers must closely focus on store's operation, for instance, managing the number of staff to serve customers at the peak time to ensure customers' satisfaction, supervise employees' attitude provide, in-time responses or kind supports whenever customers need some advice. Besides that, if arranging point of sales as well as organizing layout well such as finding the needed items quickly, feeling the spatial store comfortably, it will help limit some negative effects on customers' mood in the crowding store.

In term of store's employees (EMPLOY), their competencies must be the first considerable factor through the recruitment and selection system. From education background, characteristics to experiences, managers must evaluate closely. Then, newcomers have to be trained and coached as needed. The store should have the standard procedures to verify job responsibilities, assignments, and instructions for them. Observing employees during their works to find out deficiencies and arrange for necessary skills training. Besides that, the manager should pay attention to salary and the reward systems which play a vital role in motivating and attracting more qualified people with high ability joining in the organization, for instance, set up incentive levels for the good outcomes every month, create "a happy hour" activity such as tea break once per month to make employees feel relax and comfortable during their works.

Store design (STODES) is one of the significant factors which can be seen at the first impression from customers, so it should be focused on organizing and decorating. Even though the store's given strategies will be completely different from each product, there are some general principles to be taken into consideration. Firstly, a brand image must be built up to create the special impression in customers' mind. Secondly, all decorations for instance colors, design patterns, should be corresponded with the selling products and reasonable concepts. If products are sold according to seasons, the store can change the design pattern following with seasons, or make the colorful space to attract customers' attention while the store's cleanliness must be observed strictly. Additionally, a little music needs to be kept during the store's operation. It is very helpful to provide the comfortable senses to customers.

Last but not least, trip party (TRIPA) effect also supports to draw up customers' attention strongly. According to their shopping behaviors, they will feel reliable with companion's suggestions. Thus,

stores should provide some strategies or quick activities to take this chance. Besides a lot of things will be done above, it may coordinate with tourist companies to issues vouchers, special discounts for tourist groups, or give the specific price policies for buying one more item in the store, or prepare some small gifts for their buying to express store's appreciation.

After implementing all the suggested factors above, stores should organize some short surveys to get customers' feedbacks sometimes. From that, the manager will understand what customers are feeling; which positive factors should be maintained, which negative ones should be eliminated or improved to be much better.

Conclusion

In conclusion, this paper could attain all objectives. In order to study factors affecting on customers' impulse buying behavior to enhance effectiveness for stores at tourism sites, four independent variables including store design, employee, perceived crowd and trip party were taken in consideration with the mediating variable of tourists' positive mood. Furthermore, this study also presents the connection between variables to find out problems and solutions to enhance tourists' attraction and increase their impulse buying activities. From the samples of 328 responses, the paper could conduct the significant effects among variables according to tourists' views and needs. Based on the findings, some suggestions for improving the current challenges are proposed, which in particular increases tourists' impulse buying behaviors and improves their positive mood through four independent variables above. These important things can help to contribute values for the tourism industry in long-term development.

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Green Purchasing Behavior at Hochiminh City, Vietnam

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Abstract

This research attempted to examine factors affecting green purchasing behavior at HoChiMinh City (HCMC), by interviewing 297 consumers. Cronbach's Alpha, exploratory factor analyzing and linear multiple regressioning were used. The results show that there are three main factors affecting green purchasing behavior at HCMC, arranged by reducing the importance: (1) green promotion activities, (2) information sources, and (3) price of green products. This is the first research in Vietnam about this topic, however, the research reveals some suggestions for businesses and governmental administrations to enhance green purchasing behavior.

Keywords: green promotion, green purchasing, behavior, information sources

Introduction

Former Prime Minister Nguyen Tan Dung addressed at the ASEAN Environment Ministers' Meeting: "In our strategy and plan for socio-economic development 2016-2020, Vietnam considers environmental protection an important issue. In renewing the growth model in the direction of green development and towards people - sustainable development and protection of the health and physical well-being of the people. According to the warning of international environmental experts, in the next 10 years, Vietnam's GDP may double, but if not paying attention to environmental protection, the average GDP is increased by 1% damage from environmental pollution will cause loss of about 3% of GDP " (Government Bureau, 2015). While many countries around the world have seen environmental protection as one of the criteria for product evaluation, corporate sustainability, green product requirements in Vietnam, and perception of people (consumer) is limited. Vietnam will need activities to promote and support businesses to quickly integrate and raise awareness of consumers when choosing to buy products.

Researchers around the world have carried out a number of studies of green consumer behavior such as Roberts & Bacon (1997) exploring the delicate relationships between environmental concerns and ecologically conscious consumer behavior; Laroche& Guido (2001) determine the factors that make consumers more willing to spend more money on green products ... Most researchers have confirmed that green consumer behavior is a future behavior that contributes to environmental protection. In Vietnam, the research on green consumer behavior has not been diversified and has not received much attention, this is one of the first researches conducted on this topic.

Literature Review

Consumer behavior is understood as the reaction that individuals express in the decision-making process to purchase goods or services. Enterprises research consumer behavior to identify who their customers are, what they want to buy, why they buy, how to buy, where to buy, when and how much to buy to develop strategies. Marketing encourages consumers to buy products or services of enterprises.

54

Green purchasing behavior is the consumption of good, useful and beneficial products for the environment (Mostafa, 2007), which is an activity of individuals or organizations in the use of natural resources (Halpenny, 2006), in other words, green consumer behavior refers to the purchase and consumption of products that have little or no impact on the environment.Kim & Choi (2005)argued that green purchasing behavior contributes to the well-being of the communities in which they live so as to encourage people to act in an environmentally friendly manner.

Green consumers are defined as those who perform environmentally friendly behaviors or those who purchase green products with a standard choice. They will be willing to absorb new things, which will help them to easily accept green products (Shamdasani, Gloria & Daleen, 1993).

Factors Affecting Green Purchasing Behavior

Green Product Characteristics: Green products are eco-friendly or evironmentally-friendly. According to Shah & Pillai (2012), green products do not pollute the earth or destroy natural resources, products with any of the following features may be referred to as green products: (1) reproduceable materials, (2) no animal testing, (3) energy saving, (4) organic planting (for fruits and vegetables), (5) no effect on the ozone layer .

Price of Green Products

According to Wang (2012), the price of green products is often higher than conventional goods and to convince consumers to pay more for a new product is not easy. If production costs can be lowered or core value increases, green products can compete in the market. Those who know the importance of green products will be willing to pay more for it.

Green Promotion Activities

Green promotion is the promotion of products and services for the target market including pay for advertising, public relations, sales promotion, direct marketing and promotions on the web(Singh, 2010). Smart green marketers will be able to reinforce their environmental credibility by using sustainable marketing and communication tools and practices. Promotional strategies that businesses can use include ads for enjoying their daily lifestyle when using green products, thereby demonstrating that businesses have an environmental responsibility (Wang, 2012), along with other promotional tools.

Methodology

The methods are used by the author in research as follows:

Sample Description

350 people who have been using green products in HCMC, aged 18 to 50, were surveyed. Samples are selected by convenient method. After direct 200 and online 150 surveys, the removal of unsatisfactory responses, the remaining valid samples are 297, of which direct surveys accounted for 67%, online surveys 33%. Sample description is shown in Table 1.

55

Table 1. Statistics of Survey Samples

Sample survey information		Frequency	Ratio (%)
Gender	Male	111	37.4
	Female	186	62.6
Age	18-25	206	69.4
	26-35	80	26.9
	36-50	11	3.7
Income	Under 5 million	106	35.7
	Between 5 and 10 million	114	38.4
	Over 10 million	77	25.9
Academic level	Intermediate	14	4.7
	College	223	75.1
	Graduate	60	20.2
Marital status	Single	171	57.6
	Married	81	27.3
	Married and have children	45	15.2
Use of green	Used	193	65.3
products	Using	104	34.7

Proposed Research Model

The model of (Boztepe, 2012) has shown some positive effects of some factors on green consumer behavior that are selected for research, the proposed research model is as follows:Green Purchasing Behavior = f (Environmental Awareness, Green Product Characteristics,Price of green products, Green promotion activities).

Findings

After data collection and processing with SPSS, the author was informed of the results as follows:

Assessing the Reliability of The Scale

The Cronbach's alpha coefficient is used to test the reliability of the scales. The results show that the majority of observed variables met the criterion (Cronbach's alpha coefficient $\geq$ 0.6 and total correlation coefficient $\geq$ 0.3); 10 observed variables are not excluded. The study included a total of 30 observed variables before the analysis of the EFA (Table 2).

Table 2. Results of the Preliminary Measure of Reliability

Scale	Symbol	Cronbach's alpha	Item correlation - the minimum sum
Environmental Awareness	NT	0.705	0.604
Green Product Characteristics	SP	0.802	0.432
Price of Green Products	GI	0.713	0.444
Green Promotion Activities	CT	0.862	0.398
Green Purchasing Behavior	HV	0.867	0.569

Explanatory Factor Analysis - EFA

After the EFA of the 4 independent variables, the coefficient KMO = 0.715> 0.5 should be consistent with the data. The chi-square statistics of the Bartlett's test is 3082.993 with Sig. = 0.000, the observed variables are correlated. The total variance of 70.36% represents the variance of the data. The extractedstop point at factor 6 with Eigenvalue = 1.165. Factor loadings are greater than 0.5. Therefore, the scales are acceptable. The result of the EFAshows six groups of factors (Table

56

3), in which two new elements are "Energy Saving Consciousness" (YT) separated from "Green Product Characteristics": SP3c, SP3d, SP3e, "Information Sources" (TT) separated from "Green promotion activities": CT1, CT3, CT5 show consumers' interest in information sources.

Table 3. Results of the Fourth Factor Analysis

Name of the factor	Observed variable	Factor					
		1	2	3	4	5	6
Environmental Awareness (NT)	NT3	0.87					
	NT1	0.82					
	NT4	0.79					
	NT2	0.77					
Green promotion activities (CT)	CT9		0.82				
	CT8		0.80				
	CT7		0.80				
	CT4		0.59				
Green Product Characteristics (SP)	SP4b			0.84			
	SP4a			0.80			
	SP5a			0.77			
	SP5b			0.71			
Energy Saving Consciousness (YT)	SP3c				0.93		
	SP3d				0.91		
	SP3e				0.84		
Information Sources(TT)	CT3					0.83	
	CT5					0.73	
	CT1					0.62	
Price of green products (GI)	GI2						0.77
	GI4						0.75
	GI1						0.67
Eigenvalue		4.512	3.374	2.408	1.710	1.607	1.165
Extracted Variance (%)		21.487	16.064	11.466	8.141	7.654	5.548
Cronbach's Alpha		0.84	0.82	0.82	0.90	0.65	0.65

The results of the dependent variable analysis show that the coefficient KMO = 0.815, and Bartlett's test has Sig. = 0.000 <0.5, Extracted variance = 57.876% and the variables have higher factor loadings of 0.5. Thus, the "Green Purchasing Behavior" factor consists of 6 observed variables.

The research hypotheses are as follows:

- H1: Environmental awareness affects Green purchasing behavior positively.
- H2: Green promotion activities affect Green purchasing behavior positively.
- H3: Green product characteristics affect Green purchasing behavior positively.
- H4: Energy saving consciousness affects Green purchasing behavior positively.
- H5: Information sources affect Green purchasing Behavior positively.
- H6: Prices of green product affect Green purchasing behavior positively.

The model is modified as shown in Figure 1.
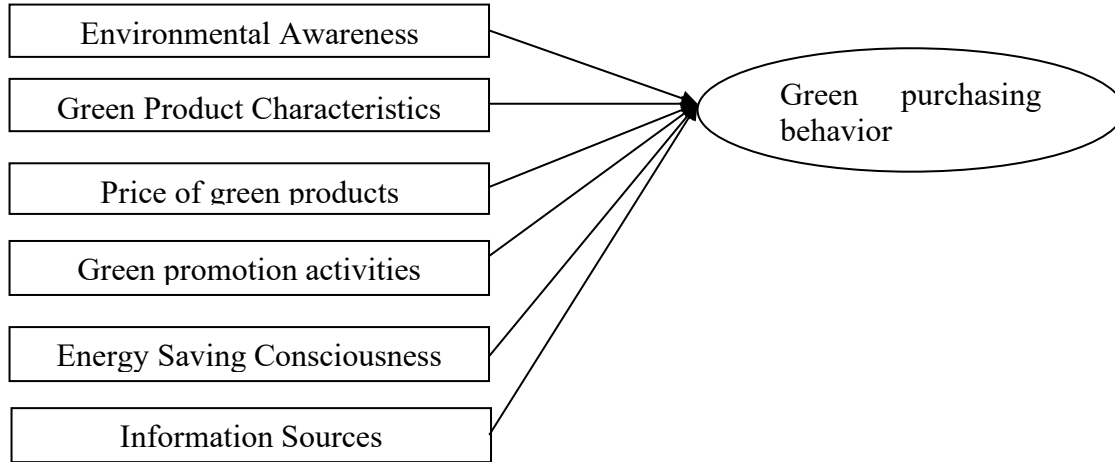
Figure1. Modified research model
Source: Modified by the authors

Correlation Analysis

Pearson correlation coefficients indicate that the correlation between independent variables and dependent variables is low. In addition, correlation coefficients are statistically significant (Sig. <.05), independent variable YT has Sig. = 0.859> 0.05, as YT does not correlate with the HV dependent variable so it is eliminated, the remaining observed variables will be used in the regression analysis in the next step (Table 4).

Table 4. Pearson Correlation Analysis

		NT	CT	SP	YT	TT	GI	HV
NT	r	1						
	Sig. (2-tailed)							
CT	r	-0.14	1					
	Sig. (2-tailed)	0.016						
SP	r	0.181**	0.223**	1				
	Sig. (2-tailed)	0.002	0.000					
YT	r	0.137*	0.021	0.280**	1			
	Sig. (2-tailed)	0.018	0.725	0.000				
TT	r	0.077	0.452**	0.224**	0.046	1		
	Sig. (2-tailed)	0.186	0.000	0.000	0.429			
GI	r	0.208**	0.344**	0.246**	0.064	0.139*	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.269	0.016		
HV	r	-0.128	0.664**	0.207**	0.010	0.192**	0.359**	1
	Sig. (2-tailed)	0.028	0.000	0.000	0.859	0.001	0.000	

*. Correlated with significance level 0.05 (2-tailed).
**. Correlated with significance level 0.01 (2-tailed).

Detect the Necessary Assumption Violations

Scatterplot dispersion shows that the standardized residues disperse randomly around zero axis in a constant range, the predicted value and the standardized residues are independent, and the variance of standardized residues remains unchanged. Thus, the regression model is appropriate. The residual frequency graph shows the normal distributed residue with a small mean value of ≈

58

0.00 and a standard variance of 0.990 ≈ 1. Therefore, it can be concluded that the standard hypothesis is not violated. The P-P plot of the residuals has been standardized to represent the actual observation points that are very close to the diagonal of the expected values, which means that the residual data has a normal distribution. Thus, the linear regression model does not violate the necessary assumptions.

Regression Analysis

The first regression analysis was performed by the Enter method, which showed that there were 2 variables with Sig. not reaching the 5% significance level which are NT and SP. The second regression analysis was performed by the Enter method with the retained variables. Table 5 shows that the variables reach a significance level of 5%.

Table 5. Results of the Second Regression Analysis

Factor	Unstandardized coefficient		Standardized coefficient	Value t	Value Sig.	Multicollinearity	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.868	0.198		9.429	0.000		
CT	0.498	0.037	0.674	13.456	0.000	0.716	1.398
TT	-0.132	0.047	-0.132	-2.786	0.006	0.796	1.257
GI	0.146	0.045	0.145	3.220	0.001	0.882	1.134

Adjusted R2: 0.469
Durbin-Watson Statistics: 1.881
F Statistics (ANOVA): 88.068
Level of significance (Sig. of ANOVA): 0.000

The adjusted R2 coefficient is 0.469 which means independent variables explain 46.9% of dependent variables. The Durbin-Watson index of 1,881 (ranging from 1 to 3) indicates that there is no superlative chain correlation in the model. The regression model with F = 125.339; Sig. <0.05 indicates that the model is consistent with the data set and can be generalized to the whole (Table 5). The unstandardized regression equation is as follows:

Green purchasing behavior = 1.868 + 0.498*CT – 0.132*TT + 0.146*GI

Determining the Difference

The t-test with Sig. = 0.008 <0.5 means that there is a difference between male and female in green purchasing behavior. Accept the H7a hypothesis. ANOVA analysis <0.05 shows differences between age groups, using Tamhane's T2 test for each pair of variance shows a significant difference between the 18-25 age group andother two age groups includingthe 26-35 age group (Sig = 0.00 <0.05) and the 36-50 age group (Sig. = 0.01 <0.05).

Result of Levene test for income variable with Sig. = 0.456> 0.05, ANOVA analysis with Sig. = 0.094>0.05, means that there is no difference between the income groups.

Result of the Levene test for qualification variable with Sig. = 0.000 <0.05 indicates the difference between groups. Tamhane's T2 test showed a significant difference between the Intermediate and the other two groups (Sig. = 0.00 <0.05).

Result of Levene test for marital status variable with Sig. = 0.000 <0.05 indicates the difference between groups. Tamhane's T2 test showed a significant difference between the Single and the other two groups.

Discussing the Research Results

Green promotion activities have a positive impact on behavior of consumers in HCMC, in accordance with the study of (Boztepe, 2012). This impact shows that consumers are interested in environmental issues through media and marketing activities of enterprises. Marketing programs need to select the appropriate communication channels, convenient locations such as supermarkets, trade fairs, ... for consumers to know about green products easier. The more attractive and practical the promotional activities will be, the more likely they will stimulate their purchase behavior for environmentally friendly goods.

With regard to the Information Sources, which were found after the analysis of EFA, they were statistically significant, however, the negative regression coefficient ($\beta 4 = - 0.132$) or Information Sourcesnegatively impact green purchasing behavior . This is different from the results of the study (Boztepe, 2012), however, which coincides with the results (Mostafa, 2007). The primary source of information on the latest and most accurate green products and programs will have a positive impact on consumer behavior that can be explained. But in the context of information disturbance in the market together with the hype of enterprises on their business items, the consumer is very alert and can not make a decision to proceed to purchase goods after the receiving the information. HCMC is the center of Vietnam's scientific and economic information, so consumers living and working in this area will be highly sensitive. That is, they always review, analyze information carefully and then lead to action.

The prices of green products have a positive impact on behavior of consumers in HCMC, in accordance with the study of (Boztepe, 2012). Experts estimate the prices of green products are 20% - 40% higher than conventional products of the same type. With access to many sources of information, consumers in HCMC can thoroughly analyze the reasons for this price difference. In addition, the general psychology when seeing a low price item that features superior products will cause suspicion. Therefore, the parallel between the value and prices of green products create the trust and lead to purchasing behavior of consumers.

Environmental awareness and green product characteristics were not statistically significant, so there was no impact on green purchasing behavior, as opposed to research (Boztepe, 2012), but was consistent with (Shah & Pillai, 2012). This shows that from awareness to action is a process that the agencies and businesses in the field of producing and trading of green products have to work harder. At the same time, it shows that consumers have a positive attitude, support the environmentally friendly products but that is not the key factor leading to their buying behavior.

Conclusion and Administrative Management

After the research results, based on the practical conditions, the author made a number of recommendations as follows:

60

Conclusion

Discovering the factors that affect green purchasing behavior of consumers in HCMC is an important objective of this research. Results show that there are 6 factors: Environmental Awareness, Green Product Characteristics, Green Promotion Activities, Prices of Green Products; and two additional factors are Energy Saving Consciousness and Information Sources. After the correlation and regression analysis, the remaining elements in the regression model affecting green purchasing behavior of consumers in HCMC, in the order of decreasing impact level include: (1) Green Promotion Activities, (2) Information Sources and (3) Prices of green products.

Managerial Suggestions

A number of implications for research proposed by the authors as follows:

Green Promotion Activities

The results of regression analysis show that "Green promotion activities" is the most influential factor in the model (B2 = 0.498) and has the positive effect on green purchasing behavior. This means that the more frequent promotional activities of a company, the greater the degree of interaction with consumers, the more likely they are to consume green products.

In particular, the "I know green products through forums" factor has the highest average value (mean = 3.37). This shows that consumers in HCMC regularly interact and seek information on green products through the forum so that leads to buying behavior. The forums such as webtretho, lamchame, blogtamsu, guu, ... are favorite forums of young people, office workers, parents. Here, people often share their shopping experiences, evaluate their experiences, how to select and recommend where to sell their favorite items, etc. Because of this, marketers use the form of "forum seeding" to post promotional information through the form of stories, discussions, sharing articles, reviews of a product / service. This will create more trust in the form of direct advertising. However, for this promotion tool, marketers need to consider the multidimensional nature of information when posting and managing potential risks. On the other hand, on the website building green community as http://songxanh.vn/, http://thehexanh.net/, http: //getgreen.vn /, ... also share the information about Green products in detail. In addition, these websites offer a variety of green products, provide knowledge on distinguishing green products from common products, green business forms, information on environmental activities, etc. On these websites, forms of advertising are not given priority but If enterprises organize or sponsor an environmental contest, launch eco-friendly products, etc., the information will be updated on website and email system interact with users. The exchange of information, the interaction between users on the forum need more time and do not give results immediately but the effect will be verified after some time. Therefore, managers need to carefully consider before choosing this form of business strategy to suit each program and depending on the time.

Factor "I know about green products through supermarket promotions (mean = 3.63) ranked second in this scale. Accordingly, it can be seen that the supermarket promotions interest consumers and that is one of the factors that affect the green purchasing behavior of consumers in HCMC. Looking for a green product is not a difficult task for any consumers when shopping at supermarkets, because the campaign of consuming green products was initiated by the HCMC People's Committee in 2010 and is now launched for the sixth year. In HCMC,supermarkets such as Co.op Mart, BigC, VinMart, ... have been launching campaigns, programs to stimulate

consumption of green products, create green consumption culture, ... The campaign aims toencourage community to use of green products, products of companies that well protect the environment, encourage enterprises to voluntarily implement the Law on Environmental Protection to improve the quality of people's living environment, to ensure the sustainable development and to promote the role of the community in building a healthy competitive market in favor of Green businesses, to ensure the objective of economic development but still ensure the sustainability of the environment; and to change the harmful habits to the environment in the community, gradually improving the quality of the living environment.

Table 6. Mean of the Green Promotion Activities Scale

Variables	Mean
CT4: I know about green products through radio	3.00
CT7: I know green products through forums	3.37
CT8: I know about green products through outlets at the fair	3.09
CT9: I know about green products through supermarket promotions	3.28

To encourage consumers to switch to buying green products is a process that requires managers to have clear strategies and time to change their shopping behavior. Applying promotional offers such as green bundles when buying a regular product at a supermarket, increasing the weight in a product, giving coupons only applies to green products. There are several ways to create consumer interest in environmentally-friendly products, especially new businesses.

In addition, businesses can choose to share information about green products, promote their products at the point of sale in the fair. It is important that businesses need to make a difference to attract consumers to their booths in the fair. That's why the "I know about green products through sale points " ranking is just the third (mean = 3.09) in the green promotion activities scale. Enterprises can participate in periodical fairs for consumers such as high quality Vietnamese consumer fairs in PhuTho Stadium or fairs dedicated to environmentally friendly products such as Green Market. This is an opportunity for enterprises to introduce their products directly to consumers in the most obvious way. This is also a chance for two-way interaction between enterprises and consumers to better understand each other's needs and desires. From that, businesses will have the orientation to develop more environmentally friendly business goods.

Finally, the form of information transmission on the radio. The factor "I know about green products through radio" has the lowest average value (mean = 3.00). HCMC is the economic, financial, cultural, scientific and technical center of the country, so the information system here is very fast, updated continuously. However, the limitation of this form of communication is that it can not help consumers to have a green product identity that can be visualized, imagined after hearing the information. To overcome this, businesses should select the appropriate content to broadcast on the radio waves, it is important to choose the appropriate broadcast frequency, targeted to the target audience of the enterprise. This will help businesses achieve better performance when launching a business campaign for green products.

Information Sources

This factor has a negative impact on the Green Purchasing Behavior with coefficient B4 = -0.132. This indicates that the source of information on green products has made consumers suspicious and have a negative reaction, leading to no consumption of these items. This is very contradictory. If scientists and media have also provided information related to green products with real test results, consumers should have more bases to choose these items, instead of having negative

62

attitudes. However, this can be explained as these are consumers in HCMC. The market in HCMC is very dynamic, rich in goods, diverse; Their information is overwhelming and also very multi-dimensional. Therefore, consumers in HCMC are sensitive to information and have to consider a lot before choosing to buy any product, including green products.

Table 7. Mean of the Information Sources Scale

Variables	Mean
CT1: The marketing programs related to green products are always attractive to me	3,54
CT3: I know about green products through TV	3,57
CT5: I know about green products through environmental seminars	3,58

The "I know about green products through environmental seminars" has the highest average (mean = 3.58), followed by "I know about green products through TV" (mean = 3.57) and ultimately the " The marketing programs related to green products are always attractive to me " (mean = 3.54). These factors have an average> 3, which means consumers rated this scale over normal level. Consumers have an interest in these sources of information, however, because the "information sources" has a negative impact on green purchasing behavior, so when these factors are evaluated on a scale of 3, trust in that information is not high. To overcome this, administrators should pay more attention to the information conveyed on these channels. Besides, they also need to check and consider the efficiency, logic and reliability of those channels. Programs, messages need to convey more emotional integration to hit the psychology of each consumer. In that way, consumers pay attention and really think about the things that businesses as well as government agencies want to transmit. As a result, the ability to choose to buy green products through information from marketing, television and seminars will increase.

Prices of Green Products

The results of the regression analysis show that the Prices of green products factor is the one that has the positive effect on green purchasing behavior (B5 = 0.146). This means that the prices of green products is the accepted by consumers.

Table 8. Mean of Prices of Green Products Scale

Variables	Mean
GI1: I am willing to pay more to buy better energy saving devices.	3.54
GI2: I can accept a 10% fee for grocery stores to pack products by environmentally friendly way.	3.52
GI4: I will be willing to spend 200,000 VND / week to buy less harmful products	3.26

In particular, the "I am willing to pay more to buy better energy saving devices" is the factor with the highest average value (mean = 3.54). This shows that consumers in HCM City are interested in saving electricity. The act of buying a energy-efficient product is the action of a green consumer. Be prepared to pay a higher price for an energy-efficient product that shows an interest in consumer economics. The fee is paid only once but it can save a lot. It not only saves yourself but also saves energy for the whole country. Therefore, businesses need to pay attention to this strategy to produce energy-saving products and target groups of green consumers.

As green consumers, they are always concerned about the environment and always try their best to help improve those problems. So that factor " I can accept a 10% fee for grocery stores to pack products by environmentally friendly way" has a mean value of 2 (mean = 3.52). . According to experts in the preliminary survey, the prices of green products will be 20-40% higher than

63

conventional items. Therefore, if a product is normally packed in an environmentally friendly way such as packing products in recycled paper bags, newspaper packages, ... consumers can accept the price higher than 10 % for doing this. The purpose is to contribute to the harm reduction of packaging that affects the environment. Green consumers are also willing to pay a fee from their income to buy products that are less harmful to the environment. "I will be willing to spend another 200,000 VND / week to buy less harmful products", with an average value of 3.26 (> 3). This is something that business executives need to consider to choose the right packaging for each type of product, but still ensure the environment.

Other Suggestions

Firstly, national strategies and programs for sustainable production and consumption should be developed and implemented; Study and promulgate mechanisms and policies to encourage and motivate enterprises to participate in the green industry.

Secondly, improve the assessment criteria, accreditation with the "Green Business Award" (Department of Natural Resources - Environment, People's Committee of HCMC), making consumers feel secure when using green products.. Propagandizing, disseminating, raising awareness of people about green consumption to build sustainable consumption habits and environmentally friendly way of life.

Thirdly, implement the 3R movement (Reduction, Reuse, Recycle) in organizations, agencies, enterprises, schools, offices ... and launch nationwide.

Limitations of the Study

Research can not avoid the limitations: (1) Studying regression analysis eliminating the factors: Environmental awareness, Green product characteristics are not reasonable in practice, may be due tounrepresentative sample (2) This is the first time that the factors influencing green purchasing behavior have been analyzed in HCMC, but the repeat use of scales of [1] lead to many inevitable inadequacies. This is also the suggestion for the next study.

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64

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Power of Universe: How Do Have Social Media Effect of Organizational Image of Airline Companies ?

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Abstract

Social media is a new and active medium through which brands communicate with their target groups. Through social media networks, marketers are calling out to target groups at the time and place they want and establish more intimate relationships with them. The aim of this study is to measure whether popular social media circles support the image of the organization. In the theoretical section of the work, firstly, the organization culture, the image of the organization, the concept of social media, its features and environments are mentioned. When the findings are evaluated in general, it can be said that social media plays an important role in terms of organization image.

Keywords: airlines, Skytrax, social media, organizational image, emoji, hastags

Organizational Culture and Organizational Image Concepts

The concept of organizational culture was first introduced in 1979 by the article published by Pettigrew in the journal Administrative Science Quarterly, and it was an intense study in the following years. Culture can be defined as philosophy, ideology, values, beliefs, expectations, attitudes and assumptions shared by members of a social system. (Bess ve Dee, 2008: 359). Birnbaum (1988: 73), that organizations are social systems, and that each organization has a culture. Culture is one of the most important elements of the social environment surrounding the organizations, thus affecting the living and development of the organizations to a large extent(Güçlü, 2003). Organizational culture is the "system of norms, behaviors, values, beliefs and habits that direct the behavior of people in an organization"(Dinçer, 1992: 271). Every organization should add account that the culture to be formed will have a significant impact on the productivity of employees. In this regard, the cultures should not be ignored in the organization.

Organizational culture is considered a powerful organizational tool alone. When evaluated in this respect, it is seen as a concept that has a positive effect on organizational processes and output. Organizational culture can be used as a leverage in shaping employee behavior, fostering loyalty, and enhancing organizational performance by enabling the establishment of acceptable behavioral parameters (Hood ve Koberg 1991; Jenkins vd. 2008; Meterko vd. 2004). Robbins (1986: 430-431) defined organizational culture as "the totality of features shared by the members of the organization and whose organization differs from other organizations". Since organizations are social units, each organization has its own norms, ceremonies, values and beliefs. These cultural items influence the behaviors and attitudes of members of the organization and other members of the organization. Hoy and Miskel (2010: 165) have also defined organizational culture as a "system of shared orientations" that holds the units together and gives them a distinctive identity. In general, culture enhances organizational commitment in organizations and compliance in employee behaviors. It also helps employees by reducing uncertainty. To achieve these benefits, the culture can be said to have following five basic features (Robbins ve Judge, 2013: 516):

66

- *Definitions of Boundaries:* Culture makes a difference between organizations.
- *Identity:* Culture gives members a sense of identity for members of the organization.
- *Commitment:* The culture creates a commitment against other people's own interests.
- *Social Balance:* Culture seeks social glue in keeping the organization together by providing appropriate standards for socially acceptable employee behavior.
- *Control Mechanism*: Culture serves to shape and guide behaviors and attitudes that work as a control mechanism. In today's organizations, direct and close administrative control now seem to be an option, in this sense culture is one of the ways in which organizational standards are applied and the organization continues to be active.

The organizational image constitutes one of the most important interests of the manager, man, ifrom every profession who has flowed information and information in the field of product and service during the twentieth century. Along with the rising standard of living, people's choices about purchasing goods and services have also been differentiated (Vigoda-Gadot, Vinarski-Peretz & Ben-Zion, 2003).

The image, which can be defined by the sense organs as objects, perceptions and similarities of the objects perceived through external stimuli, is the correspondence of any individual, institution or situation with the effect that the individual awakens in the individual and society. This relationship is a prerequisite for the attitude of the person and the society, of being an opinion-maker and determining the attitude (Saracel et al., 2001). In this context, the organizational image is expressed as a picture that comes to mind when the logo is seen or the name is heard, or in the mind of the knitting (Gray & Balmer, 1998).

The image can be described as a constantly changing, dynamic and complex concept (Dichter, 1985). This complexity is sometimes positive for the perception of the image of the individual; sometimes it can be negative. Individuals who have a positive image due to their associations that are friendly to their employees may at times have a negative image due to the unpleasant situation they have experienced with the product of the organization (Kazoleas, Kim & Moffitt, 2001). Despite the various definitions of the image concept, the image that expresses the sum of the institutional appearance, communication and behavior; good, bad or all-around. The most important feature about the image is that it is won. The image fulfills an important function of creating and sustaining credibility and trust on internal and external target groups (Peltekoğlu, 2004).

Creating a good image is only possible if the target group has a good and positive view of the institution that is the subject of image formation. This provides institutions with a more respectable and prolonged life (Taşkın & Sonmez, 2005). Moreover, the organizational image is seen as a very important fact in terms of being close to and creating a perception close to each segment from the near and distant periphery of the existence of the organization (Aksoy & Bayramoğlu, 2008).

Social Media and Emoji

As a term, social media represents the whole range of tools, services and applications that enable users to interact using network technologies (Boyd, 2008, p. 92). Dialogues and exchanges that individuals make with each other on the internet create social media. With internet sites and applications that enable people to share content and information with each other, such as social networks, blogs, microblogs, instant messaging programs, chat sites, forums, internet users have

the opportunity to search for and access content they are interested in. At first glance, it seems like dialogue between individuals or small groups, but the number of people who are interested in shared information or content is increasing rapidly and significantly.

It is difficult to define exactly the social media network. It is not an easy task to define sites that have many similar features as social media networks or not. Nets and exception networks with many social media rules have emerged. Likewise, sites that have many features of social media networks but are not generally considered social media networks also emerge. Rather than making a rigorous definition of social media networks, it would be better to rank them and distinguish them from other sites (Klieber, 2009, s. 8).

Social networks, which can be termed as a network of personal or professional relationships among individuals, have become an important part of everyday life and are becoming increasingly important. Users benefit from all the features offered by new communication environments through social networks, and they provide continuous sharing. Social networks are one of the latest examples of groups that come together through a communication channel. In fact, the environment that people come together in this way resembles places such as parks and cafes where everyone knows each other. The public sphere is of great social importance (Boyd, 2007, p.5). This is one of the most important reasons why social network sites are so interested. The most important ones are Facebook, Twitter and Instagram.

The Concept of Emoji

Emojis, which is part of computer-aided communication, has an ever-increasing place in everyday life due to the influence of popular cultures. For this reason, brand managers use emoji in many communication activities, especially advertisements. While individuals embrace emoji as part of their culture, brand managers reproduce emojis with an appropriate expression for the brand. The rise of emojis also transforms the digital communications of brands (Kaye, 2015: 1); emotions are increasingly being used by brand managers in their promotional activities. WWF Director of Digital Innovation Adrian Cockle defines emojis as the first truly global language. According to Cockle, emojis possess a universal appeal and can overcome communication-related marketing problems at the international level by virtue of their attractiveness (Roderick, 2016: 5).

At the Oxford Internet Institute, Dr. Bernie Hogan notes that brands should not present emotions that they should treat emoji as a completely different language and translate to consumers. Hogan points out that brands should use their emotional communication processes to add personality to their warmth, humor and dialogue (Hare, 2016: 18). Emogies, which can also be considered as digital hieroglyphs, are important not only to enable brands to interact with the target audience, but also to create a social atmosphere in the social media. Markets, campaigns measure by downloading, sharing, total interaction duration and viral level. The total duration of interaction refers to the time individuals spend searching for emoji, markers, or messages in a message (Kaye, 2015: 1). According to the Instagram Industry Report prepared by Simply Measured, markers use emojisis most of the cameras. Consumers mostly interact with red heart emotion; the corresponding emoji is followed by radiant emoji (Heine, 2015: 1).

Emoji helps people rebuild some of the clues missing in the text and makes the text feel friendly and more informal. Though not as rigid as you are in the mood, readers can make their decisions based on their imagination, since they do not have important contextual hints such as tone and face expression. This can also lead to misunderstandings and debates, and it means you lose your

68

customers. Emoji tends to emerge in order not to experience them. People use emoji to fill their text with colorful accents, to emphasize, to convey emotion and voice. What about it? When you bring yourself to the same level as your customer, you create a personal connection and you make yourself open and accessible. The majority who have not adopted emoji is unimaginable. 92% of online users use emoji at least several times a year. Now, can you see how strong the emojin's effect is? (https://creatorden.com/yeni-nesil-sosyal-medya-pazarlamasi-emoji-marketing/) Global Language Monitor, which documented, analyzed and trended language usage around the world, shows Emoji as the most used word 1 in 2014, while 63% of the social media content is made up of images. 60% of women and 41% of men frequently use emoji. Besides this, July 17th is celebrated as World Emoji Day.

Emoji usage rates according to ages worldwide are as follows (http://www.marketingtr.net/tr/blog/detay/Dijital-Pazarlama-Trendi-Emoji-Marketing/6/94/0):

- 25 years and below 72%
- 25-29 years of age 76%
- 30-35% 68
- 35 and over 62% 8

Since the usage of emojis is very much increased today, the internet page named emojipedia is established.

Hastag

A sign suggesting the use of a #TimeToAct hashtag at a 2014 conference A hashtag is a type of metadata tag used on social networks such as Twitter and other microblogging services, allowing users to apply dynamic, user-generated tagging which makes it possible for others to easily find messages with a specific theme or content; it allows easy, informal markup of folk taxonomy without need of any formal taxonomy or markup language. Users create and use hashtags by placing the number sign or pound sign # (also known as the hash character) in front of a string of alphanumeric characters, usually a word or unspaced phrase, in or at the end of a message. The hashtag may contain letters, digits, and underscores. Searching for that hashtag will yield each message that has been tagged with it. A hashtag archive is consequently collected into a single stream under the same hashtag. For example, on the photo-sharing service Instagram, the hashtag #bluesky allows users to find all the posts that have been tagged using that hashtag. Because of its widespread use, hashtag was added to the Oxford English Dictionary in June 2014.The term hashtag can also refer to the hash symbol itself when used in the context of a hashtag. Formal taxonomies can be developed from the folk taxonomy rendered machine-readable by the markup that hashtags provide; this process is called folksonomy. ("What Characters Can A Hashtag Include?". hashtags.org. Retrieved 21 September 2017.)

Airlines and Skytrax

In the case of people moving from one place to another, airline operators are defined as airline operators. Skytrax is a consultation-based flight research service in the United Kingdom. Skytrax conducts research for commercial airlines; It identifies the best cabin staff, airport, airline, airline lounge, entertainment in aircraft, catering and other items on board. In international travel exams, Skytrax identifies their research by the number of people traveling. Those who desire are found in

the skytrax site, and as a result, the skytrax awards, called aviation oscars, are distributed every year in various subjects.

In our study, we chose five airline operations that went on the top ten list by SkyTrax. These are Qatar Airways, Singapore Airlines, Emirates, Lufthansa and Turkish Airlines, our flag carrier. General information about these airlines are provided below:

Qatar Airways: Doha is a national airline based in Qatar. With more than 100 aircraft fleets, it serves more than 100 destinations worldwide, including Africa, Central Asia, Europe, Far East, South Asia, Middle East, North America, South America and Oceania. The airline has 17,000 people directly employed and affiliated companies with 13,000 people and more than 30,000 employees. (Http://www.qatarairways.com/iwov-resources) On October 8, 2012, Airline's CEO Akbar Al Baker, Announced that Qatar Airways will join the Oneworld alliance. On October 30, 2013, only one year later, the alliance became a full member ... It is an example to the fastest growing airlines. There are 2 Airbus 319, 39 Airbus 320, 26 Airbus 330, 4 Airbus A340, 11 new generation Airbus 350, 6 Airbus 380 and a total of 43 Boeing 777 and 30 Boeing 787 Dreamliner types. In general, Körfez Airlines, which has 191 airplanes, ordered 30 units for Airbus 320neo, 16 units for Airbus A321neo, 69 units for Airbus 350 and 4 units for A380. (Http://www.qatarairways.com/iwov-resources)

Singapore Airlines: Limited Singapore's national and flag carrier airline. Founded in 1947 as Malayan Airways, Singapore Airlines received the name in 1972. Today, Singapore Airlines is flying at 60 different destinations in Asia, Europe, America, Australia and Africa. Singapore Airlines has 26 Airbus A330-330, 6 Airbus A350-900 aircraft and one Airbus is the 10,000 Airbus aircraft produced at its facilities. Singapore Airlines has also ordered 61 Airbus A350-900 aircraft. The airline with 19 Airbus A380 has ordered 5 more A380s. There are 11 Boeing 777-200, 12 Boeing 777-200ER, Boeing 777-300 and 27 777-300ER aircraft in the fleet. With a total of 56 Boeing 777 flights, Singapore Airlines has also ordered 30 Boeing 787 Dreamliners (singaporeair.com/en_UK/about-us/sia-history/).

Emirates: Dubai is an airline based in the United Arab Emirates. Emirates, which is owned by the Dubai Government, is the international airline company of the United Arab Emirates. Having completed every year with profitability except for the second year since it was founded, Emirates continues its commercial activities as an airline working on commercial bases without financial support, guarantee and protection from Dubai Government. Having one of the youngest flags in the world, Emirates currently has a total of 259 airplanes, all with wide bodys. There are 259 airplanes, 159 Boeing and 100 Airbus passenger aircraft in the fleet of Emirates. Emirates' total aircraft orders by 2017 are 224, including wide-body aircraft. Emirates is flying over 140 destinations in more than 75 countries (https://www.emirates.com/en/turkish/).

Lufthansa: Deutsche Lufthansa AG is the 9th largest airline in Europe's second largest world. Lufthansa is a semi-private semi-public company and one of Germany's most important brands. Germany's national airline. It provides service to approximately 200 flight points in approximately 100 countries and approximately 410 flight destinations worldwide with other partner airlines. In 2008, he was named the best airline company in the world. Lufthansa's fleet is located at Frankfurt Airport, Europe's largest airport. Lufthansa AG also owns Swiss International Air Lines and Austrian Airlines. Lufthansa has been selected as the best transatlantic in the world every year since 1997. (www.lufhtansa.com)

70

Turkish Airlines: The national airline company, which is Turkey's flag carrier. The headquarters of Turkish Airlines is in Istanbul. Turkish Airlines's flight network extends to Europe, Middle East, Far East, North Africa, Central Africa, South Africa, North and South America. In 2015, it carried a total of 61.2 million passengers. According to Skytrax's 2016 awards, it has been voted the best airline in Europe for the sixth time in a row and is currently the 4th best airline in the world. In addition, many areas have achieved high grades. Star Alliance member Turkish Airlines; In 120 countries, 49 of them fly to 292 cities, 300 of which are domestic flights, 243 of which are international flights. Thanks to this extensive flight network, it has the airline title to the most countries of the world (www.turkıshaırlınes.com).

Organizational Image of Airlines

The airline, which is indispensable in terms of world economy transport sector like economic crises, epidemics and terrorism occasionally grows in the long walks with occasional intercourse It continues. Increase in world trade volume, economic growth, tourism sector development, increasing urban population, globalization, air transportation faster and more comfortable travel opportunities such as factors such as the sector all are the main elements supporting growth in the world.

Airline operators define themselves as:

Qatar Airways: Established Since 1997, Qatar Airways has been a part of the elite airline group awarded 5 stars by Skytrax, winning many awards. Qatar Airways, selected by Skytrax in 2011, 2012, 2015 and last year's Airline of the Year in 2017, won the trust of people traveling. While focusing on these goals, how we did our work, and how you perceive the airline. (Http://www.qatarairways.com/iwov-resources)

Singapore Airlines: To provide a safe and comfortable passenger experience on every flight, every SIA Group staff member needs to understand each other and pass the baton in the next section. To accomplish this, it is essential that we cultivate a culture of praising one another. Therefore, the SIA Group has established a system to commend staff for outstanding behavior anchored in SIA Philosophy (*). Everyone engaged in providing SIA products and services in entrusted companies and cooperative companies, etc. as well as the SIA Group qualifies to receive an award. SIA Group also uses "Thanks Cards" as a means of thanking colleagues for their support when dealing with various situations in the workplace. Through such activities, the SIA Group strives to penetrate a culture of praising one another, while motivating individuals and revitalizing organizations (singaporeair.com/en_UK).

Emirates: We are inspired by our growing network of world-class destinations, our sector leader in-flight entertainment system, our regional cuisine-inspired cuisine and our first-class service to travel enthusiasts all over the World (https://www.emirates.com/tr/turkish/).

Lufthansa: Corporate responsibility, that is, sustainable and responsible entrepreneurship practice, is an integral part of our corporate strategy. This means that we are committed to creating added value for our customers, our employees and investors, and fulfilling our responsibilities towards the environment and community. For these reasons, we constantly improve our measures to protect the climate and environment, to establish responsible and fair relationships with our employees and actively involve in many social concerns as a company (www.lufhtansa.com).

Turkish Airlines: The institutional culture has an important place in the concept of family. Our parents consist of individuals who act in unity and integrity, who support each other in all circumstances, respectful and tolerant. We also create a communication environment in which our employees are peaceful, able to express their ideas freely and share their successes, and we are confident that we are in the future. Success in the sector we serve is possible with a perfect team work. For this reason, we believe that our offices should work in accordance with our cabiners, our teammates' consciousness of working in different locations. We take full responsibility for creating an environment where information flows are perfect and experiences are shared. To understand the needs of our passengers correctly, to respond to these needs in a friendly and gull-faced manner is one of our most important principles. Our hospitality in this rapidly changing and developing sector is a sign of courtesy, respect and interest that we exhibit both inside and outside the institution. The hospitality concept of our employees is overemphasized for our corporate culture, and our employees and passengers are able to feel themselves at home with Turkish Airlines. One of the strongest concepts of our culture is "reliability". The experience we have gained over many years in the aviation sector is the most obvious reason why our reliability is increasing day by day. The knowledge we have is an important factor that provides our employees with the means to rely on our organization and our employees. We also offer social opportunities; we create a reliable working environment for all our employees with all the possibilities in education, technology and other fields. We are aware that we must first gain the trust of our employees for the continuity of our "trustworthy organization" image. Our team consists of employees who provide the fastest and correct service to our passengers. We aim to remove all adverse situations that our passengers may experience during their journey, at the beginning stage, with our employees who are aware of the conditions in which they are, who are solution-oriented, tolerant and initiative based on their experience (www.turkishairlines.com)

Research Method

In this study, the number of hastags and emojis listed by the last 5,000 people in the April 2018 instagram pages of five airline companies are counted. The emojis used frequently for each airline company are classified and it is evaluated that the images of the companies in the eyes of the customers are similar to the image of the organizations they want to create. The image created by emoji, likes and hastags on the customers is classified according to the following Table-1.

Table 1. Popular Hastags

Location notifications are city, district, place names)	Art branches and culture expressions: cinema, folk, smell of book
Expressions about emotion : love in may, loneliness, cyanosis	Expressions about friendship: best friend, homey
Expressions that praise the day, the event or an object: beautiful day, most sweet gift, perfect	Expressions about the season-month-day: summery, 8th November, Sunday
Expressions related to eating and drinking: turkish coffee, breakfast	Expressions about nature and animals: sunset and cat
Expressions that praise a person: I love you so much, my beautiful, my darling	Expressions about greeting and good wishes: goodnight, hello, happy birthday
Message to give advice : dont be a spectator to live to love, im	Expressions about health and sports: detox, healthy, squat
Entertainment : tavern, party	Trip : trip, visit
Private person name : murathanmungan, alina, yunusemre	Home related : homesweethome, home decor, old house
About rest-holiday-break : head break, workout, weekend enjoyment	Expressions without any categorization
Educational expressions : school, KPSS	Expressions about religion and belief : amine, rosary, alevi

The aim of this study is to reconcile the influence of social media emojies, likes which is expressed internet money and hastags which are indispensable of today's customers,with the image of organization.

72

Discussion

You can request a change for customer expectations, showing whether the request and requirement is correct. We do marketing on social media to meet our customers' needs. Social media marketing related to producing social media is both very popular and very popular and you have to be successful in humanity transportation in different masses. Airline operators can be shown about customer satisfaction by providing in-depth and fast customer service with social media servers and average marketing messages with a large audience.

In the third part of the paper, airline companies were explained. In the fourth part, airline's description of their organizational image was explained. In the final part of our study, instagram accounts of the five major airlines were followed. Interaction of airline with average five thousand followers with different demographic characteristics was measured. The following table was drawn up by the authors for each airline. In the first column, the image that the airline wants to show itself, in the second column it is the abbreviation of this image, and in the third column the patients are shown who are the recipients of this image in the customer's perspective. The #hastags placed on the table have been used by at least #fifty passengers. While airline companies define organization images as above, our study shows how customers use these definitions through emoji and patients used by customers.

Qatar Airlines

Key words of Qatar airlines have been removed from the scientific data in the third and fourth sections of our work in the first column. Hastags are paired with keywords (Table-2).

Table 2. Qatar Airways Organizational Image Table

Organizational values	Acronym	Hashtags associating with the image of the organization
Global Brand	GB	Location Notice
Helping Passangers	HP	Team Work,Workfard,Team Workmakes,Choose qatar,Good Chief,Qatar is best,Welcome Qatar
Family	FM	Miss you , Family is every time, fatherandson,Travelwithkid,homesweethome,mommylife, mykids
Adventure	AD	Adventure,worldtravel,excited
Social Media	SM	İnstagram,vscocam,qatarinstagram,following
Emotional	EM	Love,happy,thankful,missyou,
		Lovetravel,excited,awesome,amazing,lifetimedream,mylove,bestfriends,enjoy,funny
Innovator	IN	Worldclass,fivestar,travelinstyle,fashion,businessclass,premiumcustomer,jets,dreamlines,a350,a330

Qatar airline defined its organizational image as being a global brand, helping customers, becoming a family business, and giving importance to interaction. When customers examine social media sharing, these values and the majority of the customers' share are matched. In this sense, the organizational image of Qatar airlines to customers successfully. The most commonly used emojis in the instagram account of Qatar Airways and the meaning of emojipedia page are as follows (Figure-1).

  Aircraft   World Love Gaping Happy love   Sleep Confirm Wine Suprıse   Blissfull Sunrıse Clap Full Time
Figure 1. Most commonly used emojis for Quatar Airlines

Emoji sharing, on the other hand, shows that the organizational image is understood and felt by the customers. It is a sign that acceptance emojisi is accepted with world emoji, which is a global brand.

Singapore Airlines

Key words of Singapore airlines have been removed from the scientific data in the third and fourth sections of our work in the first column. Hastags are paired with keywords (Table-3).

Table 3. Singapore Airlines Organizational Image Table

Organizational values	Acronym	Hashtags associating with the image of the organization
Excellence	EX	Luxury life style , Great Meal, Excellence ,First Class Meal Service, Rich Life, First Class travel ,Premium Show Case
Confidence	CF	Alhamdullilah,Best Travel Agent, Great Business, Thanks so
Enviorenment	EN	Sunrise,Penguin,Night Darkness, Aloave the clouds,Beatiful, Winterday
Staff	ST	Cabin crew, Flight attendant,Pilot, Great Singapore Girl
TeamWork	TW	Confor,Luxury Life Sytle, Great Meal, First Class meal, First Class travel,Premium showcase,music is good

The organizational image that Singapore Airlines wanted to give was examined, and social media shares were examined based on these key words. There is a harmony between the organizational image that Singapore airways want to give and the image that passengers perceive. But it does not exactly match. Singapore Airlines needs to pay more attention to transfer its organizational image. The most commonly used emojis in the instagram account of Singapure airways and the meaning of emojipedia page are as follows (Figure-2).
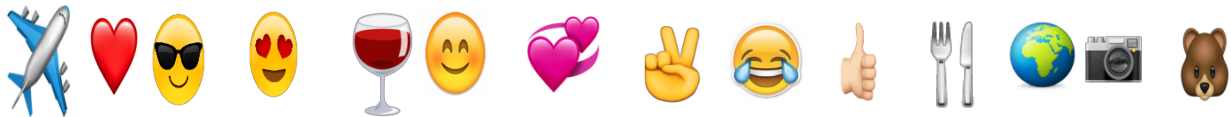
Aircraft   Love   Cool   Happy Love   Wine   Happy   Feeling Love   True   Over Happy   Okey   Food   World   Camera   Bear

Figure 2. Most commonly used emojis for Singapore Airlines

When the Singapore Airlines emoji share is analyzed, its organizational image is reflected but it does not exactly match. Singapore Airlines needs to focus more on social media and social media marketing.

Emirates Airlines

Key words of Emirates airlines have been removed from the scientific data in the third and fourth sections of our work in the first column. Hastags are paired with keywords (Table-4).

Table 4. Emirates Airlines Organizational Image Table

Organizational values	Acronym	Hashtags associating with the image of the organization
Superior Comfort	SC	Busines Class,Megaplane,Luxury,First Class,Wonderful,Good Times , Perfect
Experience	EX	Discover,Wings for Life,Adventure,Dreams Come True,Trip,Holiday,Tourism,Flight,Visit,My dubai life,Memories,Beach,Desert,Ocean,Surf,Yoga,Travel the World, Fly
The Latest Technology	LT	Mega plane, Canon , Sony, Nikon , Airbus

Emirates Airlines has fully reflected its organizational identity. High comfort, deep experience, state-of-the-art images are fully compatible with each other. When looked at deeply into social media sharing, full harmony appears. Emirates airlines have achieved this success with long-term

74

social media sharing and this area continues to rise .The most commonly used emojis in the instagram account of Emirates airways and the meaning of emojipedia page are as follows (Figure-3).

| Aircraft | World | Verry Happy | Love | Cool | Sunrise | Truth | Wine | Okey | Happy | Pray | Rain | Rocket | Full |
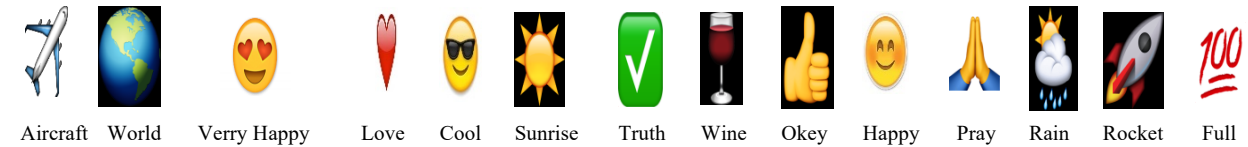
Figure 3. Most commonly used emojis for Emirates Airlines

Emirates is fully compatible with the emojets that are interested in airlines. Whether it is hastags, or emoji, emirates provides high interactivity and success.

Lufthansa Airlines

Key words of Lufthansa airlines have been removed from the scientific data in the third and fourth sections of our work in the first column. Hastags are paired with keywords (Table-5).

Table 5. Lufthansa Airlines Organizational Image Table

Organizational values	Acronym	Hashtags associating with the image of the organization
Aircraft Fleet	AF	Freighter,Dreamliner,Megaplane,Whalejet
Excellent Quality	EQ	Good Times , Delicious, Perfect , Wonderful
Envrionment	EN	Ocean, Desert, Sun ,Island,Tree
Social Affairs	SA	Travel, Weekend,Trip,Holiday
Sport	SP	Ratting,Swim
Culture	CU	Eıffel,Pyramids,Niagera Falls,Merry Chirstmas,Colloseum,Black Friday

Lufthansa Airlines wants to express an organizational image through its quality of service, airplane fleet social initiatives. The share of customers is related to these image expressions, but it is observed that they are not as successful as their competitors. The most commonly used emojis are in the instagram account of Lufthansa airways and the meaning of emojipedia page are as follows (Figure-4).

| Aircraft | World | Very Happy | Love | Cool | Sunrise | Wine | Okey | happy | pray | rocket | Full |
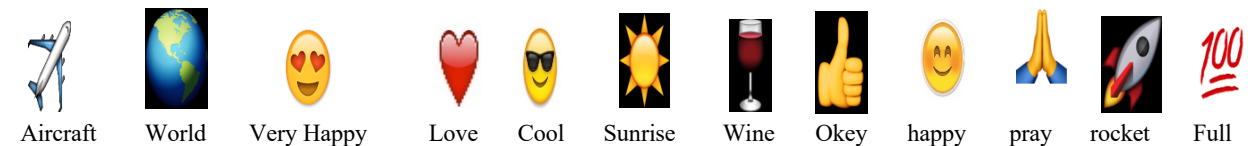
Figure 4. Most commonly used emojis for Lufthansa Airlines

When emoji shares of Lufthansa passengers are examined, it seems to be compatible with the organizational image.

Turkish Airlines

Key words of Turkish Airlines airlines have been removed from the scientific data in the third and fourth sections of our work in the first column. Hastags are paired with keywords.

Table 6. Turkish Airlines Organizational Image Table

Organizational values	Acronym	Hashtags associating with the image of the organization
Family	FM	so glad I have you,my first born,we are all unıt,are the crowd
Team	TM	Cabın Crew,flying chief,flight attendant, Pilot ,Co-pilot,Controller,Engineer,crew life
Turkish Hospitality	TH	Superfood,Comfort,Delicious,Happyhours, goodtime,happy feelings,feelingsgood
Reliable	RL	Control,Maintance,Safety,Best Airline

75

Turkish Airlines is one of the most successful companies using social media. There is a department related with social media. Turkish hospitality is the basis of Turkish airline's organizational image. Social media sharing of Turkish air routes is examined in depth and organizational images are taken out. Organizational image that they want to reflect with their share of the airline is in full compliance. For example, under the heading of Turkish hospitality, super dishes, high comfort, delicious, such as hastags were used. In this sense, Turkish airways are understood to be successful. The most commonly used emojis in the instagram account of Turkish Airlines and the meaning of emojipedia page are as follows (Figure-5).

| Aircraft | World | Love | Turkey | Happy Love | Sleep | Confirm | Food | Suprıse | Blissfull | Sunrıse | Clap | Full | Time |

Figure 5. Most commonly used emojis for Turkish Airlines

When the emojies of the Turkish airlines are examined, it is understood that they are mostly liked by the customers and increase the brand value. Turkish airways must follow the social media, hastag and emoji share in the process of globalization and use them on a road to success.

It has been understood that social media tools are a medium that can lead businesses to success when they are used effectively and efficiently. The results of the research will be an example for other, social and hastago studies of emoji in the future. The content of the work, the methods used in the work, and the extension of the data collection process can add another dimension to the work.

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Part 3: Environmental Issues/Sustainability & Green Tourism

The Changes in Bird Species Living in the Tank Environment With Effect From the Renovation of Small Tanks in Dry Zone in Sri Lanka: A Case Study in Galgamuwa Division, Kurunegala

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Abstract

In antiquity, multi-purpose institutes and organizations had involved in small tanks renovation in Sri Lanka whereas at present, Department of Agrarian Development, Irrigation Department, Samurdi Authority, Gamanaguma Project and NGOs engage in this pursuit. They applied removing soil from tank, renovating tank bund, removing plant cover on the tank, slues repairing, wana (spill) repairing and channel repairing as types of tank renovation. This research focused on identifying the changes of the bird species living in the tank environment after small tanks Renovation. Small tanks in Sri Lanka are those with an irrigated command area of 80 ha (1 ha = 2.47 acres) or less. The study was conducted with regard to 12 small tanks in Galgamuwa DS division in Kurunegala district where 77 no's of renovated tanks during the last 15 years are located. Questioner survey, Selected PRA tools and Field Plot Transects were used for data collection and data were statistically analyzed in disclosing the following findings. Heron species can be seen in large numbers in drought periods as small tanks are getting dried. A host of Heron species can be seen in the tank environments of the dry zone. Little Egret, Grey Heron, Purple Heron, Intermediate Egret and Cattle Egret are some of them. There is a positive change on cormorant species. The removal of the aquatic plant cover of the tank through renovation process has led to make a considerable impact on the existence of White-breasted water hen and Purple swamp hen. The Common kingfisher, Goose species, Duck species and Indian peafowl have not shown any change in their number before and after the tank renovation. However, villagers reported that there is an increase in the number of the Indian Peafowl which does not show any relationship with the tank renovation process.

**Keywords*:* slues, spill, aquatic ecosystem, environment, PRA

Introduction

There are a number of small tanks in the north part of the Kurunagala district in srilanka, which preserve the water requirement of people. In Galgamuwa Divisional Secretariat (DS) division, this minor irrigation system is providing not only the water needs, but it also conserves the environmental quality of the whole area of the dry zone. Therefore, it is a man-made Eco- friendly ecosystem which is not taken care of effectively in recent times. Yet, the studies are being carried on to discover whether this can be developed as a solution for the water scarcity of the dry zone area.

Further, this study scrutinizes the changes of the bird species taken place in the tank environment after the renovation process by comparing it with the past situation. The finding can be used in other development programs of small tanks that concern about their eco-friendly environment which helps to improve the village ecology and economy. Moreover, this experience can be too

applied in other development programs such as reservoirs. Thus, it is distinct that this problem is truly significant to be studied.

Small tanks are used for collecting runoff water during the monsoon for irrigation and domestic water supply. They are created by constructing an earthen bund across a natural drainage basin. According to Aheeyer (2005),Ausadahami (1999), Darmasena (1991,1995), MaddumaBandara (1980,1985)&Thennakoon (2002, 2004) tanks are developed in response to the need for more intensive cultivation when traditional forms of extensive cultivation can no longer support the growing population. Small tanks in Sri Lanka are those having an irrigated command area of 80 ha (1 ha = 2.47 acres) or less.

General Objective

To identify the changes of bird species living in the tank environment with regard to the renovation of small-scale tanks.

Methodology

Study Area

The selected site is located in Kurunegala District in the North Western Province in Sri Lanka covering an area of 278km2. The area is representative of a wider agro ecological region known as the Lowland Dry Zone, which experiences high levels of rural poverty associated with short rain fed growing seasons and degrading, nutrient-poor red soils. North West Province is the Province in Sri Lanka most richly endowed with small-scale tank systems which are situated between 70501 north latitude and 80151 and 79 0571to 800451 East longitude. Also the area is located from 300m above sea level.
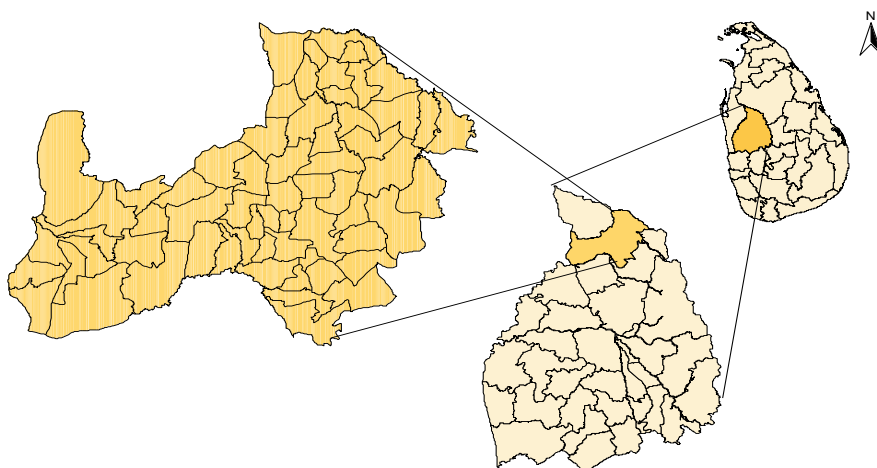
Source: Land-use planning unit- Kurunegala
Figure 1. Location of the study area

The Division has 182 nos. of small villages and 62 nos. of Gramaniladhari Divisions with the number of service Institutes such as Police Stations, Banks, Schools, Hospitals, etc;

80

Data Collection

The study has used primary and secondary data to collect information. Primary data refer to the data which researcher collects individually with his own survey. There are several techniques to collect primary data.

- Questionnaire Method
- PRA
- Focus Group Discussion
- Interviewing
- Observing
- Field Plot Transects

Secondary data refer to the data which were directly taken from Government or non-government publications. They are also several types.

- Government Publications
- Institutional Publications
- News Magazines
- Journals
- Internet

The primary data for this research were collected by the questionnaire method. Each questionnaire was filled by the researcher while he was discussing with the people in 12 small tank villages, selected using stratified random sampling techniques (table 1, 2, and 3).Further Focus group discussion was included in the primary data. The researcher had discussions with a group of people while supervising the tank environment and those facts are also incorporated in this research paper.

Next primary data methods were field observation and field plot transects, the researcher gained an idea about the exact field by observing them.

Table 1. Selection Method for Tank Samples (Step I)

No of farmers Command area (Acres)	0 - 59	60 - 119	120 - 189	190 - 249	Total
0 – 35	55	3	1	0	59
36 – 71	10	3	0	0	13
72 – 107	0	3	0	1	04
108 – 143	0	1	0	0	01
Total	65	10	01	01	77

Table 2. Selection Method for Tank Samples (Step II)

No of farmers Command area (Acres)	0 - 59	60 - 119	120 - 189	190 - 249	Total
0 – 35	55/77 ×12 = 8	0	0	0	08
36 – 71	10/77× 12 = 2	3/77 × 12 = 1	0	0	03
72 – 107	0	3/77 × 12 = 1	0	0	01
108 – 143	0	0	0	0	00
Total	10	02	00	00	12

Table 3. Name of Selected Tanks Using Random Table and No of Selected Farmers for Sample

In no	Random no	Name of the tank	No of farmers	Command area (Acres)	No of selected farmers for sample
01	118	PahalaPulachchiyawewa	58	08	15
02	87	Ihalagamawewa	13	08	3
03	41	Pahalakoonwewa	31	34	8
04	05	IhalaPalukendawawewa	40	12	10
05	11	Ottukulamawewa	18	18	5
06	83	Dullawawewa	49	30	13
07	16	Kurundankulamawewa	35	35	9
08	10	Monnankulamawewa	46	27	12
09	02	PahalaPalukendawawewa	35	35	9
10	29	Bulnewawewa	59	54	16
11	90	Medawachchiyawewa	105	71	27
12	93	Mahagalkadawalawewa	90	75	23
		Total	579		150

Secondary Data

It was done using Government reports, periodicals and other publications which have been published by Government or any other institution. The divisional secretariat office, Galgamuwa was also vital in providing data for the research. And also the agrarian office and other sub institutions relevant to farmers' affaires provided secondary data necessary for the research.

Findings

Changes of Bird Species in the Tank Surroundings

The birds possess an important place in the aquatic ecosystems, including small tanks in Sri Lanka. The nature of the ecosystems in and around the tanks has an impact on the population of the bird species living in and around the tanks. As an example, the birds from the Ardeidae family can be seen in large numbers at small tanks. Some bird species living in the studied small tank environments are given in Table 4.

Table 4. Bird Species Identified by the Villagers From the Study Site

Common name (English)	Common Name (Sinhala)	Species Name
Pintail	Ulpendaseruwa	*Anas acuta*
Spoonbill	Mahatumbaseruwa	*Dendrocygna bicolor*
Lesser Whistling – duck	Heenthabaseruwa	*Dendrocygna javanica*
Cotton Pygmy-goose	Malseruwa	*Nettapus coromandelianus*
Grey Heron	Alukoka	*Aridea cinerea*
Pond Heron	Kanakoka	*Ardeola greyii*
Cattle Egret	Gawakoka	*Bubulcus ibis*
Grate Egret	Maha sudukoka	*Egretta alba*
Intermediate Egret	Sudu medikoka	*Mesophoyx intermedia*
Purple Heron	Muthukoka	*Ardea purpurea*
Little Cormorant	Punchi diyakawa	*Phlacrocorax niger*
Indian Cormorant	Indu diyakawa	*Phalacrocoraxfuscicollis*
White Breasted Water hen	Korawakka	*Amaurornisphoenicurus*
Purple Swamp hen	Kithala	*Porphyrioporphyrio*
Common Kingfisher	Pilihuduwa	*Alcedoatthis*
Indian Peafowl	Monara	*Parocristatus*
Duck species	Tharawa	*Tachybaptusruficollis*
Greylog goose	Paththaya	*Anseranser*

Source: Field observation 2005 – 2017

Questionnaire Survey, Field Observation and PRA Study of Bird Species

Heron species can be seen in large numbers in drought periods as small tanks are getting dried. Many Heron species can be seen in the tank environments of the dry zone. Little Egret, Grey

82

Heron, Purple Heron, Intermediate Egret and Cattle Egret are some of them. The breeding period of all these categories is from May to September (Kotagama &Wijayasinghe, 1998). During this period, the water capacity of the small reservoirs is very low and food can be found easily.

Table 5. Evaluation of Changes of Bird Species in Small Tank Environments Before and After Tank Renovation

| Bird species | Steps of renovation | Villagers' response (Percentage) | | | | Significant change in population* |
		1	2	3	4	
Teal species	Before renovation	0	31	69	0	Yes (N)
	After renovation	1	54	45	0	
Heron species	Before renovation	0	1	98	1	No
	After renovation	0	3	91	6	
Cormorant	Before renovation	0	59	40	1	Yes (P)
	After renovation	0	4	85	11	
White breasted Water hen	Before renovation	0	3	94	3	Yes (N)
	After renovation	0	75	25	0	
Purple Swamp hen	Before renovation	0	3	96	1	Yes (N)
	After renovation	0	93	7	0	
Kingfisher	Before renovation	0	84	16	0	No
	After renovation	0	84	16	0	
Indian Peafowl	Before renovation	0	98	2	0	No
	After renovation	45	47	8	0	
Duck species	Before renovation	43	57	0	0	No
	After renovation	74	26	0	0	
Greylog goose	Before renovation	80	20	0	0	No
	After renovation	86	14	0	0	

Source: Field data 2017
1 Not present   2 (1-2 per week) 3 (3-4 per week) 4 (more than 4 per week)
Yes (N) = Negative change   Yes (P) = Positive change * 5 percent significant level

When the status of the tanks before and after the renovation is considered, a considerable change in the population of the Heron species is not reported in this study (Table 5). The Teal species can be also identified in small tank environments. Out of them, the most common teals seen in dry zone tank areas are Lesser whistling duck and Cotton pygmy goose. The breeding time of teal species falls from January to March or sometimes during August (Kotagama &Wijayasinghe, 1998). Based on the villagers' responses, the population and the distribution of the teals have somewhat reduced and the statistical test (Mann-Whitney test) at the 5 percent significance level shows that there is a decrease in the population (Table 5).

There is a positive change on cormorant species according to the findings in Table 5. Little cormorant and Indian cormorant can be seen in large numbers at small tank environments. Their breeding period is from April to September (Kotagama &Wijayasinghe, 1998). Fifty nine percent of the villagers said that cormorant species could be rarely seen before the renovation where as 85 % of the respondents reported that there is an increase in the cormorant population after the renovation.

Cormorant, being an aquatic bird prefers clear water surface with no barriers. Vegetation cover, especially aquatic plants act as an obstacle for the habitual actions of Cormorant. Cormorants usually swim on the water surface and catch fish diving into the water. A better environment is created for the Cormorants when the tanks are deepened by dredging and removing the aquatic plant cover that prevailed in the tanks. The renovations of the tanks have increased the water retention period that has benefited Cormorants. Water availability in these reservoirs during the reproductive period has influenced a buildup in cormorant population. Renovation of tanks increased the water retention in tanks and irrigation period there by increasing the cropping intensity. As more land is cultivated and as more duration is under a crop, the Heron species frequent more in the renovated tank commanding due to availability of more food.

83

The White-breasted water hen and Purple swamp hen can be identified as birds that have positively used tank vegetation as the habitat and breeding site. Their breeding period falls from April to August (Kotagama &Wijayasinghe, 1998). The removal of the aquatic plant cover of the tank by renovation process has some impact on the existence of White-breasted water hen and Purple swamp hen. According to the villagers' responses, the small tank renovation has some negative effect on these two bird species (Table 5). Ninety-three percent of the villagers responded that water hen species lived in large numbers before the renovation and their responses have reduced to 24 percent after the renovation process. In addition, before the renovation, Purple swamp hen was in large numbers as reported by 97 percent of the villagers and it has reduced to 7 percent after the renovation process. According to the PRA analysis in table 5, the rank mark of White-breasted water hen has reduced from 43 to 36 after the tank renovation. Purple swamp hen which scored 45 rank marks before tank renovation has reduced to 31 after the renovation. The t-test at 5 % significance level confirmed a significant reduction in the populations of White-breasted water hen and Purple swamp hen. This reduction in population could be attributed to the clearance of the tank and the surroundings which limited the breading and hiding sites of these hens. According to the villagers' responses, the Common kingfisher, Goose species, Duck species and Indian peafowl have not shown any change in their numbers before and after the tank renovation. However, villagers reported that there is an increase in the numbers of the Indian Peafowl which does not show any relationship with the tank renovation process.

Tank renovation has not shown any impact on the immigrant birds like Common kingfisher, Greylog goose species, Duck species and Indian peafowl. These birds do not use one particular place for their living and breeding, but use surrounding forest as their locations. Their habitat is located close to a place where they can find food. They do not loose praying areas by tank renovation but food availability and duration in which the availability of foodsincreases due to tank renovation.

The most populated bird is Heron at the tank surroundings before and after the renovation as per the PRA analysis. The main reason for the abundance of Heron species is the favorable conditions created by the aquatic environment to find food for their survival. However, there is no significance change in Heron species after the tank renovation at 5 percent significance level. The White-breasted water hen and Purple swamp hen could be seen in large numbers before the tank renovation which could be due to the better environment created by the plant community grown in the tank for their existence.

According to the PRA analysis, some changes in the populations of the bird species could be reported after the tank renovation. The removal of the tank vegetation and dredging has influenced the reduction in the population of the Purple swamp hen while the little cormorant and Indian cormorant populations have increased. The aggregated rank marks have been reduced to 281 from 301 after the tank renovation, which shows some reduction in the population of bird species but it is not a significant change.

84

Table 6.Evaluation of the Abundance of Birds Before and After Renovation of Small Tanks Using Ranking Matrix PRA Tools and T Test

Bird species

Tank Name	Renovation*	Teal species	Heron species	Cormorant	White-breasted water hen	Purple swamp hen	Kingfisher	Indian Peafowl	Duck	Greylog goose	Total marks	Rank for tank	P value	Significant change at 95 percent
RT 1	B	3	4	3	4	4	3	2	2	2	27	4	0.095	No
	A	2	4	4	3	2	3	1	2	1	22	9		
RT 2	B	2	4	2	3	4	3	2	2	2	24	8	0.594	No
	A	2	4	3	3	3	3	2	2	1	23	7		
RT 3	B	3	4	3	3	3	3	2	2	2	25	7	0.594	No
	A	3	4	4	3	3	3	1	1	1	24	5		
RT 4	B	2	3	3	4	4	3	1	1	1	22	10	0.729	No
	A	2	4	4	3	2	3	1	1	1	21	10		
RT 5	B	2	4	3	4	4	3	2	2	2	26	6	0.512	No
	A	3	4	4	3	2	3	2	2	1	24	5		
RT 6	B	2	4	3	3	3	3	1	1	1	21	11	1.000	No
	A	2	4	4	3	2	3	1	1	1	21	10		
RT 7	B	2	3	3	3	3	3	1	1	1	20	12	1.000	No
	A	2	4	4	3	2	2	1	1	1	20	12		
RT 8	B	2	4	3	4	4	3	2	2	2	26	5	0.681	No
	A	3	4	4	3	3	3	2	2	1	25	3		
RT 9	B	2	4	3	3	4	3	2	1	1	23	9	1.000	No
	A	2	4	4	3	3	3	2	1	1	23	7		
RT 10	B	3	4	4	4	4	3	2	2	2	28	3	0.081	No
	A	3	4	4	3	3	3	2	2	1	25	3		
RT 11	B	4	4	3	4	4	3	2	3	2	29	2	0.447	No
	A	3	4	4	3	3	3	3	2	2	27	1		
RT 12	B	4	4	4	4	4	3	3	2	2	30	1	0.070	No
	A	3	4	4	3	3	3	2	2	2	26	2		
Total marks	B	31	46	37	43	45	36	22	21	20	301		0.341	**No**
	A	30	48	47	36	31	35	21	19	14	281			
Rank for birds	B	6	1	4	3	2	5	8	7	9				
	A	6	1	2	3	5	4	7	8	9			YP = Significantly change /positive	
P value		N 0.674	N 0.166	Y 0.000	Y 0.002	Y 0.000	N 0.339	N 0.586	N 0.166	Y 0.007	N 0.055		YN = Significantly change/ negative	
Significant change in 5 percent		N	N	Y	Y	Y	N	N	N	Y	N		No = Significantly no change	

Source: Field data 2017

1 Not present; 2 (1-2 per week); 3 (3-4 per week); 4 (more than 4 per week)
* B = Before Renovation   A = After Renovation

Changes in the bird populations after the renovation of small tanks and changes in bird populations of different tanks are presented in Figure 2 and 3 respectively. Only three bird species have shown changes in the population after the tank renovation. If the individual tanks are considered, there are no significant changes in the bird populations. According to the t-test, there is no difference between total rank marks on the abundance of bird species before and after the tank renovation. Anyhow, there is a difference in the abundance of bird species when some tanks are considered.
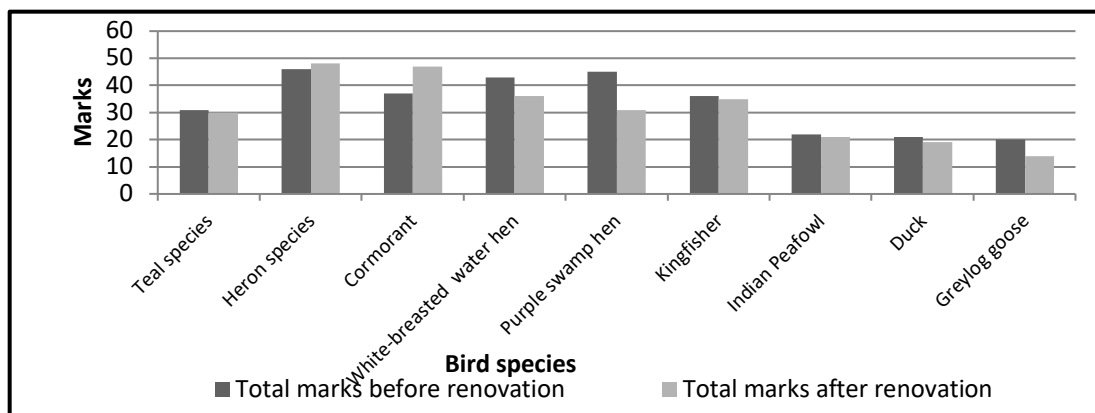
Figure 2. Evaluation of the abundance of birds before and after the renovation of small tanks using Ranking Matrix PRA Tool
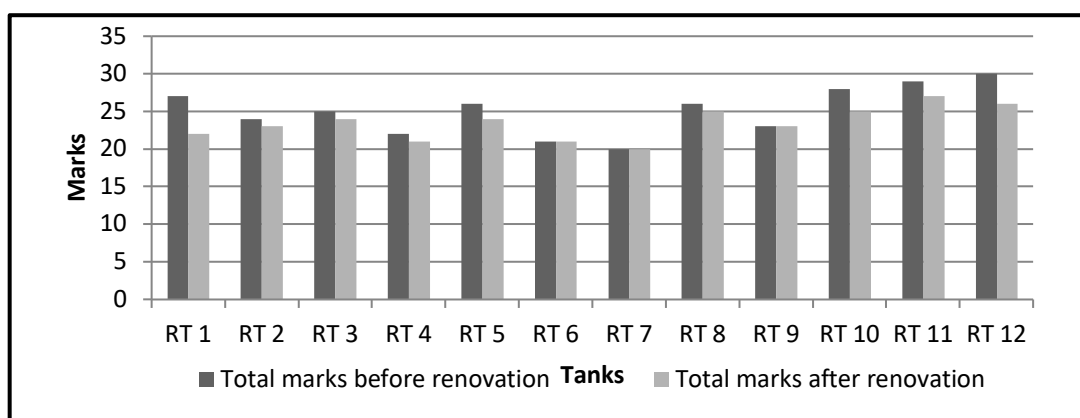
Figure 3. Evaluation of tanks according to abundance of birds before and after renovation of small tanks using Ranking Matrix PRA Tool

Table 7. Evaluation of Changes in Bird Species in & Around the Small Tank Environments During Past 10 Years in Non- Renovated Study Tanks

Bird Species	Time Duration	Villagers' Response (percentage)				Significant Change in Population*
		1	2	3	4	
Teal Species	Before 10 Years	0	44	56	0	No
	Present Situation	2	52	46	0	
Heron Species	Before 10 Years	0	2	96	2	No
	Present Situation	0	6	86	8	
Cormorant	Before 10 Years	0	52	46	2	No
	Present Situation	0	46	50	4	
White Breasted Water Hen	Before 10 Years	0	40	60	0	No
	Present Situation	0	38	58	4	
Purple Swamp Hen	Before 10 Years	0	3	96	1	No
	Present Situation	0	16	84	0	
Kingfisher	Before 10 Years	0	86	14	0	No
	Present Situation	0	84	16	0	
Indian Peafowl	Before 10 Years	0	96	4	0	No
	Present Situation	15	72	13	0	
Duck Species	Before 10 Years	38	62	0	0	No
	Present Situation	46	54	0	0	
GreylogGoose	Before 10 Years	70	30	0	0	No
	Present Situation	70	30	0	0	

1 Not present; 2 (1-2 per week); 3 (3-4 per week); 4 (more than 4 per week)

Yes (N) = Negative change; Yes (P) = Positive change   * 5 percent significance level
Source: Field data 2017

86

Table 7 shows the changes in the population of bird species living in the environments of non-renovated small tanks during the last 10 years. Populations of bird species living in the environment of non-renovated small tanks remain unchanged while it has changed in the renovated tanks. Although some of the species have shown some changes in their abundance, it does not demonstrate a significant change.

Transect Analysis of Birds in and Around of Small Tanks

According to the questionnaire survey, field observation and PRA study ,White breasted water hen, Purple swamp hen and teal species have a decrease after the small tank renovation. However the tank renovation is one of the reasons causing the above changes. The above bird species are very sensitive to the aquatic environment (IUCN, 2007). If the dredging and removing aquatic plants from the tank had a negative impact on the above bird species, they could recover within a period of time as the aquatic plants in small tanks are growing continuously (Everitt et al., 2007).

Table 8. Comparison Statistics of Birds in the Selected Renovated and Non-Renovated Tanks in Galgamuwa DS Division

Local Name	Species name	Frequency		Relative frequency		Density		Relative density		Abundance	
		RT	NRT	RT	NRT	RT	NRT	RT	NRT	RT	NRT
Pintail	*Anas Acuta*	46.4	82.1	8.7	13.5	82.1	153.6	7.0	10.9	176.9	187.0
Spoonbill	*Dendrocygna Bicolor*	28.6	35.7	5.4	5.9	46.4	46.4	3.9	3.3	162.5	130.0
Lesser Whistling Duck	*Dendrocygna Javanica*	14.3	25	2.7	4.1	17.9	32.1	1.5	2.3	125.0	128.6
Cotton Pygmy Goose	*Nettapus Coromandelianus*	0.0	3.6	0.0	0.6	0.0	3.6	0.0	0.3	0.0	100.0
Gray Heron	*Aridea Cinerea*	39.3	46.4	7.4	7.6	60.7	117.9	5.2	8.4	154.5	253.8
Pond Heron	*Ardeola Greyii*	21.4	10.7	4.0	1.8	21.4	10.7	1.8	0.8	100.0	100.0
Grate Egret	*Egretta Alba*	64.3	67.9	12.1	11.2	185.7	257.1	15.8	18.3	288.9	378.9
Intermediate Egret	*Mesophoyx Intermedia*	53.6	78.6	10.1	12.9	135.7	232.1	11.5	16.5	253.3	295.5
Purple Heron	*Ardea Purpurea*	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Karawalkoka		10.7	14.3	2.0	2.4	10.7	17.9	0.9	1.3	100.0	125.0
Little Cormorant	*Phlacrocorax Niger*	78.6	67.9	14.8	11.2	300.0	235.7	25.5	16.8	381.8	347.4
InduCormorant	*Phalacrocoraxfuscicollis*	32.1	17.9	6.0	2.9	57.1	25.0	4.8	1.8	177.8	140.0
White Breasted Water Hen	*Amaurornisphoenicurus*	57.1	71.4	10.7	11.8	139.3	153.6	11.8	10.9	243.8	215.0
Purple Swamp Hen	*Porphyrioporphyrio*	53.6	53.6	10.1	8.8	85.7	82.1	7.3	5.9	160.0	153.3
Kingfisher	*Alcedoatthis*	28.6	28.6	5.4	4.7	28.6	28.6	2.4	2.0	100.0	100.0
Duck Species	*Tachybaptusruficollis*	3.6	3.6	0.7	0.6	7.1	7.1	0.6	0.5	200.0	200.0
GreylogGoose	*Anseranser*	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		532	607	100	100			100	100		
P value		0.161		0.991		0.191		1.000		0.230	
Significantly difference at 5 percent		No		No		No		No		No	

Number of 28 (5m × 5m) transect plots were used
Source: *Field transects data 2017 RT – renovated tanks   NRT – non-renovated tanks*

A field transect study was done in the four selected renovated study small tanks and four non-renovated small tanks generally with the same qualities. The Comparative analysis according to the above data is in tables 8 and 9. According to the above results, the frequency, relative frequency, density, relative density and abundance of the bird species in and around the renovated and non-renovated small tanks were calculated and hypothesis testing (pared t test) was done under the 5 percent significance level. All T values and P values are included in the given tables. According to the above results, there are no changes between the values of frequency, relative frequency, density, relative density and abundance of the bird species in and around the renovated and non-renovated small tanks. It means that there was no ecosystem damage related to the bird species living in and around of small tanks after the small tank renovation.

Table 9. Comparison Statistics of Birds Around the Selected Renovated and Non-Renovated Tanks in Galgamuwa DS Division

Local Name	Species name	Frequency		Relative Frequency		Density		Relative Density		Abundance	
		RT	NRT	RT	NRT	RT	NRT	RT	NRT	RT	NRT
SL jungle fowl	*Gallus lafayetii*	44.4	36.1	11.4	8.4	55.6	44.4	9.3	6.4	125.0	123.1
Peafowl	*Pavocristatus*	41.7	30.6	10.7	7.1	66.7	55.6	11.2	8.0	160.0	181.8
Marsh sandpiper	*Tringastagnatilis*	25.0	47.2	6.4	11.0	27.8	80.6	4.7	11.6	111.1	170.6
Com. Redshank	*Tringa tetanus*	27.8	30.6	7.1	7.1	50.0	47.2	8.4	6.8	180.0	154.5
Ash Dove	*Streptopeliachinensis*	25.0	16.7	6.4	3.9	25.0	16.7	4.2	2.4	100.0	100.0
Emerald Dove	*Chalcophapsindica*	8.3	2.8	2.1	0.6	8.3	2.8	1.4	0.4	100.0	100.0
Parrot	*Psittaculakrkmeri*	16.7	22.2	4.3	5.2	30.6	33.3	5.1	4.8	183.3	150.0
Maina	*Acridotherestristis*	13.9	13.9	3.6	3.2	16.7	16.7	2.8	2.4	120.0	120.0
Magpie Robin	*Copsychussaularis*	27.8	44.4	7.1	10.3	47.2	66.7	7.9	9.6	170.0	150.0
Atikukula	*Centropussinensis*	33.3	19.4	8.6	4.5	38.9	19.4	6.5	2.8	116.7	100.0
MagoieRobin	*Megalaimazeylanca*	11.1	13.9	2.9	3.2	11.1	16.7	1.9	2.4	100.0	120.0
Blackhead Oriole	*Oriolusxanthornus*	2.8	11.1	0.7	2.6	2.8	11.1	0.5	1.6	100.0	100.0
Crow	*Corvussplendens*	30.6	33.3	7.9	7.7	61.1	66.7	10.2	9.6	200.0	200.0
Babbler	*Turdoidesaffinis*	41.7	38.9	10.7	9.0	94.4	94.4	15.8	13.7	226.7	242.9
Unknown 1		25.0	33.3	6.4	7.7	38.9	58.3	6.5	8.4	155.6	175.0
Unknown 2		8.3	22.2	2.1	5.2	11.1	38.9	1.9	5.6	133.3	175.0
Unknown 3		5.6	13.9	1.4	3.2	11.1	22.2	1.9	3.2	200.0	160.0
Total		389	431	100	100			100	100		
P value		0.331		0.992		0.204		0.964		0.705	
Significantly difference at 5 percent		No		No		No		No		No	

Source: *Field transects data 2017*

RT – renovated tanks   NRT – non-renovated tanks Number of 36(5m × 5m) transect plots were used)The richness (S), evenness (J), diversity (H′) and dominancy (1-J) of bird species in and around the renovated and non-renovated study tanks were calculated and included in the table 10 and 11. There is no difference between bird species living in and around the renovated and non-renovated small tanks according to the comparative analysis done using t test (table 12 and 13). Considering the above data the richness (S), evenness (J), diversity (H′) and dominancy (1-J) of bird species in and around the renovated tanks are not much changed compared to non-renovated small tanks as the effects of renovation. Using the above facts, we can confirm that there were no damages in the eco-system related to birds in and around the tanks due to the renovation. The other study for the Richness (S), evenness (J),   Diversity (H′) and dominancy (1-J) using the bird species in the selected renovated and non-renovated tanks for field transects is included in table 10. The t tests were also applied for the above different variables under 5 percent significance level. Also according to the above results, there was no negatively effect to bird species in and around of small tank eco-system due to the small tank renovation.

Table 10. Transect Plot Diversity of Birds in the Renovated and Non-Renovated Tanks

Selected small tanks	Transect plots Indicators	Plot 1	Plot 2	Plot 3	Plot 4	Plot 5	Plot 6	Plot 7	For total
RT 5	Diversity (H′)	0.15	1.05	1.9	1.69	2.08	1.99	1.69	2.22
	Richness (S)	3	5	15	10	17	15	10	75
	Evenness (J)	0.14	0.65	0.70	0.73	0.73	0.73	0.73	0.51
	Dominancy (1-J)	0.86	0.35	0.30	0.27	0.27	0.27	0.27	0.49
RT 9	Diversity (H′)	1.08	1.04	1.33	1.96	1.32	1.32	1.84	2.2
	Richness (S)	8	8	6	16	8	8	17	67
	Evenness (J)	0.52	0.50	0.74	0.71	0.63	0.63	0.65	0.52
	Dominancy (1-J)	0.48	0.50	0.26	0.29	0.37	0.37	0.35	0.48
RT 10	Diversity (H′)	1.47	1.27	1.67	1.52	1.88	1.56	1.61	2
	Richness (S)	11	9	13	15	13	10	10	76
	Evenness (J)	0.61	0.58	0.65	0.56	0.73	0.68	0.70	0.46
	Dominancy (1-J)	0.39	0.42	0.35	0.44	0.27	0.32	0.30	0.54
RT 12	Diversity (H′)	0.95	1.35	1.19	1.95	1.06	1.67	1.03	2.19
	Richness (S)	14	12	15	20	18	17	16	112
	Evenness (J)	0.36	0.54	0.44	0.65	0.37	0.59	0.37	0.46
	Dominancy (1-J)	0.64	0.46	0.56	0.35	0.63	0.41	0.63	0.54
NRT 4	Diversity (H′)	1.56	1.37	1.68	1.52	1.92	1.65	1.54	1.98
	Richness (S)	8	8	15	12	23	14	18	98
	Evenness (J)	0.75	0.66	0.62	0.61	0.61	0.63	0.53	0.43
	Dominancy (1-J)	0.25	0.34	0.38	0.39	0.39	0.37	0.47	0.57
NRT 8	Diversity (H′)	1.08	1.47	1.28	1.6	0.95	1.85	1.7	2.19
	Richness (S)	7	10	10	16	7	25	10	83
	Evenness (J)	0.56	0.64	0.56	0.58	0.49	0.57	0.74	0.50
	Dominancy (1-J)	0.44	0.36	0.44	0.42	0.51	0.43	0.26	0.50
NRT 9	Diversity (H′)	1.91	1.96	2.07	1.59	1.71	2.08	1.8	2.04
	Richness (S)	19	16	22	18	20	16	15	126
	Evenness (J)	0.65	0.71	0.67	0.55	0.57	0.75	0.66	0.42
	Dominancy (1-J)	0.35	0.29	0.33	0.45	0.43	0.25	0.34	0.58
NRT 10	Diversity (H′)	1.35	1.67	1.47	1.86	1.71	1.28	1.87	2.06
	Richness (S)	7	12	10	15	14	10	14	86
	Evenness (J)	0.69	0.67	0.64	0.69	0.65	0.56	0.71	0.46
	Dominancy (1-J)	0.31	0.33	0.36	0.31	0.35	0.44	0.29	0.54

Source: *Field transects data 2017*

Table 11. Transect Plot Diversity of Birds around the Renovated and Non-Renovated Tanks

Selected Small Tanks	Transect plots Indicators	Plot 1	Plot 2	Plot 3	Plot 4	Plot 5	Plot 6	Plot 7	Plot 8	Plot 9	For Total
RT 5	Diversity (H′)	1.09	0.96	0.69	1.73	1.05	1.39	0.69	1.04	1.54	2.4
	Richness (S)	6	6	2	9	5	8	4	4	7	5
	Evenness (J)	0.61	0.54	1.00	0.79	0.65	0.67	0.50	0.75	0.79	1.49
	Dominancy (1-J)	0.39	0.46	0.00	0.21	0.35	0.33	0.50	0.25	0.21	-0.49
RT 9	Diversity (H′)	0.69	0.69	0.69	1.05	1.03	1.56	1.03	0.5	1.33	2.49
	Richness (S)	4	2	4	5	4	8	8	5	5	45
	Evenness (J)	0.50	1.00	0.50	0.65	0.74	0.75	0.50	0.31	0.83	0.65
	Dominancy (1-J)	0.50	0.00	0.50	0.35	0.26	0.25	0.50	0.69	0.17	0.35
RT 10	Diversity (H′)	1.56	1.03	1.04	0.69	1.1	1.1	1.04	1.52	1.56	2.43
	Richness (S)	8	4	4	4	3	3	4	9	6	45
	Evenness (J)	0.75	0.74	0.75	0.50	1.00	1.00	0.75	0.69	0.87	0.64
	Dominancy (1-J)	0.25	0.26	0.25	0.50	0.00	0.00	0.25	0.31	0.13	0.36
RT 12	Diversity (H′)	1.33	1.33	1.25	0.64	0.94	1.61	1.01	1.03	1.21	1.85
	Richness (S)	6	5	9	5	9	16	10	6	8	74
	Evenness (J)	0.74	0.83	0.57	0.40	0.43	0.58	0.44	0.57	0.58	0.43
	Dominancy (1-J)	0.26	0.17	0.43	0.60	0.57	0.42	0.56	0.43	0.42	0.57
NRT 4	Diversity (H′)	1.35	1.04	1.28	1.04	0	1.09	0.99	1.35	1.67	2.21
	Richness (S)	7	4	10	8	2	10	7	7	12	67
	Evenness (J)	0.69	0.75	0.56	0.50	0.00	0.47	0.51	0.69	0.67	0.53
	Dominancy (1-J)	0.31	0.25	0.44	0.50	1.00	0.53	0.49	0.31	0.33	0.47
NRT 8	Diversity (H′)	1.36	1.27	1.33	0.96	1.03	0.56	1.1	0.97	1.33	2.13
	Richness (S)	9	7	6	6	6	4	12	5	5	60
	Evenness (J)	0.62	0.65	0.74	0.54	0.57	0.40	0.44	0.60	0.83	0.52
	Dominancy (1-J)	0.38	0.35	0.26	0.46	0.43	0.60	0.56	0.40	0.17	0.48
NRT 9	Diversity (H′)	2.02	1.54	2.02	1.56	1.05	1.05	1.35	1.79	2.04	2.62
	Richness (S)	12	7	10	8	5	5	7	6	9	68
	Evenness (J)	0.81	0.79	0.88	0.75	0.65	0.65	0.69	1.00	0.93	0.62
	Dominancy (1-J)	0.19	0.21	0.12	0.25	0.35	0.35	0.31	0.00	0.07	0.38
NRT 10	Diversity (H′)	1.56	1.33	1.09	1.25	0.64	1.05	0.76	0.37	0.69	1.97
	Richness (S)	8	6	3	9	7	5	9	3	4	54
	Evenness (J)	0.75	0.74	0.99	0.57	0.33	0.65	0.35	0.34	0.50	0.49
	Dominancy (1-J)	0.25	0.26	0.01	0.43	0.67	0.35	0.65	0.66	0.50	0.51

Source: *Field transects data 2017*

Table 12. Comparison Statistics of Transect Plot Diversity of Birds in the Renovated and Non-Renovated Tanks

Transect Plots	Mean for Richness		Mean for Evenness		Mean for Dominancy		Mean for Diversity	
	RT	NRT	RT	NRT	RT	NRT	RT	NRT
Plot 1	9	10.25	0.41	0.66	0.59	0.34	0.91	1.48
Plot 2	8.5	11.5	0.57	0.67	0.43	0.33	1.18	1.62
Plot 3	12.25	14.25	0.63	0.62	0.37	0.38	1.52	1.63
Plot 4	15.25	15.25	0.66	0.61	0.34	0.39	1.78	1.64
Plot 5	14	16	0.62	0.58	0.39	0.42	1.59	1.57
Plot 6	12.5	16.25	0.66	0.63	0.34	0.37	1.64	1.72
Plot 7	13.25	14.25	0.61	0.66	0.39	0.34	1.54	1.73
T - value		-3.91		-0.95		0.99		-1.85
P - value		0.008		0.38		0.359		0.113
5 Percent significance difference		Yes		No		No		No

Source: Field transects data 2017

Plot 1 and 2 are located in the most watered area in the study tanks. Dredging and removing aquatic plants were mostly applied in the above area as a renovation activity. According to the table 12, there are some differences between mean diversity of bird species in plot 1 and 2 of renovated and non-renovated small tanks. However, there is no discrepancy related to mean diversity of birds of the other plots.

Table 13. Comparison Statistics of Transect Plot Diversity of Birds around the Renovated and Non-Renovated Tanks

Transect Plots	Mean for Richness		Mean for Evenness		Mean for Dominancy		Mean for Diversity	
	RT	NRT	RT	NRT	RT	NRT	RT	NRT
Plot 1	6	9	0.65	0.72	0.35	0.28	1.17	1.57
Plot 2	4.24	6	0.78	0.73	0.22	0.27	1	1.3
Plot 3	4.75	7.25	0.71	0.79	0.3	0.21	0.92	1.43
Plot 4	5.75	7.75	0.59	0.59	0.42	0.41	1.03	1.2
Plot 5	5.25	5	0.71	0.39	0.3	0.61	1.03	0.68
Plot 6	8.75	6	0.75	0.54	0.25	0.46	1.42	0.94
Plot 7	6.5	8.75	0.55	0.5	0.45	0.5	0.94	1.05
Plot 8	6	5.25	0.58	0.66	0.42	0.34	1.02	1.12
Plot 9	6.5	7.5	0.77	0.73	0.23	0.27	1.41	1.43
T - value		-1.56		1.07		-1.04		-0.80
P - value		0.158		0.314		0.344		0.447
5 percent significance difference	No		No		No		No	

Source: Field transects data 2017

The bird species diversity in and around the renovated and non-renovated small tank ecosystems were calculated using transect data included in table 14 and 15. According to the above results, the effect of tank renovation on bird species can be observed.

The diversities of all species in and around the renovated and non-renovated small tanks are equal according to the given table values. As a whole, according to the comparative study of the diversity differences between renovated and non-renovated small tanks, there is no negative effect on the ecosystem related to birds in and around the small tanks under the 5 percent significance level.

Conclusions

Small tanks are very important man made land feathers in Sri Lanka. They renovated time to time by Government and other related organizations. Renovation issues influence negatively and positively to deferent types of fauna species including birds living in tank environment. According to the findings of the research the tank renovation issues influence to bird species. Heron species can be seen in large numbers in drought periods as small tanks are getting dried. A host of Heron species can be seen in the tank environments of the dry zone. Little Egret, Grey Heron, Purple

90

Heron, Intermediate Egret and Cattle Egret are some of them. There is a positive change on cormorant species. The removal of the aquatic plant cover of the tank through renovation process has led to make a considerable impact on the existence of White-breasted water hen and Purple swamp hen. The Common kingfisher, Goose species, Duck species and Indian peafowl have not shown any change in their number before and after the tank renovation. However, villagers reported that there is an increase in the number of the Indian Peafowl which does not show any relationship with the tank renovation process.

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Part 4: Food and Beverage Management

Student Satisfaction Towards School Food Service With the Mediation of Perceived Value: A Case Study of Bui Thi Xuan High School, Ho Chi Minh City

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Abstract

This study was conducted to identify factors that affect to student satisfaction in food service at Bui Thi Xuan High School (BTX), Ho Chi Minh City. 252 surveys were directly delivered to students studying at BTX. The collected data was analyzed by partial least squares technique. The results showed different effects of the independent variables on the mediator and the dependent variable both directly and indirectly. Customer Satisfaction is predicted by Perceived Value, Service Quality, Food Quality, Facility, Price Fairness, and Convenience. Facility was found to have both direct and indirect effects on Satisfaction through the mediation of Perceived Value. Meanwhile, Service Quality only performed direct impact on Satisfaction. Moreover, Food Quality, Price Fairness and Convenience indirectly influenced Customer Satisfaction through the mediation of Perceived Value. Following the findings, academic and managerial recommendations were provided for future researches and school food service managers to obtain higher level of student satisfaction.

Keywords: school food service, perceived value, customer satisfaction

Introduction

Service industry recently has been playing an essential part in Viet Nam's economic structure. For the first half of 2017, service industry accounted for 40% of the national GDP due to the significant result of retail indicator since the speed of domestic consumption had been maintained, and the energetic of Tourism. Contributing to the service industry, Accommodation and Food and Beverage service had remarkable growth rate, 8.98% as compared to 6.70% of 2016 (General Statistic Office of Viet Nam, 2017).

According to Elmont (1995), food service is a momentous part of tourism development and contribute to the national economy of tourist destination. Moreover, food service is an important contributor to tourist satisfaction (Nield,2002). The role of Food and Beverage Service in Tourism Industry is undeniable. As a result, investing in this market is a beneficial opportunity for entrepreneurs.

According to the finding of General Statistic Office of Viet Nam, up to 2017, there are more than 20,000 education operations in Viet Nam, which also indicates that the catering industry has a fertilized plan to grow. There are many big names in this industry, namely, The Caterers, Nam Anh Catering, VICA Ha Noi, P. Dussmann Việt Nam, etc. For the third quarter of 2017, the consumption power in low-end segment, which includes convenience stores, canteen and street food vendors had been significantly increased up to 81 million visitors as compared to the previous year. The report also stated that 'Vietnamese eats out more and Gen Z is coming', which means that generation Z is the future target customers for the F&B firms. Generation Z is loosely defined

as those born after 1995 (Brown, 2014), who are now still in the ages of studying, deduced that their main channel for meals is canteen, in order words, it is school foodservice. In spite of the importance of this segment, there was no studies conducted to examine school food services in Vietnam.

Located in the heart of Ho Chi Minh city, Bui Thi Xuan High School BTX has a modest area compared to other schools in the city, only 5,736 meters square. Being established in 1956, Nguyen Ba Tong high school was the school's early name, since academic year of 1997-1978, the school's name was changed into BTX. Besides the formal education program, BTX also enriches the student experiences and knowledge through outdoor activities such as student's clubs, career orientation day, voluntary, traveling, soft skill day, etc. Moreover, to enhance the student satisfaction, not only the academic programs but also the school service is highly concerned. The school establishes many channels for students to engage when they are in needed such as Facebook, website or email. Furthermore, the school food service is another highlight intention. From 2012, the school signed a contract with another supplier to upgrade canteen for student. The new canteen was told to be a five-star canteen with well-organized service setting and qualified products (Mực Tím, 2013).

Customer satisfaction is often used as an indicator of repurchasing intention of customer on a foodservice operation (Meyer & Conklin, 1998). In addition, service is the top factor to improve the student satisfaction on school meal (Jung, Lee, & Oh, 2009). This research is conducted to find out the perception of student about school food service, specifically, at BTX, by using partial least squares technique.

This research aims to identify factors that affect student satisfaction towards school foodservice in the case of BTX through the mediation of perceived value. Consequently, academic and practical recommendations are generated from the findings.

Literature Review

Customer Satisfaction

To attain guest satisfaction is the lodestar for major service operations in their business (Jones & Sasser, 1995). Customer satisfaction is the reflection of their comparison between received service and expectation (Maki, Akhtar, Raziq, & Ahmad, 2018). According to Hennig-Thurau and Klee (1997), customer satisfaction towards company's products and service is considered as key factor that creates the competitiveness and success. Applying this theory, canteen must achieve the student satisfaction so as to compete with the outdoor foodservice operations.

There are many components in the customer satisfaction equation. Value has been proved to directly effect on how satisfied customers are with a service provider (Anderson et al., 1994). And conversely, satisfaction relies on value (Ravald & GroÈnroos, 1996). In the condition of school foodservice, Meyer and Conklin (1998) found out that satisfied student tended to use the service more frequently. Furthermore, many factors had been proved to affect the student satisfaction, such as staff, food quality, diversity, nutrition, time and cost, service quality, menu, dining ambiance (Meyer & Conklin, 1998; Joon & Kwun, 2011)

94

Perceived Value

Following Zeithaml (1988), perceived value is defined as the customer's overall measurement about the gap between what they received from the product and what they given. Perceived value is the results or benefits customers receive in relation to total costs (which includes monetary and non-monetary costs) (Gordon & Terrence, 2000). 1988). Zeithaml (1988) argued that customers who feel that they received value for money are more satisfied with the service than customers who do not feel they received value for money. In other words, if customers perceive that the total costs either monetary or non-monetary costs are worth the service quality that they received, they will satisfy. Delivering the outstanding value of service is the first ordered objective of service firm in today market (Hansen, Samuelsen & Silseth, 2008) since the higher value the customer perceived, the more satisfied they feel. According to et al Norouzi (2013), service quality has positive effect on customer perceived value. In the context of food service, where food is the main product, obviously, food quality must have a directly remarkable impact on the value that customer perceives. Ryu, Lee and Gon Kim (2012) argued that the quality of physical environment and food were substantial determinants of perceived value. Additionally, in the restaurant field, physical environment, such as decoration, ambience, and seating comfort, provides first-come guests with signal that the firm would deliver the service and value that equivalent with the servicescape (Nguyen & LeBlanc, 2002). Liu and Jang later (2009) discovered that dining atmospherics had remarkable impacts on customer perceived value. In another situation, Meng & Elliott's research (2008) had proved the relationship between price fairness and perceived value.

- H2.1: Perceived value directly affects customer satisfaction.

Independent Variables

Service Quality

Service quality is the gap between the service that customers expect to have and the service that they experience. Zeithaml and Bitner (2003) stated that service quality is evaluated based on the customer perception about a specific aspect of service namely reliability, responsiveness, assurance, empathy, tangibles. The lifetime of any business is related to the service quality that being provided (Gorondutse & Hilman, 2014). And only customer can evaluate whether a product or service provides value or not (Parasuraman et al.,1985). In the context of hospitality industry, where the service quality is mostly relied on the human factor, it is logical to say that human interaction is the key to victory of any organization in this field. According to SERQUAL model, developed by Zeithaml, Berry, and Parasuraman (1988), personnel also indicates the quality of service through the appearance, attitudes, tones of voice, speed of service, etc. Therefore, these hypotheses were developed:

- H1.1: Service quality directly affects perceived value.
- H2.2: Service quality directly affects customer satisfaction.
- H3.1: Service quality indirectly affects customer satisfaction through perceived value.

Food Quality

In the situation of foodservice, food quality is the most considerable factor influences the perception of customer about the organization. Food quality had been researched in many dimensions, such as flavor, aroma, texture, and temperature (Kwun & Oh, 2006; Andaleeb &

95

Caskey, 2007; Namkung & Jang, 2007; Kim et al., 2009). It had been proved by Brown, Gilmore, and Dana (1997) that food flavor, cafeteria cleanliness and hot food's temperature were the most essential factors to 11th- grade students in Iowa. Chinese restaurants in Hong Kong, which were favorable tended to have high food quality (Tse et al., 2002). Ryu et al. (2008) reported that food quality was one of the primary drivers of the restaurant's image. Similarly, school food service should also pay attention to the food quality to maintain the good image in the eyes of students. Ryu et al. (2008) study also claimed that food quality remarkably affected perceived value. Following Grunert study (2005), there was a link between food quality and safety and those were the most considerable issues in today food industry. Inference from that article, the safety, in other words, food hygiene aspect is a must criterion to be taken in evaluating the quality of food. In addition, the effect of display is undeniable when discussing food quality. Taking into detail, decoration creates the visual effect on the customer which more or less manipulates the perception of food quality (Meyer & Conklin, 1998).

- H1.2: Food quality directly affects perceived value
- H2.3: Food quality directly affects customer satisfaction
- H3.2: Food quality indirectly affects the customer satisfaction through perceived value

Menu

The menu is a service product of the food service, which influences guest experience. Moreover, the menu is a factor that generates the explicit expectation within customer (Bagdan, 1970). In today food industry, the variety of choices in menu has been the criterion to rank the level of service. There were mentionable menu trends in educational food service includes healthy menus, worldwide and ethnic flavors, special coffees and beverages, plus promotional and convenient menus like grab-and-go items (Duecy, 2005; Horwitz, 2005; June 2006). Kim et al. (2004) and Klassen et al. (2005) research reassured that menus have remarkable impact on improving satisfaction within campus food service customers. Following Wansink, Painter & Ittersum (2001), the descriptive menu encourages positive attitudes on customer evaluation of the chosen items with a higher quality and value. In addition, similarly to the food quality, visual effect is very important in increasing the customer perception about service. A well-designed menu not only increases the sales but also puts a point in the customer eyes, through the feeling of professional in service and the satisfaction of variety of choices.

- H1.3: Menu directly affects perceived value.
- H2.4: Menu directly affects customer satisfaction.
- H3.3: Menu indirectly affects customer satisfaction through perceived value.

Facility

In the guest experience equation, the servicescape, in other words, service environment plays a mentionable role. Booms and Bitner (1982) found out that the servicescape of a hospitality firm leaved a notable impact on revisit intention and restaurant's brand image. Facility has been identified as an additional factor affecting customers' perceptions of a restaurant and campus foodservice (Andaleeb & Caskey, 2007; Auty, 1992; Kim et al., 2009; Kwun & Oh, 2006). According to Lehtinen (1991), facility is included in the physical environment, the study also indicated that at the lunch restaurant it was important to have a cozy place for dining. There were several criteria that had been studied about the facility of campus food service that had significant

96

effect on student satisfaction and revisit intention, such as cleanliness, dining-room environment, comfort level, opening hours and days, atmosphere, and capacity (Andaleeb & Caskey, 2007; Kim et al., 2004, 2009; Klassen et al., 2005). Meiselman et al. (2000) served typical meals in variety places in university campus including the cafeteria, food science laboratory and the dining hall of a training restaurant. The cafeteria had the lowest score among the three. It can conclude that facility crucially impacts on the dining experience and contributively helps to enhance the value the customer perceives.

- H1.4: Facility directly affects perceived value.
- H2.5: Facility directly affects customer satisfaction.
- H3.4: Facility indirectly affects customer satisfaction through perceived value.

Price Fairness

The greatest influencer of customer value perception is the monetary term. Price fairness refers the customer judgement whether a seller's price is reasonable, acceptable or justifiable (Xia et al., 2004; (Kukar-Kinney, Xia, & Monroe, 2007). Many researchers had tendency to agree that price fairness had correlation with the customer satisfaction (Hermann et al., 2007; Kukar-Kinney, Xia, & Monroe, 2007; Martin-Consuegra, Molina & Esteban, 2007). Meanwhile, perceived value can be viewed as a trade-off between perceived benefits (i.e. perceived product and services quality) and perceived sacrifices (i.e. prices and costs, both monetary and non-monetary) (Cretu & Brodie, 2007; Brodie, Whittome, & Brush, 2009). Deducing from those literature, price fairness may directly and indirectly affect the customer satisfaction via the perceived value. In the context of hotel industry, the prices can be charged depending on the customized services offered, leading to variety in experiences (Chung & Petrick, 2015). Which mean that the offered price must go with the same level of service to avoid the customer overprice charged perception. In term, price is higher than what is expected, customer may have negative feeling about the product (Bei & Chiao, 2006). In the context of luxury restaurant, Meng & Elliott (2008) claimed that customers use perceived price fairness as criterion to evaluate customer value. For the school food service situation, Andaleeb and Caskey (2008) recommended that college cafeteria administrator should pay more intention on reasonable price to enhance the student perception of value.

- H1.5: Price fairness directly affects perceived value
- H2.6: Price fairness directly affects the customer satisfaction
- H3.5: Price fair ness indirectly affects the customer satisfaction through perceived value

Convenience

Students have less time to go off-campus for their meal, moreover, they prefer 'short distance walking' (Klassen, Trybus, & Kumar, 2005). Basing on the previous literature, canteen has that competitive advantage of 'short distance walking' within the student's perception. In 1998, Shoemaker's research also indicated that 'short distance walking' was classified under convenience of location factor. In addition, this research also proved that the expedient shopper, who focused on good value for money rather than other items, also rated convenience factor more weighted than other groups. According to Mattila's (2001), convenient location was an essential motivation for low-commitment group to dine in the restaurant. The Foodservice Department at Michigan State University in East Lansing confirmed that convenience encouraged the purchasing and sales of the canteen. According to Towson University at Maryland, longer service hours had

a positive effect on the canteen, since it attracted more dinners (FoodService Director, 2003). In another situation, parking should be a considerable item under convenience factor (Kivela, Inbakaran, & Reece, 2000).

- H1.6: Convenience directly affects perceived value
- H2.7: Convenience directly affects customer satisfaction
- H3.6: Convenience indirectly affects customer satisfaction through perceived value

Methodology

Sample

This study is aimed to investigate the perception about canteen service of high school students. The target population must be in the age of 16 to 18 years old, who is classified in the Generation Z. The highlight needed characteristic of the population is that they must be the one who directly experiences the service at BTX's canteen at least once. Depending on the study requirements, the target population is the students who are currently pursuing their study at BTX. There are more than 2,000 students having their education at BTX, from grade 10 to grade 12. Comfrey and Lee (1992) proposed that 200 to 300 respondents are the appropriate sample size for a good research result respectively. Depending on the previous researches about sampling and the limitation of time, the researcher expected to collect a database of 250.

Data Collection

The primary data of this research comes from the questionnaire that evaluate the satisfaction of BTX's student when they experienced product and service at the school canteen. The questionnaire was developed and adapted from previous research. The Vietnamese version was directly delivered and collected within 3 days at the BTX high school.

252 surveys were delivered, collected and coded into the data spread sheet. Table 1 presented the demographic information of the respondents. Among 252 respondents, female respondents took the majority with 141 female students (accounted for 55.95%). Students in grade 10 accounted for nearly half of the sample (46.03%). Even though the students had more than 2 break-times per day, but the majority of them come to the canteen less than twice per day. In the question for average spending at the canteen, 54.37% students stated that their average spending felt into the range from 25,000 VND to 30,000 VND. The most common goods that students purchased from the canteen was breakfast food with 119 answers (47.22%). Following the previous result, most common goods at canteen was breakfast food, the most common time that students coming to canteen was morning break with 148 answers (accounted for 58.73%).

98

Table 1. Demographic Information

		Frequency	Percentage
Gender	Male	107	42.46%
	Female	141	55.95%
	Others	4	1.59%
Grade	10	116	46.03%
	11	72	28.57%
	12	64	25.40%
Frequency	Less than twice	157	62.30%
	3 to 5 times	75	29.76%
	6 to 8 times	11	4.37%
	More than 8 times	9	3.57%
Average spending	15,000 VND to 20,000 VND	84	33.33%
	25,000 VND to 30,000 VND	137	54.37%
	35,000 VND to 40,000 VND	22	8.73%
	More than 40,000 VND	9	3.57%
Goods	Breakfast	119	47.22%
	Lunch	44	17.46%
	Junk foods	37	14.68%
	Drinks	52	20.63%
Time	Morning break	148	58.73%
	After morning class	40	15.87%
	Afternoon break	33	13.10%
	After class	31	12.30%

Findings

Reliability Test

First, the measurement scales must be ensured the reliability. The reliability is checked through the square of Outer Loading and the Composite Reliability. According to Hulland (1999), the acceptable number for square of Outer Loading is 0.4, and 0.7 is the preferred number. Following Bagozzi and Yi (1988), Composite Reliability number should be higher than 0.6. Following Table 2, indicators SQ2 and MN1 were felt to perform the reliability and be eliminated. Moreover, all the variables' internal consistencies were reliable, since the range spread from 0.824 to 0.906.

Table 2. Scales Reliability

Variables	Items	Indicator Reliability	Items deleted	Composite Reliability
Service Quality	SQ1/SQ2/SQ3/SQ4/SQ5/SQ6	0.42/0.31/0.73/0.72/0.67/0.71	SQ2	0.901
Food Quality	FQ1/FQ2/FQ3/FQ4/FQ5	0.52/0.64/0.55/0.65/0.54		0.88
Menu	MN1/MN2/MN3/MN4/MN5	0.3/0.59/0.63/0.48/0.47	MN1	0.824
Facility	FC1/FC2/FC3/FC4/FC5	0.43/0.59/0.65/0.63/0.73		0.884
Price Fairness	PF1/PF2/PF3/PF4	0.76/0.44/0.76/0.66		0.884
Convenience	CV1/CV2/CV3/CV4	0.44/0.7/0.77/0.59		0.869
Perceived Value	PV1/PV2/PV3/PV4	0.73/0.77/0.68/0.66		0.906
Customer Satisfaction	CS1/CS2/CS3/CS4	0.64/0.66/0.7/0.72		0.894

Validity Test

Validity test ensured the convergent and discriminant validity of the constructs. The Convergent Validity and Discriminant Validity are tested by evaluating the Average Variance Extracted (AVE). If AVE is larger than 0.5 then the test has convergent validity (Bagozzi & Yi, 1988), and

99

if the square root of AVE of each latent variable is larger than the correlation among latent variables, the test is confirmed to have discriminant validity (Fornell & Larcker, 1981).

Table 3. Variable Average Variance Extracted

Variables	Average Variance Extracted (AVE)
Customer Satisfaction	0.678
Convenience	0.627
Facility	0.605
Food Quality	0.551
Menu	0.541
Price Fairness	0.658
Perceived Value	0.708
Service Quality	0.649

Table 4. Fornell-Larcker Criterion Analysis

	CS	CV	FC	FQ	MN	PF	PV	SQ
CS	0.823							
CV	0.488	0.792						
FC	0.607	0.3	0.778					
FQ	0.594	0.399	0.528	0.743				
MN	0.344	0.284	0.318	0.504	0.735			
PF	0.522	0.419	0.464	0.51	0.488	0.811		
PV	0.755	0.559	0.601	0.708	0.452	0.708	0.841	
SQ	0.567	0.416	0.408	0.476	0.259	0.423	0.535	0.806

Hypothesis Testing

Factors Affect Perceived Value

There were four factors that directly affected the students' Perceived Value of BTX's canteen. And Service Quality, Food Quality, Facility, Menu, Price Fairness, and Convenience substantially explained 90% of the variable Perceived Value. Specifically, Price Fairness ($\beta = 0.350$) had the strongest effect on the Perceived Value. Food Quality ($\beta = 0.326$) also positively affected the Perceived Value. Meanwhile, Convenience (0.200) and Facility ($\beta = 0.178$) less affected on Perceived Value than Price Fairness and Food Quality.

Table 5. Direct Effects on Perceived Value

Hypothesis	Path	Coefficient	T Value (p<0.05)	Evaluation
H1.1	Service quality → Perceived value	0.080	1.907	Unaccepted
H1.2	Food quality → Perceived value	0.326	6.543	Accepted
H1.3	Menu → Perceived value	-0.018	0.444	Unaccepted
H1.4	Facility → Perceived value	0.178	3.616	Accepted
H1.5	Price Fairness → Perceived value	0.350	6.838	Accepted
H1.6	Convenience → Perceived value	0.200	5.031	Accepted

Factors Affect Customer Satisfaction

There were 3 factors that directly affect Customer Satisfaction including Perceived Value ($\beta = 0.497$), Facility ($\beta = 0.216$), and Service Quality ($\beta = 0.188$).

100

Table 6. Direct Effects on Customer Satisfaction

Hypothesis	Path	Coefficient	T Value (p<0.05)	Evaluation
H2.1	Perceived value → Customer Satisfaction	0.497	5.646	Accepted
H2.2	Service Quality → Customer Satisfaction	0.188	3.742	Accepted
H2.3	Food Quality → Customer Satisfaction	0.044	0.604	Unaccepted
H2.4	Menu → Customer Satisfaction	-0.014	0.252	Unaccepted
H2.5	Facility → Customer Satisfaction	0.216	3.864	Accepted
H2.6	Price Fairness → Customer Satisfaction	-0.058	0.778	Unaccepted
H2.7	Convenience → Customer Satisfaction	0.078	1.349	Unaccepted

There were two indirect effects that had been eliminated, which were the indirect effects of Menu and Service Quality on Customer Satisfaction. However, there were four independent variables that had significant indirect effects on Customer Satisfaction, which were Food Quality ($\beta = 0.162$), Facility ($\beta = 0.089$), Price ($\beta = 0.174$), and Convenience ($\beta = 0.1$).

Table 7. Indirect Effects on Customer Satisfaction

Hypothesis	Path	Coefficient	T Value (p<0.05)	Evaluation
H3.1	Service Quality → Perceived Value → Customer Satisfaction	0.040	1.793	Unaccepted
H3.2	Food Quality →Perceived Value → Customer Satisfaction	0.162	4.008	Accepted
H3.3	Menu → Perceived Value → Customer Satisfaction	-0.009	0.44	Unaccepted
H3.4	Facility → Perceived Value → Customer Satisfaction	0.089	3.61	Accepted
H3.5	Price Fairness → Perceived Value → Customer Satisfaction	0.174	3.974	Accepted
H3.6	Convenience → Perceived Value → Customer Satisfaction	0.100	3.702	Accepted

Total Effect

In conclusion, the mediating variable - Perceived Value ($\beta = 0.497$) had the strongest positive effect and also the strongest direct effect on the Customer Satisfaction. The second most influential factor was Facility ($\beta = 0.305$) with both significant direct ($\beta = 0.216$) and indirect ($\beta = 0.089$) effects. The third was Service Quality ($\beta = 0.188$) with its positive direct effect on the Customer Satisfaction.

Table 8. Total Effect on Customer Satisfaction

Variables	Significant Indirect Effect	Significant Direct Effect	Total Effect
Service Quality (SQ)	-	0.188	0.188
Food Quality (FQ)	0.162	-	0.162
Facility (FC)	0.089	0.216	0.305
Menu (MN)	-	-	-
Price Fairness (PF)	0.174	-	0.174
Convenience (CV)	0.1	-	0.1
Perceived Value (PV)	-	0.497	0.497

The next factor that had positive effect on Customer Satisfaction was Price Fairness ($\beta = 0.174$), the effect of Price Fairness was indirect effect only. In addition, Price Fairness effect was the strongest indirect effect. The second most influential indirect effect and also the fifth factor was

Food Quality ($\beta = 0.162$). The least influencer was Convenience ($\beta = 0.1$), and like Price fairness and Food Quality, Convenience only performed its indirect effect on the Customer Satisfaction.

Figure 1 illustrated the structural model results of the study.
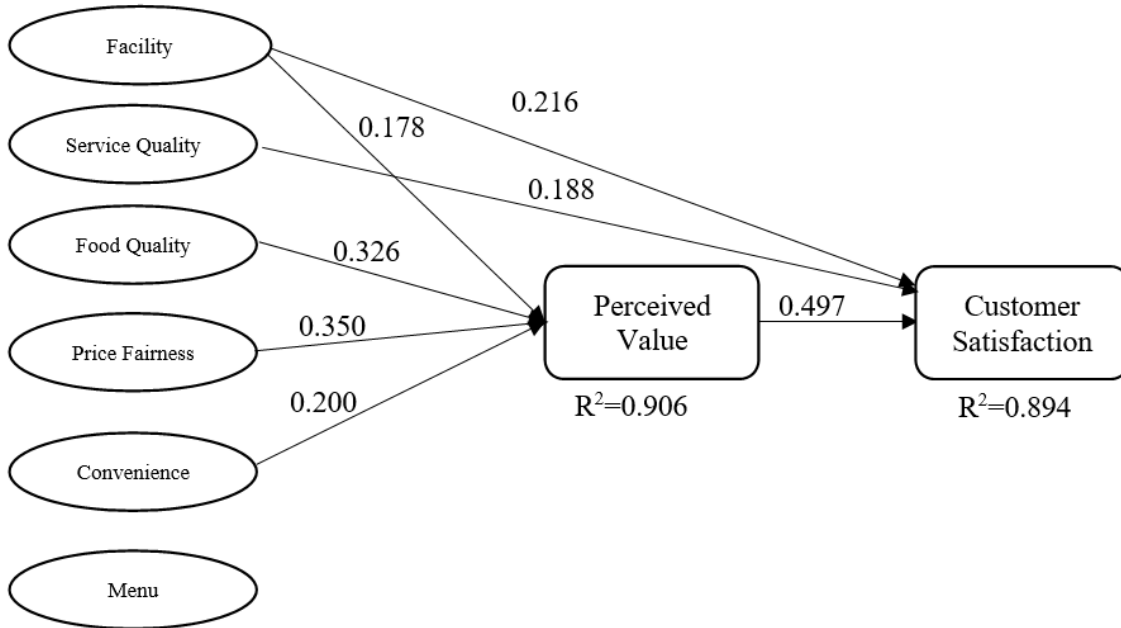
Figure 1. Results of the structural model (p<5%)

Discussion and Conclusions

To sum up, Perceived Value was predicted by four significant influencers. Price Fairness and Food Quality moderately affected the Perceived Value. Meanwhile, the strength of the relationship between Perceived Value and Convenience, between Perceived Value and Facility were low.

In the context of Customer Satisfaction, there were direct and indirect impacts from independent and mediating variables. In general, Perceived Value was the crucial predictor of Customer Satisfaction, supported by McDougall and Levesque (2000). In addition to the influence of Perceived Value, Facility, Service Quality, Price Fairness, Food Quality and Convenience also performed their impacts on Customer Satisfaction, mentioned in authority. Menu was eliminated from the model since the result of its effect turned out to be insignificant. To elaborate, in practical, the menu at BTX's canteen did not get any attention of the student.

The finding of Service Quality supported the findings of Soderlund and Rosengren (2008) that friendly and courteous service provider leads to customer satisfaction. Moreover, this study also strengthened the result of Hanif, Hafeez and Riza (2010) that service quality was an important driver in satisfying customer. In addition, this study's finding was similar to Ryu, Lee and Kim (2012) research's findings that service quality was not related to perceived value.

The research finding supported the findings of Kwun (2011) that food quality affected customer satisfaction through the mediation of perceived value. The finding had strengthened the empirical

102

study of Ryu et al. (2008) that food quality significantly affected the perceived value. Moreover, the finding was similar to Ryu, Lee and Kim (2012) findings that food quality positively impacted the customer perceived value.

In the reverse direction with this research findings about Menu, Wansink, Painter & Ittersum's (2001) conclusion that descriptive Menu encouraged good value within the customer perception. This study was also in contrast with Kwun's (2011) findings that Menu affected the Perceived Value. However, Kwun's research also supported that Menu had no relation with Customer Satisfaction. Additionally, Kim et al. (2004) and Klassen et al. (2005) claimed that menu had significant impact in gaining student satisfaction, which was not supported through this study.

The impact of Facility on Customer Satisfaction strengthened the findings of Andaleeb and Caskey (2007), Auty (1992), Kim et al. (2009), Kwun and Oh (2006) that facility affected customer's perception about restaurant and campus service. The Andaleeb (2007) research indicated that cleanliness and atmosphere had remarkable effect on customer satisfaction. On the other hand, this finding was in reverse direction with Othman, Salehuddin, Karim & Ghazali's (2013) findings, which indicated that facility (servicescape) had no significant on the student satisfaction at Universities in the Klang Valley, Malaysia.

This research also supported Oh (2000) findings that Price Fairness had positive impact on Customer Satisfaction through the mediating role of Perceived Value. The finding was similar to Bhattacharya and Friedman (2001) that price fairness could help to enhance customer satisfaction. The research contributed to strengthen Meng and Elliot (2008) conclusion that Price fairness was essential influencer of customer trust and satisfaction.

The positive effect of Convenience on Customer Satisfaction in this study was similar to Liang and Zhang (2009) findings about student satisfaction at the cafeteria. Their research indicated that convenience, in the measurement of cleanliness, capacity, opening hour, decoration, noise level and comfortable seats significantly affected student satisfaction in Norway.

Implications

Practical Implications

These findings could be valuable for the school canteen to learn about student perceptions towards their product and service. This study also points out which factors that have dominant effects on Customer Satisfaction. From which, the manager can know exactly which dimensions that they should utilize to enhance Customer Satisfaction.

Perceived Value was found to determine half of Customer Satisfaction. Particularly, how do the customers enhance the value of their money will decide their attitude towards the product and service. If the customers feel that the operation offer them high value products and services, they will comprehend the satisfaction. Conversely, if the operation fails to deliver good value services, customers will experience the dissatisfaction, which is a dead point in service industry. The manager can increase the high value perceived in customer through the excellence in service. It is not only about direct effect from monetary factor like Price Fairness, but also the value-added from non-monetary factors such as Service Quality, Food Quality, Facility, and Convenience.

Price Fairness was proved to have the biggest impact on Perceived Value. As a result, the canteen manager should pay attention to control the pricing. Even though the canteen has competitive advantage of being the only choice for student in school area, they must concern about their pricing strategy. Moreover, their target customer is financial obedience, so pricing is the first and foremost aspect to pay attention. They could benchmark their price with other F&B operations in the area for the similar products.

Facility is a considerable dimension, since young people are currently paying more consideration in the servicescape. The capacity should be essentially considered in order to ensure that there are enough seats for students in rush hour like morning break. The dining area can be expanded since there is still available blank space to the right of current canteen. Another option is to redesign the floor plan to add more seats for student. Moreover, the dining hall must keep clean and the sanitation must be well constructed. It would be a mistake if the overall atmosphere is not well controlled, such as the temperature should be comfortable enough. Observing from current condition of BTX's canteen, to improve the atmosphere, especially the temperature, canteen manager can install a spray system to reduce the temperature during the hot season.

The research shows that Service Quality has moderate direct relationship with Customer Satisfaction. This reflects that the staff performance and speed of service directly influence that customer evaluation about the firm. Staff is the one who straightly dealing with the students, so their appearance and attitude are observed and evaluated immediately. Customer service management has proved that humanity is the key factor in delivering WOW service. To sum up, manager should pay attention to the staff performance and the speed of service as well, so as to improving the student good experience at canteen. Specifically, all the staff should have appropriate uniform with their function to ensure the hygiene issue and professional appearance. There should be annual training for the staff to maintain the job performance quality. In addition, the manager should provide an SOP for instance, to make sure that the service quality is consistent overtime.

Recently, young people are paying more attention about their health, so food hygiene and healthy food are at top of the concerns, besides the taste and presentation. Furthermore, the consistency of food quality is also a decisive item when evaluating about the value of money spent at one F&B operation. In order to do so, the purchasing process must be clarified with standards of merchandise. Furthermore, as mentioned in the previous section, how comfortable, how time-saving or how significant the capacity is more or less influencing the student satisfaction. Consequently, the floor plan must be ensured the comfort level for the student, since the opening hour and the location are unchangeable aspects.

Future Research and Limitations

Future researchers are advised to test the model in other segments of the Food and Beverage Industry such as restaurants, convenience stores, or coffee shops. Researchers are also recommended to broaden the population, not only limited to students of one high school. Another limitations of this study the short period of research time. Researchers only had 4 months to do the research and 3 days to collect data. Consequently, the data quality would be affected and the knowledge about practical situation was also limited.

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106

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Part 5: Hospitality & Tourism/Smart Tourism

The Impact of Interior and Exterior Designs of Hotels on Customer Perception: The Sri Lankan Experience

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Abstract

This study is mainly focused on investigating the impact of interior and exterior designs on the demand for hotels in Sri Lanka. According to previous literature there is a close correlation between the design of a hotel and the tourist's arrival. Although the developed countries are deeply considerate about this psychological concept, Sri Lankan hotels do not cover the full range of designing as designing is a concept with a wide range. Therefore it is important to improve the tourism industry with the interior and exterior designing as it may support the guests' mental satisfaction, customer loyalty and perception. The main objective of this study was to investigate the impact of interior and exterior designs on the demand for hotels. The site of the study was Hikkaduwa. The sample was 30 hotels and the 60 tourists. The sample selection was done using stratified random sampling method. The data was collected through interviews, questionnaires and field observations. The analysis was conducted through the Principle Component Analysis by creating interior and exterior indexes, simple linear regression and one way ANOVA. The results revealed that the interior and exterior designs do impact the arrivals and also that there is a positive relationship between the design and the customer perception. Furthermore, this study concluded that the hotel lobby design, wall colours, room decors, star rating and the room type were extremely important in increasing the demand for hotels. Finally it was recommended to develop green hotel designs in Sri Lanka. The policy implications can be established with better management in the hospitality business and by promoting eco-tourism in Sri Lanka.

Keywords: interior and exterior designs, customer perception, green hotel designing, eco-tourism, lobby designing

Introduction

Design can be identified as the human power of conceiving, arranging and creating products that assist human beings to attain their individual and collective purposes (Buchanan 2001). Through the process of designing, the objects will be more gorgeous, eye-catching, and attractive. Designing may be done in households, hotels, companies, banks, and so on. Among them, hotel designing plays a significant role in today's society as it directly influences the increase of profit and success of the hotel industry.

The origin of hotel designing was a result of socio cultural changes, economic and political situations, technological advancements and environmental factors. Those elements create the macro-economic environment of the hospitality business and it strongly influences the customers' demand, desires and wishes (Bowie and Buttle 2004). Moreover, hotel designing is not only about creation, architecture, and assets development but also about services advertising, product development, consumer performance and branding strategies. In a broader sense, hotel designing can be branched as interior and exterior hotel designing.

109

Interior hotel designing includes the art of creating inside elements of a hotel in an attractive manner. This covers the lobbies of the hotels, rooms, bathrooms, kitchens and the balconies. Interior hotel designing can be divided mainly in to two categories as Structural Interior Design (SID) and Comprehensive Interior Design (CID).

The structural Interior Design basically includes the building related design elements and components of a part of the building itself such as walls, ceiling and floor coverings whereas the Comprehensive Interior Design includes the structural interior design and also the Furniture, Fixtures and Equipment (FF&E) design (Penner and Adams 2013). Therefore Structural Interior Design covers the furnishings of the hotel such as interior plants, water fountains, furniture, entry directories, window coverings, artwork, signs, trash receptacles and other similar items (Penner and Adams 2013).

In addition to that the exterior design of the hotels consists of amazing creations of pools, entrances, gardens and parking arrangements. It is important to note that those exterior designs perform a key role in hotel designing because the first impression of the guests depends on those designing patterns.

'The experience design,' which is an approach to make an emotional connection with guests through careful planning of tangible and intangible service elements, play a key role in the hospitality business (Pullman and Gross 2004). Due to the increasing competition among the hotels, the managers are more concerned about this concept as the hotels can attract more tourist by doing gorgeous designing, continuous innovation and supervision of the customer experience.

The green hotel designs and boutique hotels were significantly developed during the recent times around the world. Hospitality is going green and it encourages the hotels to use environmentally friendly practices and to achieve sustainability through development and operational practices (Ernst and Young 2018). Countries like china, Japan, USA and India have moved towards this concept and they are benefiting much from that (Ernst and Young 2018). It is important to note that Sri Lanka can apply the green hotel concept as it is one of the major tourism destinations in the world that attracts a wide range of tourists worldwide.

Moreover, the new trend of hotels called boutique hotels has a momentous place in hotel designing. Boutique hotels are design oriented hotels which have less than 100 rooms (Balekjian and Sarheim 2011). They are better placed to enhance the quality of the services of the guests and customize their outlets. It is significant that boutique hotel owners do not have to comply with brand standards thus developers can easily convert the existing building in to a design led hotel (Balekjian and Sarheim 2011). The design led hotels welcome varying floor levels and varying layouts such as minimum room sizes and specific FF & E standards (Balekjian and Sarheim 2011).

However, when it comes to Sri Lankan hotel designing, both interior and exterior designs are being followed, but not in a considerable level as foreign countries. Hotel industry can be categorized in to accommodation, small scale inns and travel (International Finance Cooperation 2013). Then Sri Lankan accommodation can be further categorized as boutique hotels, guest houses, tourist hotels and home stay units (International Finance Cooperation 2013). The tourism sector is the fourth largest income generator in Sri Lanka which contributes to 8 per cent of the GDP. To generate such income from the tourism sector the key component that all hotels must improve is the interior and exterior designs of the hotels.

110

However, to develop the tourism industry in Sri Lanka, it is important to be more concerned about the hotel designing. Designing may include a wide range of coverage and Sri Lanka still uses only a small portion of it. By developing the designing it enhances the capacities of the hotels. It assists the hotels in attracting more tourists and also makes the tourists return to the same place when they travel again to Sri Lanka. In addition to that, there is a lack of researches conducted under this topic in Sri Lanka. So there is a research gap and to fulfil that gap, this study was conducted.

Research Objectives

The main objective of this study was to investigate the impact of interior and exterior designs on the demand for hotels and to identify the relationship between the interior and exterior designs and the customer perception.

Literature Review

Comprehensive Interior Design (CID) consists of Structural Interior Design (SID) and Furniture, Fixtures and Equipment (FF&E) design (Interior Design 2007). Basically, Structural Interior Design includes building related design elements and components such as walls, ceilings, floor coverings and built-in casework while the Furniture Fixture & Equipment package is based on the furniture footprint included in the Structural Interior Design portion (Interior Design 2007).

As stated in (Krima, Makopondo and Mutungi 2017) interior design is further defined as a multifaceted field that consists of conceptual planning aesthetic, and technical solutions that are aimed at creating interiors that help satisfy the needs, functions and requirements of its occupiers. Moreover, interior design includes the creative concepts, colours, lightning and sounds, ergonomics, furniture and fixings, fabrics and textiles, accessories, art and artefacts signage and ornaments (Interior Design 2007).

A quality interior design should possess improved facilities such as efficiency, attractiveness, liveability and productivity and it is remarkable factor that designers pay their full attention to in providing the guests with aesthetical, cost effective, accessible, functional requirements, security and historical preservation designs (Bigne, Andrew and Gnoth 2005). So, designs in hotels are not a new concept in the hospitality business and designs may be divided mainly in to two as interior and exterior designs. The definition of interior designing become really important for this study because designing may help to increase the demand and profitability of the hospitality business.

Emotional Design and Experience Design

Emotional Design and Experience Design have become two advanced trends in design research (Slatten 2006). On the one hand, Emotional design is a design approach that highlights the importance of stimulating users' positive emotional responses and the majority of studies conducted on emotional design mainly focus on products and human -computer interfaces and with the emotional design, design research become extended through the function, form and usability to emotional scopes that enhance the users' experience (Slatten 2006).

On the other hand, Experience Design is a human- centric paradigm that satisfies needs and desires of the users in the design process. The process often starts with discovering insights about what actually matters to the guests or users and it is important to note that this concept is highly focused

111

on transforming the insights in to design outcomes that help users in having enriching experiences (Penner, Adams and Stephanin 2013).

This concept is also very much important to the study which is going to be conducted, as the designs and the emotions have a positive impact towards the demand for hotels. Guests may return to the hotel or the demand for hotels may increase as the guests should process a positive emotion towards the designs in the hotels.

Customer Loyalty

According to (Oliver 1999) Customer loyalty is defined as "*a deeply held promise to re-buy or re-support a desired product or service consistently in the future, despite situational influences and marketing efforts having the possibility to cause switching behavior.*"

By (Costabile 2000) this concept is expressed as a multidimensional concept including two behavioral dimensions as behavioral and cooperative and also three cognitive dimensions as trust, monadic value and dyadic value. Also, (Bobalca 2013) presented that customer loyalty is a combination of attitudes and behaviors. Thereafter this concept was developed into four areas as cognitive, affective action and loyalty and it is significant as each stage of this customer's demand would become more enthusiastic (Dickinson 2013).Therefore, the concept of customer loyalty defined by Oliver and Dickson are highly supportive for this study because customer loyalty is one factor that depends on the customers' demand for hotels.

Service Quality

According to (Johnston 1995), service quality is defined as the consumers overall impression about the inferiority or superiority of the organization and the services. (Zeithaml 1998) describes service quality as the customer's judgment about an entity's overall excellence and superiority whereas it focuses on satisfying customers' quality need and Perceived Service Quality; customers' assessment of overall excellence and the superiority of the product or service.

 Later this concept was further developed by (Fogli 2006) who said that service quality is a global judgment and attitude relating to a particular service; the customers overall impression of relative inferiority or superiority of the organization and its services and also that service quality is a cognitive judgment.

In accordance with (Zeithaml 1998), it was found out that service quality is positively related with willingness to pay more by the customers as well as the customer loyalty. Therefore the definition introduced by (Fogli 2006) in 2006 is very much related to the study which is conducted since the service quality play a key role in customers drive to make demands from hotels.

Boutique Hotels

Ian Schrager and his partner Steve Rubell originated the concept of boutique hotels in the mid1980s and Schrager's purpose was to transform empty spaces in to emotional, compelling environments. Boutique hotels are often made by re-use of old urban property and it is important to note that most of those hotels charge fewer prices than the luxury hotels (Thapa and Arch 2007).

112

According to Boutique and Lifestyle Lodging Association, boutique hotels consist of an intimate, luxurious and quirky environment and boutique hotels can be further classified in to lifestyle hotels, designer and architectural hotels and luxury and classy hotels (Elliot 2012).

Green Hotel Design

Nowadays, ecotourism is growing rapidly all over the globe and as a result of that the concept of green hotels play a key role in hospitality business. According to (Alexander 2002) the term green hotel is the attempt of hotels to be more environmentally friendly through the efficient use of energy, water and materials while providing quality service and it saves water, reduce energy use and solid waste. This term was further analyzed by (Millar 2008) and he implied that although the concept of green hotels have become more famous in the current world and there is no touchstone definiton, it is related to eco-friendly businesses. Further, it was revealed that green means not only being the environmentally friendly but also being sustainabile (Millar 2008).

Interior Scaping

Interior scaping is a major factor of physical environment of the overall satisfaction of the guests in hotels because it has been found out that plants can decrease stress and increase efficiency (Gilhooley 2002). Furthermore, scientists revealed that plants can be used for cleaning the air in closed buildings with little or no mechanical ventilation (Gilhooley 2002). Landscaping is divided in to Urban Landscaping, Rural Landscaping and Urban Industrial Landscaping.

Methodology

Sample

This study was conducted in Hikkaduwa area which is situated in the Galle district, Southern province. According to the Sri Lankan Tourism Development Authority the accommodation capacity in south coast was recorded as the highest in the amount of 6717 hotels (International Finance Cooperation 2013). When considering the sightseeing areas of south coast, Miriissa, Balapitiya, Kosgoda, Unawatuna, Hikkaduwa, Galle, Aluthgama and Benthota are the major tourism areas. Among them, the highest tourist arrivals were recorded in Hikkaduwa due to the fact that the maximum amounts of tourist hotels ranging from five-star to one-star are established in that area. That is the key reason for selecting Hikkaduwa as the study site.

Data Source

Population is the total amount of respondents who are included in the survey and sample is a subset of the population. The total amount of hotels (187) in Southern province is the population of the study and the sample is the hotels situated in the Hikkaduwa. The sample size of this study is 30. From the sample 11% were five star hotels, 17% were boutique hotels, 45% tourist hotels and 27% guest house and other.

Data Analysis

The data analysis method is a very important part of each and every study. The data analysis method allows the researcher to obtain accurate results at the end of data analysis. The simple

linear regression, along with the creation of two indexes, was used as the data analysis method in this study. Both indexes were measured with the help of Principle Component Analysis (PCA).

Index Creation

Before constructing the regression equation, it was necessary to create two indexes called interior design index and the exterior design index. The major reason to create those two indexes was that all the gathered data about designing in hotels such as lobby designing, main entrance, pool area, and garden arrangement were qualitative in nature and to measure those variables it should be transformed in to quantitative. Therefore, two indexes were created by assigning values for their features based on engine values of Principle Component Analysis.

Operationalization of Variables for Interior Designs Index

The interior design index was created by including interior design elements in the hotel. The main elements taken to create this index were as follows:

Main Entrance of The Hotel

This indicates the decors or different kinds of designing used in the main entrance of the hotels. The elements included in this were selected based on the pervious literature. For an example, it can be an arch with a statue or animal or water flower. In addition to that this variable considers the placement of the main entrance. For an example, in some hotels, the main entrance can be easily found as it comes after the garden, but some hotels change the placement of main entrance to have some change for the visitors. This variable was measured through categories of very good, good, moderate, bad and worse.

Furniture Arrangement

This includes the furniture arrangement in the inside of the hotel. Here furniture arrangements include the sofas, benches, tables, chairs and cupboards in the hotels. This is a qualitative variable and is measured through five categories as very good, good, moderate, bad and worse.

Wall Colours

Wall colours were another variable selected to create the interior design index in a hotel. This variable is also a very important factor when regarding the interior features of the hotel because psychologists have found out that it is very important to pay attention to the wall colours of the hotels as it helps guests relax their minds by removing them from their harsh, busy, stressful lives.

Receptionist Area

This variable was selected to measure the interior designs in the hotel. Basically, the neatness, attractiveness, plentiful surrounding of the receptionist area was considered under this factor. This was measured under categories of very good, good, moderate, bad and worse.

Room Types

This is a significant factor regarding the interior design index. The type of the rooms creates a very good image regarding the designing of the hotel. The room types were categorized in to four

114

as superior rooms, de-luxury rooms, luxury rooms and non-air condition rooms. This was measured by assigning weight cases for the room types according to their quality.

Decor in Rooms

The decor in the room is indicated by the artistic pictures hung on the wall, different designs in the mirrors, various bed decors and so on. This was measured by assigning the values by giving weight cases for the categories of very good, good, moderate, bad and worse.

Lobby Area Arrangements

The lobby area arrangements include the different kinds of pictures, different flower arrangements, boutique designs, lamp decors and so on. This is measured by the categories of very good, good, moderate and so on.

Paintings

This is included in the interior design index because as a new trend most of the hotels are now moving to exhibit paintings in their hotels. Water paintings, oil paintings, cartoon paintings and so on. This was measured by assigning values for the categories of very good, good, moderate, bad and worse by allocating weight cases.

Lightning

This was also a significant factor or variable included in the interior design index. This was taken in to consideration as the lightning plays a significant role in the designing process of the hotels. Different colours of lightning are a major way to attract the tourists to the hotels.

Dinner Area

Dinner area is also a place in the hotel that the guests spend more time during their period of lodging. The dinner area differs from one hotel to another according to their procedures and types of hotels. Therefore this variable was selected to create the interior index.

Eventually, to make those qualitative data quantitative, all those variables were assigned a value by giving weight cases according to their qualities as very good, good, moderate, bad and worse. Then a principal components test was run for those selected variables. Finally by considering the Eigen values, a factor analysis for those identified factors was run and an index for the interior designs was created.

Operationalization of Variables for Exterior Designs Index

The index for exterior designs in the hotel included the exterior design features of the hotel. To create this index the following variables were taken in to consideration.

Garden Arrangements

The garden arrangements include the furniture arrangements in the garden of the hotel, landscaping, statues in the garden and so on. This is a very important aspect to promote designing as it creates the first impression of the guests about the hotels.

115

Pool Area Arrangement

The Pool area arrangement includes the size of the pool and the facilities provided in the pool area. In addition to that, the cleanliness, attractiveness, favourable calm environment for the visitors were taken in to consideration with regard to this variable.

Main Entrance

The main entrance in the exterior design index includes the main gate of the hotel. This can be a gate with modern techniques or it can be a wooden entrance with a nature loving aspect. This was also measured by assigning values for the categories of very good, good, moderate and so on.

Landscaping

The landscaping includes the garden area design of the hotel. This is important when considering the exterior designing as it allows to make the guests more attracted to the hotel due to the calm surrounding of the place.

Star Rating

The star rating of the hotel is the most important variable in the exterior design index as the star rating such as one star, two stars, three star, five star are given to the hotels by considering the facilities of the hotels. Therefore star type is a significant factor in identifying the amount of design in the hotels.

Then values were assigned for those exterior design variables by allocating weight cases for the quality of the variable. After that, a principal component test was run and once the Eigen values were considered, a factor analysis was run. Finally, the index for the exterior designs was created.

Empirical Models

Simple Linear Regression for Interior Design Index

The formula for the simple linear regression for the interior design index can be identified as $= \beta0 + \beta1X1$,Where: Y= Amount of tourist arrivals in the last season ,X1=Index for interior index.

Simple Linear Regression for Exterior Design Index

The formula for the simple linear regression for the interior design index can be identified as: $Y = \beta0 + \beta1X1$, Where: Y= Amount of tourist arrivals in the last season ,X1=Index for exterior index. Simple linear regression analysis was employed for data analysis with the p value, coefficient of determination (R^2), adjusted (R^2), and ANOVA.

Results and Findings

The sample survey identified that most of the travellers were professionals in their respective profession. Professionals like doctors, engineers, nurses spent their time in the hotels during their holidays. It is a significant factor that the second highest type of travellers was students. According to the tourism development authority report in 2012, the professions of the travellers were recorded

116

in higher percentages in Professionals, businessmen and executives in the percentages of 11.4, 14.8, and 16.8 respectively. The survey also identified that most of the travelers were professionals.

Table 1: Major Countries of the Travelers

Country	Frequency	Percent	Valid Percent
Australia	5	8.2	8.2
Austria	4	6.6	6.6
China	5	8.2	8.2
Denmark	3	4.9	4.9
England	4	6.6	6.6
German	1	1.6	1.6
Germany	9	14.8	14.8
India	3	4.9	4.9
Netherland	2	3.3	3.3
Norway	2	3.3	3.3
Russia	3	4.9	4.9
South Africa	3	4.9	4.9
Sweden	10	16.4	16.4
Ukraine	3	4.9	4.9
Total	61	100.0	100.0

Source: *Sample Survey 2016*

The sample survey of this study found out that the highest amount of tourists came from Sweden and Germany with percentages of 16.4 and 14.8 respectively. Australia with the percentage value of 8.2 and China with the percentage of 8.2 ranked in the second place for tourists arrivals in Sri Lanka. The major reason for the increment of the tourist arrivals to Sri Lanka was that the travellers found out that Sri Lanka was one of the popular tourist venues.

Table 2. Income Category of the Travelers

	Frequency	Percent	Valid Percent
Less than 1000	13	21.3	28.9
1000-2000	9	14.8	20.0
2000-3000	12	19.7	26.7
3000-4000	8	13.1	17.8
More than 4000	3	4.9	6.7
Total	45	73.8	100.0

Mean: 2170   Median: 2500   SD: 1620.16   Maximum: 8000   Minimum: 100

The sample data of the Figure 2 indicate that a high amount of travellers' income category was less than 1000 dollars per month and the percentage value was 21.3. It is important to note that almost all the travellers' mean income was recorded as 2170 and it indicates that the travellers who travel to Sri Lanka have an income of less than 3000 dollars per month. The median value also lies between those values and it is about 2500. Moreover it can be concluded that according to the sample survey, the maximum income per month of a traveller was 8000 dollars per month whereas the minimum was 100 dollars per month.

Table 3. Nights Spent in Hotels

Nights	Frequency	Percent	Valid Percent
1 night	6	9.8	10.7
2 nights	5	8.2	8.9
3 nights	5	8.2	8.9
4 nights	8	13.1	14.3
5 nights	3	4.9	5.4
6 nights	3	4.9	5.4
7 nights	7	11.5	12.5
More than 7 nights	19	31.1	33.9
Total	56	91.8	100.0
System Missing	5	8.2	
Total	61	100.0	

Mean: 5.3   Median: 6   SD: 2.579   Maximum: 8   Minimum: 1

Figure 3 illustrates that the highest number of travellers spend more than a week of their holidays in Sri Lanka and the percentage values for that from the sample survey is 33. Four nights has the second place for the number of nights that travellers spend in their hotels. The mean value for the nights spent was 5.3 and that can vary up to 2.579. The maximum number of days spent by a guest is 8 days whereas the minimum was one day. The report of ICRA LANKA travel and tourism highlights that the duration of stay of travellers decreased in the recent years from 4 to 7 years. The same results were proven through the sample survey conducted under this study.

Table 4. Opinion Regarding the Design in the Hotel

Feature	Highly consider (%)	Consider (%)	Moderately consider (%)	Not consider (%)	Never consider (%)
Entrance of the Hotel	20.4	27.8	27.8	16.7	7.4
Garden Arrangement	12.7	25.5	25.5	21.8	14.5
Size of the Pool	9.1	25.5	21.8	25.5	18.2
Designs in Rooms	20.8	30.2	18.9	15.1	15.1
Wall Colours	14.5	21.8	25.5	20	18.2
Designs in Lobby	14.8	20.4	25.9	25.9	13
Furniture Arrangement	14.5	20	23.6	30.9	10.9
Star rank of the Hotel	14.8	22.2	24.1	25.9	13

Source: Sample Survey 2018

The figure 4 highlights that the highest percentage of travellers are concerned about the entrance to the hotel and is recorded as 20.4 as it is the first impression of each and every traveller. The travellers also consider the designs in rooms as it is the place they use to relax or spend a considerable amount of time during their stay. The travellers are also concerned about the designs in the lobby because they spend their time in the lobby too due to various situations. The other factor that most of the travellers consider was the star rank of the hotel as they can get an idea regarding the facilities provided by the hotels. Furthermore, the tourists consider the wall colors of the hotel too as they help relax their minds. The travellers consider the garden arrangement as it is the place they use to relax or spend their free time in. It is noteworthy that the travellers do not consider the size of the pool as almost all the hotels are situated near the beach and almost all the travellers love to swim in the beach and not in the pool.

Table 5: Satisfaction Towards the Design in the Hotels the Travellers Stayed in

Feature	Highly satisfied (%)	Satisfied (%)	Neutral (%)	Dissatisfied (%)	Strongly Dissatisfied (%)
Entrance of the Hotel	30.9	21.8	21.8	16.4	9.1
Designs in Lobby	17.9	28.6	17.9	25	10.7
Room Décor	16.1	25	23.2	26.8	8.9
Garden Arrangement	19.6	25	16.1	21.4	17.9
Pool Area Arrang.	17.0	26.4	13.2	22.6	20.8

Source: Sample Survey 2018

According to figure 5, the highest percentage of the tourists were satisfied with the entrance of the hotel, garden arrangement, designs in the lobbies and pool area arrangement in their hotels, but they were not satisfied with the room decor of the hotel they stayed in. Therefore it is significant that the managers or the architects should give more importance to lobby designing and room décor when creating a hotel.

The sample survey found out that the 63 percent of travellers value the design in hotels whereas 32 percent did not care about the design. This is due to the case that nowadays the life styles of the people have changed. As a result of that people give high priority towards psychological concepts like designing.

118

Table 6. Value of Design Concerning Tourists

Value		Frequency	Percent	Valid Percent
Valid	Yes	39	63.9	67.2
	No	19	31.1	32.8
	Total	58	95.1	100.0
Missing	System Missing	3	4.9	
Total		61	100.0	

Source: Sample Survey 2018

The survey has identified that the arrival of tourists in three star, two star, and four star hotels scored the top rates. The mean arrival of the tourist in a hotel was recorded a12,467 whereas that value can vary up to 17,471. The maximum number of arrivals was about 60,000 and the minimum was 57. The report indicate that three star, one star, four star hotels have scored the highest arrivals as a percentage of 92, 89.8,64 respectively. Similar results were concluded from the sample survey of this study.

Table 7. Tourist Arrivals

Hotel type	Arrival	Percent
Boutique	9,717	2.43
One star	55,097	13.8
Four star	78,989	19.7
Three star	193,708	48.5
Two star	61,450	15.4

Source: Sample Survey 2018

Regression Analysis

Table 8: Estimated Regression Analysis for Interior Index

Predictor	Coefficient	SE	T value	P value
Constant	3.4474	0.1506	22.89	0.000
Interior Index	0.3315	0.1530	2.17	0.038

According to figure 3 results the β_0 and β_1 were 3.4474 and 0.3315 respectively. The test statistics were 22.89 and 2.17. Therefore by considering the above facts we can conclude that the null hypothesis can be rejected. Then the arrival of tourists and interior desings in hotels were statistically significant in the regression model.

Estimated Regression Analysis for Exterior Index

WTP = 3.45 + 0.375 index for exterior

According to this equation the constant value becomes a positive value. That means without any of the exterior designing in the hotel there can be tourist arrivals at the hotel. Moreover if the exterior designs of the hotel increase by one per cent, the arrival of the tourists can increase in 0.375 percent. It can be further explained as; if the exterior designing of the hotel like garden arrangement, pool area arrangements, landscaping increases or are maintained up to a favourable condition it causes the arrivals of the guests to increase.

Table 9: Estimated Regression Analysis for Exterior Index

Predictor	Coefficient	SE	T	P
Constant	3.4474	0.1473	23.41	0.000
Interior Index	0.3755	0.1496	2.51	0.018

119

According to the above results the β0 and β1 values were 3.4474 and 0.3755 respectively. The test statistics were 23.41 and 2.51. Therefore by considering the above facts we can conclude that the null hypothesis can be rejected. So the arrival of tourists and exterior desings in hotels were statistically significant in regression model.

Conclusions and Policy Implications

First it can be concluded that, on the one hand, interior and exterior designs impact the demand for hotels. If the design of the hotel increases then it leads to an increase in the arrivals for the hotel, as the travellers were highly concerned about psychological concepts to have better relaxation during their holidays. The interior design elements like the main entrance, wall colours of the hotel, furniture arrangements, receptionist area, room type, and decors in rooms, lobby area arrangements, paintings, lightning and dinner area also impact the tourist arrivals in hotels. On the other hand, the exterior design elements such as garden arrangements, pool area arrangements, main entrance, landscaping and star rating also impact the tourist arrivals in the hotels. There is a positive relationship between the interior and exterior design elements of the hotel and the consumer perception. This was proven through the comments of the interviewed tourists. Most of the travellers gave priority towards the design of the hotels as it contributes towards the simplicity, neatness, cleanliness and ambience. In addition to that it can be concluded that if a hotel needs to increase the demand of tourists or the arrivals they should develop their design of the main entrance, wall colours, room décor, landscaping and the lobby of the hotel. The interviewed tourists' concentration was towards those factors when they choose a hotel to stay in.

The policy implications regarding this study should be prioritized towards tourism managements, eco-tourism, and green hotel designing and so on. There should be effective policies regarding the tourism industry which are continued in the long run and it should not be stagnated during the time periods. The policy of the hotel management can be implemented. This policy includes better management system in the hotel workers, managers, designs, facilities and services which are provided by the hotels. By implementing such a policy hotels in Sri Lanka can improve their capacities and attract more tourists for those hotels.

In addition to that there can be policy implementation towards promoting eco-tourism in Sri Lanka. By implementing such a policy the tourists would be provided the opportunities to enjoy multifaceted attractions such as mountains, glorious traditions, beach, artistic monuments, diversified landscapes, climates, flora and fauna and bio diversity in Sri Lanka. Moreover to improve the interior designs and the exterior designs, Sri Lanka can implement a policy to supervise the standard of hotels, the setting, planning, and designing according to an international guidance. This is a very important policy regarding the improvement of the designing in hotels because high quality designs prevail in the well developed countries like Germany, United Kingdom, France and so on. Therefore to develop the setting, designing in Sri Lankan hotels it is very important to follow the guidance of such well developed countries. This is also another policy to increase the demand for the tourists regarding the accommodation in Sri Lanka. It is better to establish a policy in Sri Lanka towards qualified people to handle the tourism sector. It explains that the individuals who work in the executive level of hotels should have adequate educational and professional qualifications regarding the tourism sector. If those workers have improved their skills regarding this sector it supports the improvement of this sector and it makes more international travellers arrive in Sri Lanka.

120

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The Influence of Employee Attitude on Customer Affection and Customer Engagement Behavior

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Abstract

Marketing academicians and practitioners have the past decade advocated the implementation of customer engagement within firms. However, the understanding of how frontline service employees interact with customer and the performance benefits that could be promote is insufficient. The purpose of this study is to test the interrelationships among employee attitude, customer affection, and customer engagement behavior in hotels. Path modeling tests the hypotheses using a sample of 368 customers of hotels in Vietnam. The results suggest that there are a positive relationship between employee attitude and customer affection, customer affection and customer engagement behavior. In addition, employee attitude was positively associated with customer engagement behavior. Managerial and research implications are also discussed.

Keywords: employee attitude, customer affection, customer engagement behavior, tourism

Introduction

Customer engagement behavior is a new approach to managing the company – customer relationship which incorporates transactional behavior and non-transactional behavior of customer (Cambra-Fierro, Melero-Polo, & Vázquez-Carrasco, 2014). Customer engagement generates financial performance and superior competitive advantage (Moliner, Monferrer, & Estrada, 2018). The concept of customer engagement is emerging in theoretical literature pertaining to management, marketing, psychology, sociology, education, information systems. It is consequence from interface of perspective of relationship marketing (Vivek, Beatty, & Morgan, 2012) and service-dominant logic (Brodie, Saren, & Pels, 2011).

Hollebeek, Glynn, and Brodie (2014) points out there are a limited understanding of the concept of customer engagement and a lack of empirical research in this area to date. Specially, engagement research across a wide range of service contexts is required further attention (Fernandes & Esteves, 2016). Attempts have been made by researcher in the past few years to study on antecedents and consequences of customer engagement (e.g., Bowden, 2009; Harrigan, Evers, Miles, & Daly, 2017; Hollebeek et al., 2014; Islam & Rahman, 2016; Pansari & Kumar, 2017; van Doorn et al., 2010). Satisfaction and emotions of customers can have a positive impact on contributions of customers (Pansari & Kumar, 2017). Pansari and Kumar (2017) argue that customers become engaged with the firm when a relationship based on trust and commitment is satisfying and has emotional bonding. Research of Cambra-Fierro et al. (2014) has demonstrated the empirical relationship between employee attitude, satisfaction, customer engagement behavior but the empirical examination of simultaneous relationship of employee attitude, customer affection, customer engagement behavior is yet under- explored.

Umasuthan, Park, and Ryu (2017, p. 627) stated, "the hotel employees' emotional service attitude is associated with the positive perceptions of hotel guests which could subsequently drive the

122

future behavioral intention of guests such as willingness to return and guest loyalty". On the other hand, Oliver (1997) points out antecedents and outcomes of customer delight is empirically unclear. This research examines the simultaneous relationships of employee attitude, customer affection, and customer engagement behavior.

This study argues that the simultaneous relationship between attitude of employee, affection of customer and customer engagement is grounded on three conceptual models: emotional contagion (Hatfield, Cacioppo, & Rapson, 1992, 1994), broaden – and – build (Fredrickson, 1998, 2001) and social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005).

In order to achieve the research objective, the rest of the article is organized as follows. First of all, the paper begins with a review of the relevant literature. In the next section, we develop our hypotheses and subsequently present three hypotheses for empirical testing. In the third and fourth section, the methods employed in this research are presented, including operationalization of constructs and data analysis. Fifth, we report statistical results. Finally, the findings are presented along with the theory and managerial implications of the study, its limitations and recommendations for future research.

Conceptual Background

The Role of Front Line Service Employee

A service organization's frontline employee plays a critical role in determining market success and financial performance because they are a key component of delivering service excellence (Wirtz & Jerger, 2016). The service employees are a highly visible service element for customers, are regarded as spokes people for the company – customer interaction, significantly shape the customers' service experience, tend to have a good understanding of customer needs and wants, help to establish personalized relationships with customers (Cambra-Fierro et al., 2014; Wirtz & Jerger, 2016), also help to creating unique, memorable, positive experience (Kandampully, Zhang, & Jaakkola, 2018).

Moreover, according to Cambra-Fierro et al. (2014), frontline employees is who deliver the service and often act as public relations, by being the ambassadors of the company when they communicate and interact with external audiences (e.g., customers). These employees act as a communication channel and they are some- times considered the true spokes people of the company (Cambra-Fierro et al., 2014).

Attitude of Employee

The concept of attitude is first introduced in 1918 – 1920 by two scientists - Thomas and Znaniecki in social psychology field. Allport (1935, p.810) defined that an attitude is "a mental or neural state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related". Thu (2004, p.38) stated that attitude is "the subjective psychological state of an individual who is ready to react in a certain way to an object that is manifested through their cognitive, emotional, sentimental, and behavioral in a specific environment and circumstances".

123

According to Cambra-Fierro et al. (2014), employee attitude express by their behavior, interest and energy. Hotel employee service attitude is divided into four dimensions: problem – solving, empathy, enthusiasm, and friendliness (Kuo, 2009; Kuo, Chen, & Lu, 2012).

Numerous studies have emphasizes critical factors of service attitude affecting the satisfaction of international tourists (e.g., Cambra-Fierro et al., 2014; Eccles & Durand, 1997; Kuo, 2007, 2009; Kuo et al., 2012).

Customer Affection

Affection is defined as "a consumer's degree of positive brand-related affect in a particular consumer/brand interaction" (Hollebeek et al., 2014, p.154). According to Dessart, Veloutsou, & Morgan-Thomas (2016), affective as summative and enduring level of emotions experienced by a customer. Dessart et al. (2016) identified affective include enthusiasm (intrinsic level of excitement and interest regarding the engagement partner) and enjoyment (pleasure and happiness derived from interactions with the engagement partner).

Customers who expression affection, they are likely to positive emotion, delight, enthusiasm, dedication. Positive emotion is as "energized and alert state of mind" (Watson, Clark, & Tellegen, 1988, p.1063). Customer delight is described as "profoundly positive emotional state generally resulting from having one's expectations exceeded" (Oliver, 1997, p. 329) or an emotional psychological state of mind, measured as a unidimensional concept (Solem & Pedersen, 2016). Enthusiasm is described as "the degree of excitement and interest that a consumer has in the brand" (So, King, & Sparks, 2014, p.311). Dedication "refers to "a sense of significance, enthusiasm, inspiration, pride and challenge" (Dwivedi, 2015, p. 100).

Individuals indicate how often they felt happy, enthusiastic, and excited, proud, attentive are example adjectives representing positive affect (Baranik & Eby, 2016; Rego, Sousa, Marques, & Cunha, 2014; Watson et al., 1988).

Emotions, a key affect component associated with intense states of arousal may impact ongoing behavior (Pansari & Kumar, 2017). Further, base on Fredrickson's (2001) broaden-and-build theory, Baranik and Eby (2016) argues that when individuals experience positive emotions such as joy or contentment, they have good behaviors, these individuals are more likely to engage with their environments, their thought-action possibilities are broadened allowing them to learn more, pursue new goals, and develop more skills.

Customer Engagement Behavior

Romero and Okazaki (2015) classify customer engagement into two main perspective: psychological state engagement (Brodie, Saren, et al., 2011; Hollebeek et al., 2014; Vivek, Beatty, Dalela, & Morgan, 2014; Vivek et al., 2012) and behavior engagement (de Villiers, 2015; Jaakkola & Alexander, 2014; Kumar et al., 2010; van Doorn et al., 2010; Verhoef, Reinartz, & Krafft, 2010).

Different researchers definite of customer engagement may vary lead to identify different dimensions (Hollebeek, 2011a; Kandampully et al., 2018; Kumar & Pansari, 2016; Kuvykaitė & Tarutė, 2015).

124

Table 1. Definitions of Customer Engagement

Source	Definition	Engagement psychological state	Engagement Behavior
Vivek et al. (2012, p. 133)	"The intensity of an individual's participation in and connection with an organization's offerings and/or organizational activities, which either the customer or the organization initiate".	√	
van Doorn et al. (2010, p. 254)	"Customer engagement behaviors go beyond transactions and are defined as a customer's behavioral manifestations that have a brand or firm focus, beyond purchase, resulting from motivation drivers".		√
Brodie, Hollebeek, Jurić, and Ilić (2011, p. 260)	"A psychological state that occurs by virtue of interactive, cocreative customer experiences with a focal agent/object (e.g., a brand) in focal service relationships".	√	
Hollebeek (2011b, p. 785)	"The level of a customer's motivational, brand related and context dependent state of mind characterized by specific levels of cognitive, emotional and behavioural activity in brand".	√	
Verhoef et al. (2010, p. 247)	"A behavioural manifestation toward the brand or firm that goes beyond transactions".		√
Dessart et al. (2016, p. 409)	"The state that reflects consumers' individual dispositions toward engagement foci, which are context-specific. Engagement is expressed through varying levels of affective, cognitive, and behavioural manifestations that go beyond exchange situations".	√	
Hollebeek et al. (2014, p. 154)	"A consumer's positively valenced brand-related cognitive, emotional and behavioral activity during or related to focal consumer/brand interactions".	√	
Jaakkola and Alexander (2014, p. 248)	"Behaviors through which customers make voluntary resource contributions that have a brand or firm focus but go beyond what is fundamental to the transaction".		√
Moliner et al. (2018)	"Customer engagement is a psychological state, in other words, an attitude, which generates certain behaviors or consequences such as referrals and/or recommendations of specific products, services and/or brands"	√	
Brodie, Ilic, Juric, and Hollebeek (2013, p. 3)	"Consumer engagement is a multidimensional concept comprising cognitive, emotional, and/ or behavioral dimensions, and plays a central role in the process of relational exchange where other relational concepts are engagement antecedents and/or consequences in iterative engagement processes within the brand community".	√	

According to Hollebeek et al. (2014), there are three dimensions of psychological state of customer engagement: cognitive processing, affection and activation. Catteeuw, Flynn, and Vonderhorst (2007) highlight the importance of emotional dimension. Pansari and Kumar (2017) agreed with Allen, Machleit, & Kleine (1992) that emotions act as a better predictor of behavior than do cognitive evaluations. This paper focuses on the affection aspect of customer engagement behavior. Affection refers to "a consumer's degree of positive brand-related affect in a particular consumer/brand interaction" (Hollebeek et al., 2014, p. 154).

From the behavior perspective, customer engagement as "a set of positive behavioral manifestations" (Verhagen, Swen, Feldberg, & Merikivi, 2015, p. 341).

As suggested by Van Doorn et al. (2010), customer engagement includes a vast array of behaviors such as WOM (word-of-mouth), helping other customers, customer blogging and writing online reviews.

According to Bijmolt et al. (2010), behavioral manifestation of customer engagement related to purchase, word-of-mouth (WOM) referrals, participation in the firm's activities, suggestions for service improvements, customer voice, participation in brand communities, and customer co-creation.

Kumar et al. (2010) define that customer engagement is comprised of "four core dimensions:

Customer purchasing behavior, whether it be repeat purchases or additional purchases through up-selling and cross-selling (corresponding to customer lifetime value [CLV]).

Customer referral behavior as it relates to the acquisition of new customers through a firm initiated and incentivized formal referral programs (extrinsically motivated; corresponding to customer referral value [CRV]).

Customer influencer behavior through customers' influence on other acquired customers as well as on prospects (e.g., WOM activity that persuades and converts prospects to customers, minimizes buyer remorse to reduce defections, encourages increased share-of-wallet of existing customers; usually intrinsically motivated; corresponding to customer influencer value [CIV]).

Customer knowledge behavior via feedback provided to the firm for ideas for innovations and improvements, and contributing to knowledge development (extrinsically or intrinsically motivated; corresponding to customer knowledge value [CKV])" (Kumar et al., 2010, p. 299).

According to Verhagen et al. (2015, p. 341), behavioral manifestations of customer engagement behavior include "word-of-mouth (e.g., referring a product to friends and family), collaboration with other customers (e.g., assisting other customers with their shopping), after-sales service (e.g., helping other customers with use of a product), and co-creation (e.g., developing new products with the company)".

According to Pansari and Kumar (2017), customer engagement behavior activities include customer purchases/ repurchases, incentivized referrals that the customer provides, customer influence that the customer's social media conversations/ interactions about the brand, and customer knowledge that the feedback/suggestions of the customer to the firm for better performance.

Romero and Okazaki (2015, p. 2) proposes customer engagement behavior as a "composite of loyalty program participation, WOM, customer interaction, and co-creation".

Word-of-mouth, purchases/ repurchases and referrals is the basic dimension of traditional customer loyalty. These dimensions complete with customer influence/ interactions and customer knowledge dimension is the basic dimension of customer engagement behavior (Romero & Okazaki, 2015).

Customer influence behavior has development over the researches, from actives through WOM (e.g., say positive, recommend) (Kumar et al., 2010) to exchange brand and product related information on social media (Kumar & Pansari, 2016) and customer interaction (e.g., assess and share opinions and experience, write comments) in website or social networking site (Romero & Okazaki, 2015).

Therein, Kumar and Pansari (2016) has emphasized customer influence is measured by the impact the customer makes on social media within a social networking site. Customers have been used extensively social media platforms to exchange brand and product related information in firms (Kumar & Pansari, 2016). Kumar and Pansari (2016) suppose the influence of customers on social media networks has a more direct impact on brand communities, and enjoys higher customer engagement compared with traditional marketing methodologies. Romero and Okazaki (2015, p.

126

2) consider "customer interaction to be related to customers' suggestions that facilitate other customers' decision making and enhance their experience with the firm."

According to Romero and Okazaki (2015), co-creation refers to interactions between the customer and the firm that lead to the improvement of current products and services or the development and create of new ones. Specially, customers participate in a company's innovation process and co-create value with firm by providing product/ service feedback and comments, suggesting improvements, "linking" innovative brand/organization promotions and so on is considered as a high level of engagement (Zhang, Lu, Torres, & Chen, 2018). According to Moliner et al. (2018), in the service sector context, highly engaged customers can be a crucial source of knowledge, helping company in a variety of activities, ranging from ideas for design and development of new products/services, suggestions for modifying existing brands and taking part in trials to improve products/services.

According to Vargo and Lusch's (2004, 2008) service dominant-logic, customer transform from passively recipients of products to customer can co-create value of their own free will and voluntary (Bijmolt et al., 2010; Prahalad & Ramaswamy, 2004). Customer engagement extends the value a customer has for a firm (Kumar et al., 2010; Kumar & Pansari, 2016; Romero & Okazaki, 2015; Verhagen et al., 2015). Customer want to co-create value to build their identities, express themselves in interactions with the organization and with existing or potential customers, socialize with other consumers, showing their prosocial, promote an organization's products, brands, and organizational activities, enjoy unique and memorable experiences (Fernandes & Remelhe, 2016; Verhagen et al., 2015).

Moliner et al. (2018) state that the nature of customer engagement as a salient variable in service relationships is derived from the concept's interactive, experiential and co-creative properties. As a consequence, customer engagement show a more satisfied relationship, a strong emotional connectedness, and deep service relationship, close, and may become so familiar with customer (Bijmolt et al., 2010; Fernandes & Esteves, 2016; Pansari & Kumar, 2017). Umasuthan et al. (2017, p. 620) underline that "the quality of the relationship highly depends on feelings and emotional interactions between customers and employees".

Customer engagement are expected to be conducive to the enables lower marketing cost, sales promotion, cost reductions, decrease in costs and risk, higher marketing efficiencies, brand referrals, increase in customer satisfaction, sales growth, product quality improvement, business opportunities, market share, product development processes, enhanced co-creative experiences (Banyte & Dovaliene, 2014; Hollebeek et al., 2014; Pansari & Kumar, 2017).

Literature has recognized customer engagement can lead to sales growth, superior profitability, higher revenue, a firm's financial success (Kunz et al., 2017; Moliner et al., 2018; Pansari & Kumar, 2017; Romero & Okazaki, 2015). Referral behaviors should affect customer equity (Moliner et al., 2018). Experimental study shows customer engagement is positively related to the form's financial performance (Moliner et al., 2018).

Consequently, customer engagement is a new factor impact on firm performance (Bijmolt et al., 2010; Hollebeek et al., 2014; Pansari & Kumar, 2017). Behavioral manifestations of customer engagement are considered as "essential to organization success in the short and long run" (Verhagen et al., 2015, p. 341). Customer engagement as a new source of companies' competitive

127

advantage (Baldus, Voorhees, & Calantone, 2015; Banyte & Dovaliene, 2014; Kumar & Pansari, 2016; Moliner et al., 2018; Zhang et al., 2018).

Theory and Hypotheses

Employee Attitude and Customer Affection

Employee attitude can positive effect on customer affection through emotional contagion. "Emotional contagion is a process of social influence in which a person or group influences the affective states or behaviors of another person or group through the conscious or unconscious induction of affective states and behavioral attitudes" (Rego et al., 2014, p. 202). Pugh (2001, p. 1020) state "exposure to an individual expressing positive or negative emotions can produce a corresponding change in the emotional state of the observer". The emotional transfer phenomenon can flow from frontline service employee to customer which occurs during employee – customer interactions (Barnes, Ponder, & Hopkins, 2015; Hatfield et al., 1992; Homburg & Stock, 2004; Hur, Moon, & Jung, 2015). When frontline service employee exhibit more positive attitude, they are expressively communicated increased positive affect to customer through the process of emotional contagion in satisfactory encounter, which results create a corresponding positive mood in customer's experience and reactions (Hur et al., 2015). Customers exhibited positive affect states when customer confronted with positive emotion displays from the service employee (Barnes et al., 2015).

Hypothesis 1. Employee attitude has positive relationship with customer affection.

Customer Affection and Customer Engagement Behavior

When a person has positive experiences and perceptions about the quality of service, they change the positive emotions into resources (i.e., word - of - mouth communication, referral, loyalty, engage other in conversation, creative and recommend how to improve service, citizenship behaviours) that benefit to the provider (Barnes et al., 2015). Individuals who have positive emotions will have actions towards the brand would also be positive (Pansari & Kumar, 2017). According to the service – dominant (S-D) logic of marketing, customer are crucially important member of service encounter (Vargo & Lusch, 2004, 2008), and are partial employees' (Bowen, 1986; Larsson & Bowen, 1989; Mills & Morris, 1986). Thus, positive affection of customer may be an antecedent to customer engagement behavior.

Hypothesis 2. Customer affection has positive relationship with customer engagement behavior.

Attitude of the Employees and Customer Engagement Behavior

Attitude of the employees can positive effect on customer engagement behavior through obligation to reciprocate. According to the social exchange theory, when customer receive from employee with a benefit such as positive attitude, customer feel an obligation to reciprocate (Blau, 1964; Cropanzano & Mitchell, 2005). As a consequence, customers tend to be more engage in behavior with organization such as using customer valuable resources direct to constructive and develop the organization.

Hypothesis 3. Employee attitude has positive relationship with customer engagement behavior.

128

The model depicted in Figure 1.
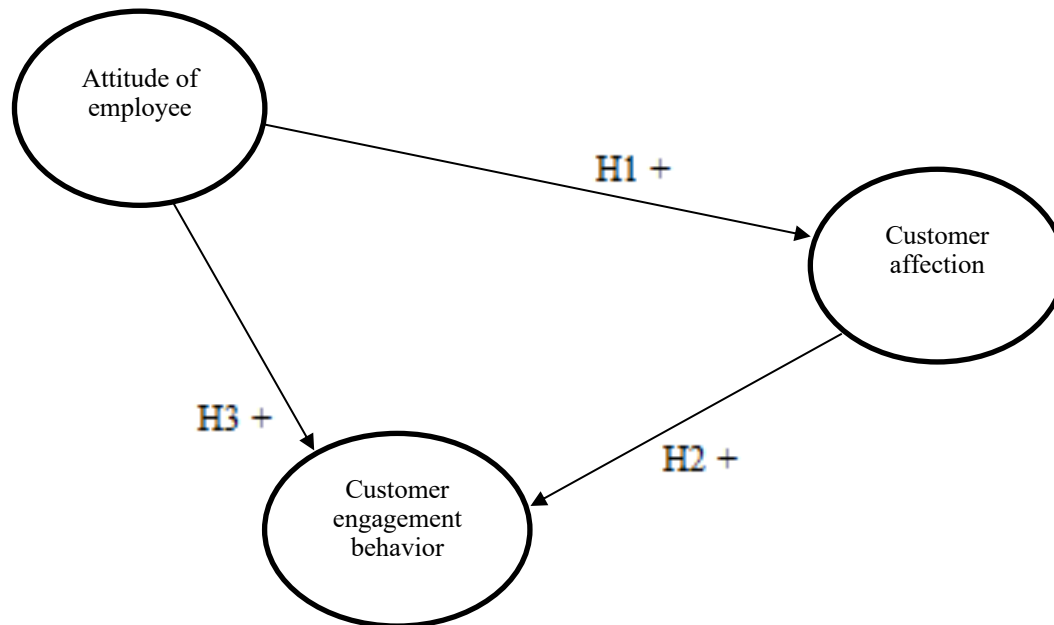
Figure 1. Research framework

Research Method

Sampling and Data Collection

The method of data collection for this research study was surveys. Data was collected in anonymous questionnaire. Questionnaires were given out directly to the customers. The questionnaires in the form of paper were distributed and collected. The participants were selected base on convenience sampling technique. All subject voluntarily participated in a cross-sectional self – report survey. Before indicate the extent the statements, each respondent was required to identify hotel brand/name where they are using service.

Data was collected from hotels guests (tourist) in South Central and South of Vietnam.

Profile of Respondent

Of the 450 questionnaires distributed, 380 were returned, of these 368 were used in our analysis, yielding an 81.8% response rate (after excluding a few incomplete data samples.

Of the 368 respondents, 173 (or 47%) were male, and 195 (or 53%) were female. Regarding old group, approximately 16% had 18 - 25 years old, about 30% had 26-35 years old, 42% had 36-50 years old, and 12% had over 50 years old. Regarding education level, approximately 53% had bachelor degrees, about 29% had college – level degrees, 7% had vocational level, and 3% had high school diplomas. In term of occupation, professional category including technology expert, doctor, lawyer, financial manager, researchers, teacher. Finally, in term of nationality, 55% of the customers were from Vietnam and 45% the customers were foreigner (US, France, New Zealand, Canada, UK, Australia, Russia, Norway, Thailand, Japan, Korea, etc.). The distribution of demographic variable is presented in table 2.

Table 2. The Demographics Characteristics of Respondents (N=368)

Attribute	Characteristics	Frequency	Percent
Gender	Male	173	47%
	Female	195	53%
Age	18 - 25 years old	58	16%
	26-35	110	30%
	36-50	155	42%
	Over 50	45	12%
Education	High school	10	3%
	Vocational school	25	7%
	College level	105	29%
	Bachelor degree	196	53%
	Above bachelor degree	32	9%
Occupation	Business	95	26%
	Service	74	20%
	Professional	136	37%
	Student	37	10%
	Other	26	7%
Nationality	Vietnamese	202	55%
	Foreigner	166	45%

Measurement Scale

Customer rated each item on a five – point scale ranging from 1, "strongly disagree", to 5, "strongly agree".

Attitude of Employee

Base on studies by Cambra-Fierro et al. (2014), Kuo et al. (2012), Najafi, Saati, and Tavana (2015), and Nam, Ekinci, and Whyatt (2011), nine items were used to assess attitude of employee.

Customer Affection

Customer affection was measured using a six – items taken from Hollebeek et al. (2014), and So et al. (2014).

Customer Engagement Behavior

WOM

Following previous research, author measured WOM using three items taken from Harrigan et al. (2017), which was adopted from Zeithaml, Berry, and Parasuraman (1996) original scale.

Purchasing

Purchasing was measured using a three – items taken from Fernandes and Esteves (2016), Harrigan et al. (2017), Solem (2016), and Zeithaml et al. (1996).

Social Media Interaction

Social media interaction was measured using a three – items taken from Romero and Okazaki (2015).

130

Co-Creation

Co-creation was measured using a three – items taken from Romero and Okazaki (2015) based on the scale developed by Bettencourt (1997).

Measurement Validation

This section assesses psychometric quality of the variable.

Cronbach's Alpha Coefficients

Cronbach's alpha coefficients were employed to preliminary reliability evaluation of the scales. The item – total correlation of all items of the scales exceed the benchmark of 0.3.

The Cronbach's alpha reliability statistics for all talent constructs are all above the acceptable threshold 0.7 (Nunnally, 1978).

The Cronbach's alphas result of the four dimension of customer engagement behavior were as follows: WOM α = 0.75; purchasing α = 0.80; social media interaction α = 0.77 and co-creation α = 0.77. The Cronbach's alphas of the two unidimensional constructs, i.e. attitude of employee, customer affection were 0.95, 0.91, respectively. Accordingly, internal consistency and homogeneity of these scales is achieved.

Exploratory Factor Analysis

Table 3. The Results of the Exploratory Factor Analysis (Loadings Over 0.4 Presented)

Construct	Items	Factor 1	2	3	4	5	6
Attitude of employee	AT5	.881					
	AT6	.815					
	AT4	.814					
	AT2	.810					
	AT9	.787					
	AT8	.780					
	AT3	.774					
	AT7	.765					
	AT1	.760					
Customer affection	AF1		.819				
	AF4		.772				
	AF2		.739				
	AF3		.735				
	AF5		.714				
	AF6		.610				
Purchasing	PU1			.795			
	PU3			.769			
	PU2			.587			
Co-creation	CC3				.717		
	CC2				.714		
	CC1				.676		
Social media interaction	IN3					.904	
	IN1					.646	
	IN2					.584	
WOM	WM2						.849
	WM3						.622
	WM1						.588

Principal Axis Factoring - Promax with Kaiser Normalization. KMO measure of sampling adequacy 0.944
Total Variance Explained: 61.4%
The item loading from the EFA are reported in table 3. All items had factor loadings (>0.50) loaded more highly on the intended construct than the others, which show the discriminant validity of the constructs.

131

An exploratory factor analysis (EFA) was conducted to assess common method bias problem.

Sample size of this study reached the ratio of 13.62 cases for each of the items. The best fit of data was obtained with a principal axis factoring analysis utilizing promax rotation.

The overall Kaiser – Meyer – Olkin (KMO) value was 0.944, and Bartlett's test of sphericity was significant at the 0.000 level.

Result showed that six factor were identified (Eigen values are higher than 1) and a total variance of 61.355% (>50%) was explained by one factor being 41.764 (<50%), representing that common method bias not affect the data.

Unidimensional Evaluation of the Scales

Customer engagement behavior: this study measures customer engagement behavior as a second-order construct, made up of the four behavioral dimensions of this behavior: WOM (scale composite reliability ρc CR = 0.75, average variance extracted ρvc AVE = 0.50), purchasing (ρc CR = 0.80, ρvc AVE = 0.58), social media interaction (ρc CR = 0.77, ρvc AVE = 0.54) and co-creation (ρc CR = 0.77, ρvc AVE = 0.52). Table 4 show the items of this scale. Additional analysis demonstrates that the four dimensions reflect a second – order construct (Table 5).

The results of a confirmatory factor analysis suggest an acceptable fit of the second – order specification ($\chi2$ = 124.35, df = 50; GFI = 0.95; CFI = 0.95; TLI = 0.94; RMSEA = 0.064) (Table 6). GFI, CFI, and TLI all greater than 0.90 (Bentler & Bonett, 1980; Hair et al., 2006; Hoyle & Panter, 1995). The RMSEA less than 0.10 (Browne & Cudeck, 1989; MacCallum et al., 2001), and $\chi2$ /df is below 3 (Hair et al., 2006). Therefore, this scale was unidimensional.

Attitude of employee: first order factor model has been designed for this construct. The author develop a confirmatory factor analysis to validate the scale ($\chi(27)2$ = 75.48, GFI = 0.96, CFI = 0.98, TLI = 0.98) and show that the scale is unidimensional (Table 6). Customer affection: a confirmatory factor analysis was developed to validate the scales ($\chi(9)2$ = 22.46, GFI = 0.98, CFI = 0.99; TLI = 0.98) and showed (that) the scale was unidimensional (Table 6).

Table 4. Customer Engagement Behavior Construct Measurement Summary: Confirmatory Factor Analysis and Scale Reliability

Item description	Standardized loading	t-value	Reliability (CR, AVE)
WOM			CR = 0.75
WM1	0.701	-[a]	AVE=0.50
WM2	0.708	10.62	
WM3	0.722	10.74	
Purchasing			CR = 0.80
PU1	0.811	-[a]	AVE=0.58
PU2	0.694	12.55	
PU3	0.771	13.65	
Social media interaction			CR = 0.77
IN1	0.726	-[a]	AVE=0.54
IN2	0.645	10.72	
IN3	0.815	12.14	
Co-creation			CR = 0.77
CC1	0.731	-[a]	AVE=0.52
CC2	0.704	11.13	
CC3	0.735	11.40	

Fit statistics for measurement model of 16 indicators for customer engagement behavior constructs: $\chi2_{(48)}$ = 119.27, GFI = 0.95; CFI = 0.95; TLI = 0.94; RMSEA = 0.064).

[a]   *Fixed parameter.*

132

Table 5. Second-Order Confirmatory Factor Analysis of Customer Engagement Behavior

Item	Second - order				
	Indicator	Loading	t - value	Loading	t - value
WOM				0.720	_a
	WM1	0.700	_a		
	WM2	0.708	10.59		
	WM3	0.724	10.71		
Purchasing				0.757	7.60
	PU1	0.809	_a		
	PU2	0.694	12.52		
	PU3	0.773	13.62		
Social media interaction				0.708	7.08
	IN1	0.721	_a		
	IN2	0.641	10.63		
	IN3	0.823	12.08		
Co-creation				0.726	7.20
	CC1	0.733	_a		
	CC2	0.704	11.12		
	CC3	0.733	11.37		

Fit statistics for measurement model of customer engagement behavior constructs: $\chi2_{(50)}$ = 124.35, GFI = 0.95; CFI = 0.95; TLI = 0.94; RMSEA = 0.064).   Fixed parameter.

Table 6. Model Summary of CFA

Scales	χ^2/df	GFI	CFI	TLI	RMSEA
Attitude of employee	2.79	0.96	0.98	0.98	0.070
Customer affection	2.50	0.98	0.99	0.98	0.064
Customer engagement behavior	2.49	0.95	0.95	0.94	0.064

Result

The two-steep model suggested by Anderson and Gerbing (1988): (1) assessment of reliability, convergent, and discriminant validity of measurement model, and (2) evaluation of structural model.

Measurement model

The measurement model demonstrated a good fit for the data (S-B $\chi2$ [$\chi2$/df] = 559.43 [1.77], goodness-of-fit index [GFI] = 0.90, confirmatory fit index [CFI] = 0.96, Tucker – Lews index [TLI] = 0.96, root mean square error of approximation [RMSEA] = 0.05).

Reliability examination use composite reliability estimate (Fornell & Larcker, 1981; Nunnally & Bernstein, 1994; Werts, Linn, & Jöreskog, 1974).

From table 6, all reflective constructs meet the requirement of construct reliability, since their composite reliability (pc) are above the recommended 0.7 cut – off value (range from 0.82 to 0.95).

Factor loading's significance and average variance extracted (AVE) assess convergent validity of the study's main constructs (Fornell & Larcker, 1981).

Table 7 reveals that latent variables achieve convergent validity. Factor loadings are greater than 0.71 (p<0.01) with t-value ranging from 4.28 to 15.52. Average variances extracted are surpasses 0.5 level (Fornell & Larcker, 1981).

Finally, all variables meet the requirement of discriminant validity. Confirmation of this validity comes from comparing the square root of AVE for individual constructs with correlations among the latent variables.

Table 7. Reliability and Convergent Validity for the Measurement Model

Constructs and Scale Item	Standardized estimate	t - value	Cronbach's alpha	Composite reliability	Average variance extracted
Attitude of employee			0.95	0.95	0.67
AT1	0.850	_a			
AT2	0.861	21.70			
AT3	0.829	20.30			
AT4	0.821	19.97			
AT5	0.867	21.96			
AT6	0.810	19.51			
AT7	0.721	16.29			
AT8	0.784	18.53			
AT9	0.818	19.84			
Customer affection			0.91	0.91	0.63
AF1	0.857	_a			
AF2	0.836	20.21			
AF3	0.768	17.64			
AF4	0.781	18.07			
AF5	0.751	17.02			
AF6	0.763	17.43			
Customer engagement behavior			0.74	0.82	0.53
WOM	0.752	_a			
Purchasing	0.709	8.26			
Social media interaction	0.734	8.02			
Co-creation	0.718	7.96			

Goodness – of – fit statistics: χ2 [df = 317, N = 368] = 559.43, p = .000, χ2/df ratio = 1.77, GFI = 0.90; CFI = 0.96; TLI = 0.96; RMSEA = 0.046)

For satisfactory discriminant validity, the diagonal elements in correlation table should be significantly higher than off – diagonal elements in the corresponding row and columns (see table 8) (Barclay, Thompson, & Higgins, 1995; Fornell & Larcker, 1981).

Table 8. Inter-Construct Correlations and Discriminant Validity of the Measurement Model

Variables	1	2	3
Attitude of employee	0.820		
Customer affection	0.786**	**0.794**	
Customer engagement behavior	0.715**	0.717**	**0.730**

*Note: N= 368; **. Correlation is significant at the 0.01 level (2-tailed).*
The square root of the average variance extracted (AVE) is in bold on the diagonal. The correlations among constructs are below the diagonal.

Structural Model

The hypotheses test by estimating the structural relationships using AMOS 20.0.

The estimated results are summarized in table 9.

The model fit statistics indicate that the proposed model fits the data well (S-B χ2 = 559.43, df = 317, χ2/df ratio = 1.77, p = 0.000, GFI = 0.90, CFI = 0.96, TLI = 0.96, RMSEA = 0.046).

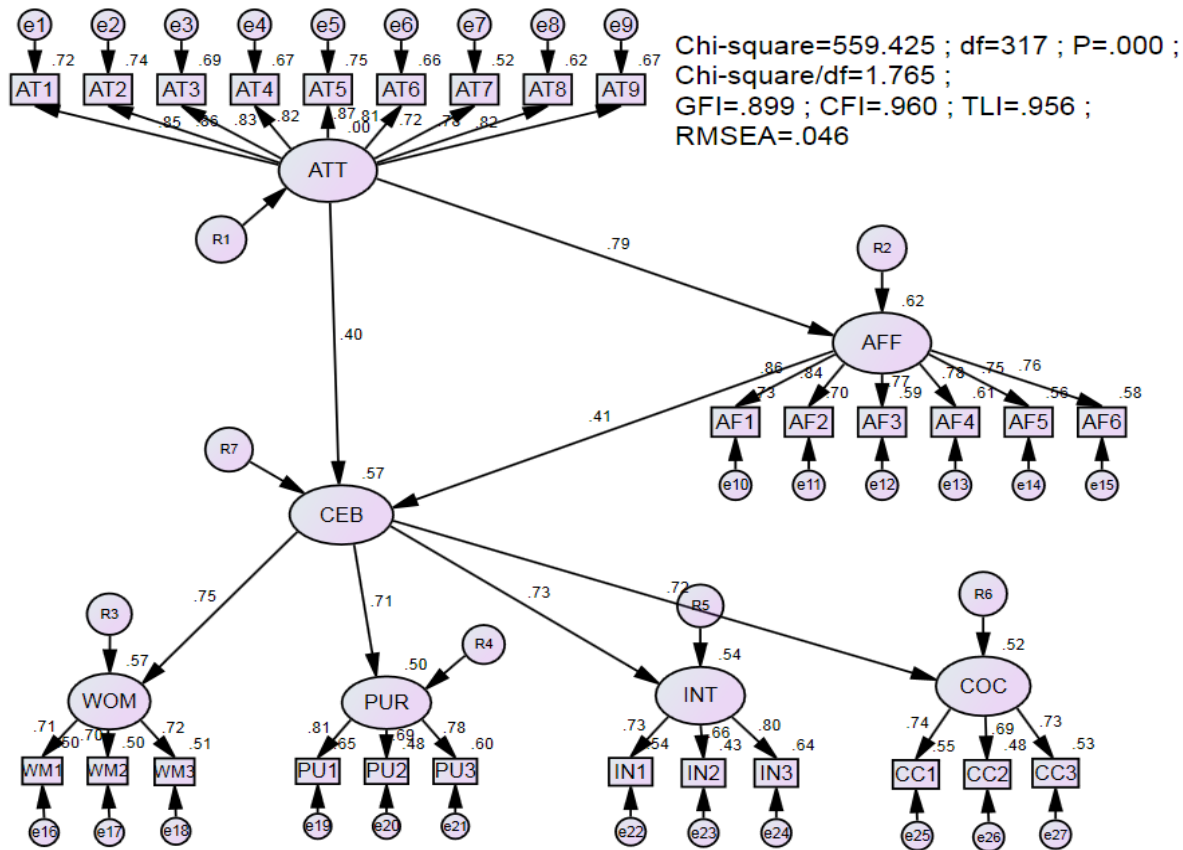The result of the structural coefficients of the endogenous constructs are reported in Figure 2.

134

Figure 2. Standardized coefficients of the path analysis model.

H1 examine employee attitude impact on customer affection engagement. H1 receives support (β = 0.79, t-value = 15.52, p < 0.00)

Table 9. Structural Equation Model Analysis Results

Path specified	Estimate Expected sign	Standardized path coefficient	Standard error	t-value	p-value	Hypothesis validation
H1:Attitude of employee ➡ Customer affection	+	0.79	0.049	15.52	0.000	Supported
H2: Customer affection ➡ Customer engagement behavior	+	0.41	0.059	4.31	0.000	Supported
H3: Attitude of employee ➡ Customer engagement behavior	+	0.40	0.065	4.28	0.000	Supported

H2 suggested that customer affection positive influence on customer engagement behavior. Therefore, H2 (β = 0.41, t-value = 4.31, p < 0.00) was supported.

The direct positive effect of employee attitude on customer engagement behavior propose in H3 receives support (β = 0.40, t-value = 4.28, p < 0.00).

The Squared Multiple Correlations Coefficient for the customer affection factor is 0.618, and for the customer engagement behavior factor is 0.574, is greater than 0.5, but not really high. This still show the research model fit to the representation of dependent variables through independent variables in the model with relatively good proportions.

135

Discussion

The employee attitude effect on customer affection and customer engagement behavior remains an under-studied topic.

The aim of this paper is to enhance our understanding employee attitude, customer affection affect customer engagement behavior. These finding have several important implications.

Theoretical Contributions

Employee attitude has emerged as an important employee construct for customer engagement behavior (Cambra-Fierro et al., 2014). Our results provide the empirical first evidence of the employee attitude in promoting customer affection, which inturn foster customer engagement behavior. This is probably our most significant contribution to the literature.

About positive affect between employee attitude and customer engagement behavior, this is consistent with prior empirical evidence (Cambra-Fierro et al., 2014). Until now, to the best of our knowledge no research has examined when and how employee attitude may also stimulate the employee attitude and customer affection promote customer engagement behavior processes. Our findings also suggest that employee attitude positive effect on customer affection and customer engagement behavior (WOM, purchasing, interaction, co-creation). Such findings illustrate the important role of employee attitude and customer affection in influencing customer engagement behavior (WOM, purchasing, interaction, co-creation).

Managerial Implications

From a practical perspective, results broadly apply to managers in hospitality, tourism, and service industries. The study findings underline the importance of frontline service employee and reinforce the premise that employee attitude is an important consideration for firm to seeking to enact customer engagement behavior. The findings show employee attitude play important roles in determining tourists' customer affection. Higher positive employee attitude of employee relates to more affection of customer (exiting, enjoyable, proud, enthusiastic, etc.). These positively customer affection relate to participation in performing of customer engagement behavior. These important implications to determine the role of frontline service employee to developing brand promote profitable and enhancing competitive.

The study findings may therefore help practicing managers in service organizations to move effectively create and manage frontline service employee by providing additional hiring and training frontline service employee. Manager should develop frontline service employee team reinforcing their attitude. Managers should hiring employees with good qualities, the appropriate set of traits that could foster friendly, politeness, courtesy, empathy, helpfulness, enthusiasm, etc. (Zhang et al., 2018). In additional, managers can training employees to helping employees identify customer needs and appropriately respond to them (Zhang et al., 2018) to treat guests as known and regular customers (Kandampully et al., 2018).

Managers should trains their employees in empathy, being emotional, sensitive, thoughtful, cheerful, compassionate, genial, sincere (Wirtz & Jerger, 2016).

Employees who work with the heart and the brain will motivate influences customer affection and customer engagement behavior.

Finally, the finding suggests that service managers and practitioners should pay more attention to customer affection during service encounter. It might be helpful to increase WOM, purchasing, interaction, and co-creation.

Limitations and Recommendation

This research has sought to examine the ways employee attitude and customer affection affects customer engagement behavior. There are some limitations in this study.

First, this study collected data on the independent and the outcome variable from the same respondent (customer). Future investigation should considering multimodal approaches collect measures of independent and dependent variables from diverse data sources (customer, employee, manager) to provide more objective result.

Second, the data are cross-sectional; further studies could conduct longitudinal or experimental studies to confirm the present study's result.

Third, the reliance on tourist customer sample from cities in Vietnam, has limited the generalizability of the findings. Future research may conduct in the context of Western culture and in other service as airline and retail service or also a broader range of product categories.

Fourth, this study focuses employee attitude, customer affection, and customer engagement behavior. Future research should this examine the influence of other variables include gender, age, and nationality as control variables.

Finally, this study only considers two antecedent variables of customer engagement behavior. Future studies might be conducted to understand other factor as technology factor in service product to indulge in customer engagement behavior.

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138

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The Affect of Destination Image Factors on Revisit Intention of Domestic Tourists at Ba Ria – Vung Tau Province, Vietnam

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Abstract

This research attempted to examine the affect of destination image factors on revisit intention of domestic tourists at Ba Ria – Vung Tau (BRVT), by questioning 398 consumers. Checking the reliability cronbach's alpha, exploratory factor analyzing and linear multiple regressioning were used by SPSS program. The results show that there are seven main destination image factors affecting revisit intention of domestic tourists at BRVT, arranged by reducing the importance: environment, infrastructure, accessibility, leisure and entertainment, price value, atmostphere, local food. From that, the research reveals some suggestions for tourist businesses and province management to have better customer service toenhance tourists revisit intention.

Keywords: destination, image, revisit, domestic, tourists

Introduction

According to the project "Developing sea, island and coastal areas of Vietnam until 2020" by the Ministry of Culture, Sports and Tourism (MCST) on August 18th 2013, its target until 2020 is to make sea tourism become the driving force of Vietnam's marine economy and is one of the most developed sea tourism destinations in the region. Ba Ria - Vung Tau (BRVT) is implementing solutions to focus on investment in tourism development with key forms of tourism such as forest - sea - island tourism, historical tours related to revolution and resort. By 2020, BRVT will become one of the major tourist centers of the country. BRVT is an attractive beach destination with more than 305 km of coastline, including many beautiful and safe beaches. Geography and climate have given BRVT many advantages in terms of tourism: Located in the most dynamic economic region of Vietnam, there are many advantages in attracting domestic tourists. The historical and cultural relics of Ba Ria - Vung Tau are diverse and folk festivals bearing the traditional culture of coastal people have been maintained and developed into cultural festivals. In addition, BRVT with integrated traffic system and increasingly modern connection with the neighboring provinces and cities are very favorable conditions for domestic tourists to visit and relax. BRVT in 2016 welcomed and served over 16.8 million tourists. Some domestic and foreign studies show that destination image is one of the factors influencing visitor behavior. Besides the advantages, the province is still facing many difficulties, such as: services, quality of services, prices of tourism products. Based on the above facts, this research will help BRVT to show which factors of destination image have an important impact on revisit intention. As a result, the locality will have specific strategies to enhance the image of tourist destinations, increase the revisit of visitors, and serve as a basis for planning sustainable tourism strategies.

Literature Review

In this article, the authors introduced some theories about: tourism, destination image, and revisit intention. Some of the theories are presented in the article as:

142

The Concepts of Tourism

Medlik and Middleton (1973), tourism products are the overall experience from the time people leave their homes until they return. Vietnam Tourism Law: "The tourism product is the set of services needed to satisfy the needs of tourists during the trip." According to the United Nations World Tourism Organization, tourists include: international tourist; internal tourist; domestic tourist and national tourist.

According to Rubies (2001), a travel destination is a geographic area which contains resources for tourism, attractions, infrastructure, equipment, service providers, other support and management organizations they interact with will work together to provide visitors with the experience they expect at the destination they have chosen. According to Ha Nam Khanh Giao (2009), a destination for tourism is a point that we can perceive by geographic boundaries, politics or economy and a place where tourism resources are attractive, capable of attracting and satisfying the needs of tourists.

Destination image (DI) has been one of the major areas in tourism scholarly inquiry for more than four decades (Svetlana and Juline, 2010). DI is defined as the totality of beliefs, impressions, opinions and expectations a tourist has about a destination (Crompton, 1979). DI is a totality of impressions, beliefs, ideals, expectations and feelings accumulated towards a place over time (Kim and Richardson, 2003). Beerli and Martin (2004) have developed a system of nine components that make up DI: (1) destination attraction; (2) recreation and entertainment; (3) natural environment; (4) overall infrastructure; (5) Culture, history and art; (6) social environment; (7) tourism infrastructure; (8) Political and economic factors; and (9) the destination's atmosphere.

Destination Image and Tourist's Revisit Intention

Assaker (2014) provided most researchers agree that the image of a destination is a set of impressions, ideas, expectations and emotional thoughts an individual has of a specific place. Hallmann, Zehrer, & Müller (2014) provided the affective component refers to the emotional responses or appraisals of the individual, reflecting the tourist's feelings towards the destination

According to Williams and Buswell (2003), tourist behavior can be divided into three stages: preduring and post visitation. More specifically, tourist behavior is an aggregate term, which includes revisit's decision making, on site experience, experience evaluations and post visit's behavioral intentions and behaviors. Future behavioral intentions include the revisit intention and positive word of mouth.

DI researchers find that the more positive the destinations, the more likely they are to be in the decision-making process. In addition, DI experiences have a positive effect on quality of perception and satisfaction. The more favorable images will lead to higher visitor satisfaction (Echtner and Ritchie, 2003).

Castro et al. (2007) studied behavioral aspects, and found that DI had a direct positive effect on the behavioral tendency of revisit tourists. Loureiro and Gonzalez (2008) affirmed that the components of image, quality of feeling, satisfaction, and honesty were interrelated, DI directly influenced visitor loyalty; Finally, Lee (2009) finds that DI has a direct and indirect impact on the behavior of tourists in the future.

143

Chen and Tsai (2007) proposed a behavioral model that combines the elements of DI and perceived value, satisfaction, and behavioral tendencies. In this study, the factors that belonged to DI were identified: Destination brand; Entertainment; Nature and culture; Weather and beaches. The behavior of the visitors is indicated by the revisit intention of next time or be willing to introduce another person to this destination.

Chi &Qu (2008) provided the loyalty model for the destination as follows: (i) DI directly influences the attributes of satisfaction; (ii) DI and the attribute of satisfaction toward total satisfaction; (iii) The overall satisfaction and the attribute of satisfaction strongly and positively affect the loyalty of visitors. DI consists of nine factors: Travel environment; Natural Attractions; Entertainment and events; Historic attractions; Travel infrastructure; Accessibility; Relaxation, Outdoor activities and Price and value. Perceived factors consists of seven factors: Lodging; Dining; Shopping; Attractions; Activities and Events, Environment and Accessibility. Destination loyalty is approached in two respects: Revisit intention and Referral intention.

According to Chew & Jahari (2014) ss mentioned above, the relationship between destination images and intention to revisit is the scope of the present study, and the extant literature suggests that cognitive and affective images have a positive, direct effect on tourists' intentions to revisit a destination.

Study of Park and Nunkoo (2013) were conducted to investigate the effects of DI factors (including seven factors) on the overall DI. This model also determines that overall DI has a positive effect on visitor loyalty. Loyalty mentioned in the model is understood as the revisit intention of visitors or intention to introduce to others.

Chen & Phou (2013) provided intention to revisit is also crucial as it indicates customer loyalty, which is a key indicator of successful destination development and helps in increasing the competitiveness of tourist destinations

The study of Ho Huy Tuu and Tran Thi Ai Cam (2012) examined the indirect effects of DI factors such as the Environment; Cultural and community; Cuisine; Entertainment; Facilities and Trends seeking the difference of visitors to the revisit intention and positive word of mouth for international visitors to Nha Trang through the intermediary variable of satisfaction.

The study of Vietnam DI impact on the revisit intention of international tourists by Duong Que Nhu et al. (2013) showed that DI is the most important factor in the revisit intention of tourists. The more promising DI is, the more positive the revisit intention of visitors is. Six factors that make up Vietnam DI: Attractive features of culture, Cuisine; Natural environment; Travel infrastructure; Socio-economic environment; Natural resources and language; and the atmosphere of the destination.

Methodology

In order to achieve the objectives of the research, the authors selected the stratified sampling method, by dividing the population into four groups. These groups were the main four surveyed areas in Ba Ria - Vung Tau, Long Hai - Phuoc Hai, Xuyen Moc and Con Dao.

144

This is also the area where domestic tourists usually focus east. Because the overall size is large and wide distribution, the stratified sampling method is highly distributed for the research population.

Data Collection

The author has sent 450 questionnaires, collected 416 questionnaires, but has 18 invalid votes. Thus, the author finally obtained 398/450 samples meet (88.44%), the number of votes received is greater than originally expected 13 votes (originally expected to collect 385 votes). It shows that the research satisfies the quantitative requirements of observation.

Empirical Model

Based on the synthesis of previous studies, research gap in the direct relationship between DI components and behaviors, loyalty is detected. In order to clarify this relationship, some intermediate variables will not be considered, only focusing on the direct relationship between the critical components of DI and the loyalty approached on the loyal behavioral concept. This is the revisit intention of the visitors.
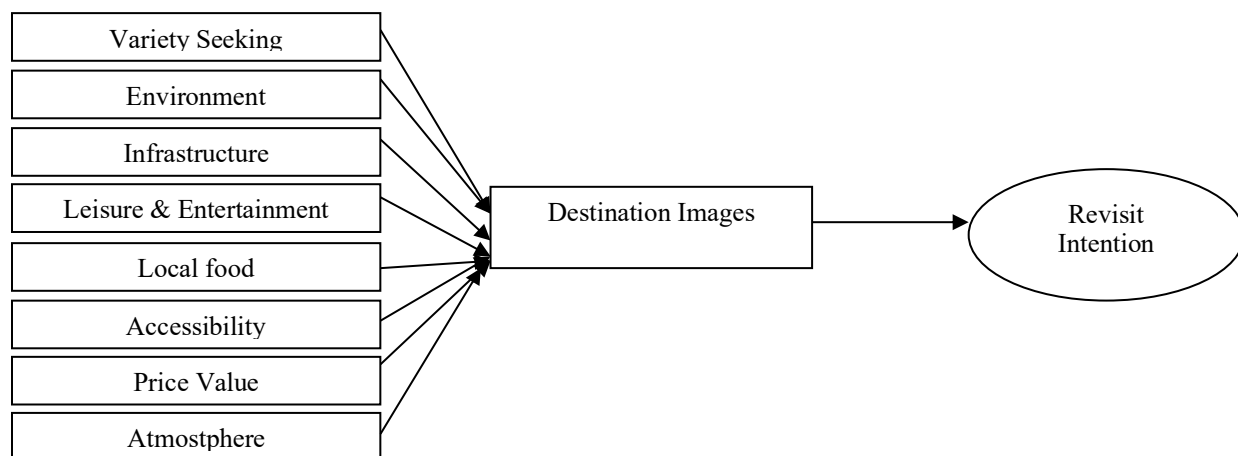
Figure 1. The proposed research model

- Hypothesis H1: The Variety Seeking (Variety Seeking - VS) affects the revisit intention of visitors positively.
- Hypothesis H2: The Environment (Environment – EN) affects the revisit intention of visitors positively.
- Hypothesis H3: The Infrastructure (Infrastructure – INF) affects the revisit intention of visitors positively.
- Hypothesis H4: The Leisure & Entertainment (Leisure & Entertainment – LE) affects the revisit intention of visitors positively.
- Hypothesis H5: The Local food (Local food – LF) affects the revisit intention of visitors positively.
- Hypothesis H6: The Accessibility (Accessibility – AC) affects the revisit intention of visitors positively.

- Hypothesis H7: The Price Value (Price Value – PV) affects the revisit intention of visitors positively.
- Hypothesis H8: The Atmostphere (Atmostphere – AMP) affects the revisit intention of visitors positively.

Findings

After data collection and processing with SPSS, the author was informed of the results as follows:

Sample Description Statistics

The sampling method divides the crowds into four groups, also the four main surveyed areas in BRVT: Vung Tau, Long Hai – Phuoc Hai, Xuyen Moc and Con Dao. These are the areas where most domestic tourists usually come (Table 1).

Table 1. Results of Data Collection by Regions

Regions	Vung Tau	Xuyen Moc	Long Hai – Phuoc Hai	Con Dao	Total
Number of observations	149	115	92	42	398

450 questionnaires were distributed, collecting 416 valid pieces, 18 pieces were invalid, finally collected 398/450 (88.44%), which was satisfactory. The research was conducted on 398 observations that required domestic tourists in Ba Ria - Vung Tau to stay over 24 hours and stay overnight there. The characteristics of the samples are detailed in Table 2.

Table 2. Summary of Survey Sample Characteristics

Characteristics of the sample (sample size n = 398)		Quantity (people)	Ratio (%)
Genders	Male	189	47.49
	Female	209	52.51
Ages	15 - 24	48	12.06
	25 - 34	239	60.05
	35 – 44	73	18.34
	45 - 54	21	5.28
	Over 54	17	4.27
Income	Under 4 mil.	37	9.30
	4 to under 7 mil.	185	46.48
	7 to under 15 mil.	154	38.69
	Over 15 mil.	22	5.53
Education	High school	78	19.60
	Vocational college	96	24.12
	College, University	215	54.02
	Post-graduate	9	2.26
Regions	Red river delta	12	3.02
	North Central	18	4.52
	South Central	58	14.57
	Highlands	5	1.26
	South East	167	41.96
	South West	138	34.67
	Total	398	100.00

Verification of the Scale

Scales were measured through two tools which were Cronbach's Alpha reliability coefficient and EFA. Table 3 showed that all scales had Cronbach's Alpha reliability of 0.6 and a total correlation coefficient of over 0.3. All observation variables of the scales satisfied conditions for EFA.

146

Table 3. Cronbach's Alpha Results of Scales

No.	Scales	Symbols	Number of observed variables	Cronbach's Alpha Coefficient	Smallest Item-total correlation
1	Variety seeking	VS	4	0.756	0.422
2	Environment	ENV	6	0.868	0.594
3	Infrastructure	INF	4	0.867	0.691
4	Leisure and Entertainments	LE	5	0.880	0.587
5	Local food	LF	4	0.775	0.536
6	Accesibility	AC	5	0.901	0.710
7	Price value	PV	7	0.832	0.494
8	Atmosphere	AMP	5	0.805	0.555
9	Revisit intention	IR	3	0.763	0.531

Table 4. EFA Results for Independent Variables

Observed variables	Factor Loading 1	2	3	4	5	6	7	8
EN5	0.825							
EN4	0.777							
EN1	0.754							
EN2	0.744							
EN3	0.732							
EN6	0.683							
AC3		0.860						
AC2		0.852						
AC1		0.824						
AC4		0.814						
AC5		0.778						
PV4			0.750					
PV2			0.748					
PV6			0.717					
PV7			0.690					
PV3			0.685					
PV5			0.675					
PV1			0.614					
LE3				0.882				
LE2				0.858				
LE1				0.856				
LE4				0.782				
LE5				0.714				
INF3					0.848			
INF2					0.846			
INF1					0.824			
INF4					0.804			
AMP5						0.787		
AMP1						0.748		
AMP2						0.745		
AMP4						0.678		
AMP3						0.665		
LF2							0.834	
LF3							0.761	
LF1							0.732	
LF4							0.707	
VS3								0.846
VS2								0.784
VS1								0.758
VS4								0.617

The EFA method was used for 40 independent variables, using Principal Component method with Varimax rotation and the stoppage when extracting elements with Eigenvalues of 1. The result of EFA analysis for KMO = 0.828 was satisfactory which was greater than 0.5, explaining the appropriate sample size for factor analysis and Barlett coefficient of Sig = 0.000 <0.5 (with correlation between variables) confirmed that the analysis method above was appropriate. The total variance of the observed variables and the multiplier factor loading are greater than 0.5, which was satisfactory (Table 4).

147

Results of exploratory factor analysis for dependent variable "Revisit intention" with 3 observed variables show that coefficient KMO = 0.676, and Barlett coefficient with Sig. = 0.000 <0.5, deviation 67.950% and variables have factor loading which isgreater than 0.5. Thus, the factor of revisit intention towards Ba Ria - Vung Tau of tourists consists of 3 variables.

Correlation Analysis and Multiple Linear Regression

To examine the linear correlation between independent variables and dependent variables, Pearson correlation coefficients were used. Table 5 shows that there is a linear relationship between the scales, between the dependent variable and all independent variables (no r = 0), in which, the Environmental Scale has the highest correlation r = 0.620.

Table 5. Pearson's Correlation Coefficient Matrix

		IR	VS	EN	INF	LE	LF	AC	PV	AMP
IR	Pearson	1	0.047	0.620**	0.422**	0.283**	0.272**	0.445**	0.369**	0.444**
	Sig. (2-tailed)		0.347	0.000	0.000	0.000	0.000	0.000	0.000	0.000
VS	Pearson	0.047	1	0.098	0.109*	0.118*	-0.054	-0.028	0.020	0.041
	Sig. (2-tailed)	0.347		0.052	0.030	0.018	0.281	0.576	0.689	0.414
EN	Pearson	0.620**	0.098	1	0.203**	0.082	0.232**	0.291**	0.153**	0.329**
	Sig. (2-tailed)	0.000	0.052		0.000	0.103	0.000	0.000	0.002	0.000
INF	Pearson	0.422**	0.109*	0.203**	1	0.036	0.116*	0.223**	0.128*	0.147**
	Sig. (2-tailed)	0.000	0.030	0.000		0.472	0.021	0.000	0.011	0.003
LE	Pearson	0.283**	0.118*	0.082	0.036	1	0.017	0.083	0.140**	0.114*
	Sig. (2-tailed)	0.000	0.018	0.103	0.472		0.729	0.098	0.005	0.022
LF	Pearson	0.272**	-0.054	0.232**	0.116*	0.017	1	0.209**	0.097	0.144**
	Sig. (2-tailed)	0.000	0.281	0.000	0.021	0.729		0.000	0.052	0.004
AC	Pearson	0.445**	-0.028	0.291**	0.223**	0.083	0.209**	1	0.150**	0.168**
	Sig. (2-tailed)	0.000	0.576	0.000	0.000	0.098	0.000		0.003	0.001
PV	Pearson	0.369**	0.020	0.153**	0.128*	0.140**	0.097	0.150**	1	0.232**
	Sig. (2-tailed)	0.000	0.689	0.002	0.011	0.005	0.052	0.003		0.000
AMP	Pearson	0.444**	0.041	0.329**	0.147**	0.114*	0.144**	0.168**	0.232**	1
	Sig. (2-tailed)	0.000	0.414	0.000	0.003	0.022	0.004	0.001	0.000	

**. Significant correlation at 1% (2-way test).
*. Significant correlation at 5% (2-way test).

From Table 6, the ANOVA results showed that the F statistic of the model = 89.180 with a significance level of 1% (sig = 0.000), indicating that the linear regression model was consistent with the data or independent variables that had linear relationship with dependent variable and so model can be used. The adjusted coefficient of R^2 is 0.647, or 64.7% of the variance of revisit intention towards Ba Ria - Vung Tau for domestic tourists was explained by independent variables.

Table 6. Regression Results

Models	Unstandardized coefficient		Standardized coefficient	Level of significance	Multi Collinearity	
	B	Standard error	Beta		Allowance	VIF
(Constant)	-1.480	0.246		0.000		
VS	-0.043	0.031	-0.042	0.169	0.958	1.044
EN	0.413	0.034	0.407	0.000	0.794	1.260
INF	0.226	0.030	0.240	0.000	0.908	1.101
LE	0.208	0.035	0.184	0.000	0.957	1.045
LF	0.067	0.034	0.063	0.045	0.912	1.096
AC	0.167	0.029	0.187	0.000	0.855	1.170
PV	0.225	0.040	0.177	0.000	0.914	1.094
AMP	0.187	0.035	0.174	0.000	0.846	1.182

Adjusted R^2: 0.647
Durbin-Watson Statistic: 1.855
F Statistic (ANOVA): 89.180
Level of significance (ANOVA Sig.): 0.000

The regression results also showed that there were 6 significant variables at 1% (Sig. ≤ 0.01), 1 statistically significant at 5% (Sig. ≤ 0.05), 1 no statistically significant change, theoretical model is consistent with the research data. The unstandardized regression equation had the form as follow:

IR = -1.480 + 0.413*EN + 0.226*INF + 0.208*LE + 0.067*LF + 0.167*AC + 0.225*PV + 0.187*AMP

In detecting violations of linear regression models: the scatterplot showed that the remainder did not change in any order for the predicted value, they dispersed randomly, and the hypothesis of the linear relationship is not violated. Spearman correlation coefficients of absolute values of residuals and independent variables: Sig value of correlation coefficients with 95% confidence intervals are greater than 0.05, indicating that the variance of the error remained unchanged, showing no violation. The histogram showed the normal distributed residue with a mean value close to zero (Mean = 7.62E-16) and its standard deviation was close to 1 (SD = 0, 991). The P-P plot showed the actual observation points that were quite close to the diagonal of the expected values, which meant that the residual data had a normal distribution. Coefficient 1 <Durbin - Watson = 1,855 <3 satisfied the condition, the variance coefficient VIF <10 showed that the independent variables were not closely related so there wasno multicollinearity. Thus, the linear regression model constructed by the above equation did not violate the regression assumptions.

We can conclude that the hypotheses H2, H3, H4, H5, H6, H7, H8 proposed in the original study model are acceptable, except for the hypothesized H1 hypothesis, in other words, that Variety seeking has the positive effect on the revisit intention of the tourists is unknown.

Conclusion and Implications

The main objective of this study is to determine the theoretical relationship between the factors of the destination image and the empirical test of the impact of these factors on the revisit intention of the domestic tourists at BRVT. The research is done in two steps: qualitative and quantitative.

Conclusion

The research result with a valid sample size of 398 domestic tourists showed that the scale has ensured reliability, permissible value, and 07/08 study hypotheses are accepted. Specifically, 07 DI factors have a positive effect on the revisit intention of domestic tourists in BRVT, according to the decreasing level of impact: Environment (β = 0.407), Infrastructure (β = 0.240) Accessibility (β = 0.187); Leisure & Entertainment (β = 0.184); Price value (β = 0.17); Atmosphere (β = 0.174), and finally Local food (β = 0.063). The study also found that the Variety seeking factor (VS) did not show any effect on the revisit intention of tourists.

Administrative Implications

A number of implications for research proposed by the authors as follows:

Tourism Environment

Research results show that environmental factors have the strongest impact on the tourists' revisit intention. A clean environment, a safe and secure tourist spot, along with many festivals or events,

149

attractive cultural and historical sites, natural landscapes, increasing local community involvement in tourism activities will contribute to improving the destination image and increasing the revisit intention of tourists.

Table 7. Visitors' Assessment of Environmental Factors

Factors that belong to the destination image	Mean	Standard deviation
Environment - EN	3.48	0.701
Beautiful natural scenery (forest, sea, island, ...)	3.37	0.969
Historical sites - attractive culture	3.50	0.854
BRVT has many special events / festivals	3.54	0.876
BRVT is a clean environment	3.53	0.913
BRVT is a safe and secure tourist destination	3.49	0.897
Locals are friendly, hospitable	3.44	0.907

In order to create a tourist environment that meets the requirements of visitors, BRVT province should continue to implement the plan of restoration and renovation of historical-cultural relics, religious beliefs, etc. At the same time, regular cultural, sports and tourism events are organized to promote the tourism of BRVT and create attraction to increase the revisit intention of tourists.

Carry out a project to secure a tourism environment, develop a clean strategy and action programs around this theme such as "Clean Food, Clean Beach," or "Beautiful Clean Green Resort". They are necessary to make a good impression on the tourists, creating a great breakthrough for the tourism industry of the province.

Ensure the security of tourism by strengthening the state management of tourism businesses. Set up minimum standards for home-stay and lodging businesses; beaches; restaurants; hotels. Propagate and disseminate laws and regulations on tourism, mobilize all objects and classes in the society to actively participate in preserving security and order, protecting the environment and protecting natural resources. It is the place where people live and work in civilized and polite ways, respecting the law, building a civilized movement and a friendly attitude towards tourists.

Businesses should develop and implement measures to improve the effectiveness of management of security in the field of tourism, study solutions to organize forces to ensure security and thoroughly solve the situation of disorder at the tourist attractions to create safety for visitors. Business facilities of sea bathing services should ensure the rescue work is done to ensure safety for tourists, minimizing the drowning situation, falling into the vortex pools, endangering the lives of visitors.

Propagate and disseminate laws and regulations on tourism, mobilize all objects and classes in the society to actively participate in preserving security, protecting the environment and protecting natural resources. It is the place where people live and work in civilized and polite ways, respecting the law, building a civilized movement and a friendly attitude towards tourists. Actively involve local communities in policy making and decision-making, capacity building, creative thinking and positive thinking to realize the ideas for the effectiveness of sustainable tourism development.

Development of Tourism Infrastructure

The tourism infrastructure that meets the needs of visitors and is easy access to destinations will contribute to enhancing the destination image and increasing the revisit intention of visitors.

The province should continue to improve the overall planning of tourism development in the province associated with the region and the country, study diverging for reasonable planning in

150

each period; develop Con Dao tourism plan; have detailed planning of some potential and beneficial areas of tourism development such as Vung Tau, Long Hai - Phuoc Hai, Xuyen Moc and Con Dao. Develop it into many areas with great architecture, impressive, perfect services, high quality, and international standards. It is expected that some basic items of each zone include: 5-star hotels, villas, luxury resorts; standard international golf course; high-end entertainment complex with many unique and intellectual services; health rehabilitation center, medical examination and treatment; sports and entertainment center; special sightseeing vehicles (cable cars, electric vehicles, rudimentary vehicles); airport; tourist port; restaurants, high-end bars.

Table 8. Visitors' Assessment of Infrastructure Factor

Factors that belong to the destination image	Mean	Standard deviation
Infrastructure - INF	3.64	0.758
BRVT has a variety of room types to choose from	3.51	0.949
BRVT has many quality restaurants to choose from	3.68	0.858
Internet service, good telecommunications	3.69	0.876
BRVT is a good tourist transport service	3.68	0.902

Promote the implementation of projects in tourist corridors along the coastline of Vung Tau - Long Hai - PhuocHai - BinhChau. At the same time, withdrawn all the projects of enterprises which are not able to continue for further calling on other enterprises' investment and develop this corridor into a diversified, attractive and high-quality tourist route of the province.

The province needs to develop a preferential mechanism to attract investment in tourism, form a number of key tourist areas with domestic, regional and international competitiveness and create incentives for the tourism industry. In order to ensure the sustainable development of tourism, recommendations should be made in the selection of strategic investors to develop tourism in line with local conditions and characteristics.

Strengthen state support by actively allocating state budget investment in the construction of tourist infrastructure, creating favorable conditions for tourists to access tourist sites,local tourist attractions and ancillary facilities such as trade center, high-end conference – exhibition – fairarea easily. At the same time, upgrade and renovate cultural sites and parks in districts and towns with high tourism potential to improve tourism infrastructure.

Ensure a Reasonable Price for Visitors

Table 9. Visitors' Assessment of Infrastructure Factor

Factors that belong to the destination image	Mean	Standard deviation
Price Value – PV	3.70	0.558
The prices of accommodation and services are reasonable	3.69	0.814
The prices of food, drinks and restaurant service are reasonable	3.94	0.754
The prices for travel services equal to the service quality	3.54	0.811
BRVT is a reasonably priced destination	3.67	0.783
Reasonable prices for recreational activities	3.79	0.706
Reasonable price for shopping	3.63	0.814
Reasonable price for transportation service	3.67	0.861

In order to ensure that BRVT is a cost-effective travel destination, the prices of the products and services provided are reasonable with their quality, the authorities should enhance the price stabilization of services. Specific measures such as listing prices at service businesses, the increase or decrease of prices should be strictly controlled by the authorities. In addition, the issuance of penalties for price violations to combat unfair competitive practices such as lower prices for inferior quality products, fraud, pinching, rowing and wearing stick to visitors.

The propaganda, struggle and criticism of negative behaviors in tourist business activities, such as raising prices of irrational services, trade frauds should be regularly implemented so that service providers will get the information and strictly follow regulations. At the same time, praise good examples, effective business models in the tourism industry for replication and innovation.

Development of Recreational Activities

Table 10. Visitors' Assessment of Leisure and Entertainment Factor

Factors that belong to the destination image	Mean	Standard deviation
Leisure & Entertainment– LE	4.01	0.629
Many outdoor activities (like camping, etc.)	3.93	0.830
Various leisure and entertainment services	3.97	0.745
BRVT provides good quality bathing services	4.07	0.694
Many interesting places to enjoy nightlife	4.07	0.742
Many types of tourism	4.03	0.809

Develop recreational activities by focusing on building and implementing the development plan of special tourism products in BRVT province, improving the quality of bathing services, diversification in travel forms, leisure activities and outdoor activities.

In order to speed up the implementation of tourism projects, the functional agencies should focus on solving the problems of investors, supporting the development of tourism products and services; planning to check progress of implementation of investment projects to accelerate the transfer of registered capital to implemented capital.

Business facilities of sea bathing services should ensure the quality of bathing services. Rescue work must be carried out at sea bathing service providers to ensure safety for tourists, minimizing drowning and falling into vortex pools, endangering the lives of tourists.

Businesses need to have plans to build new tours, develop sea tours, visit historical sites, scenic places, sports climbing, ecotourism, craft villages travel, homestay travel; diversifying outdoor activities, nighttime entertainment as well as in conjunction with interprovincial tours to attract visitors, create the richness and distinctive brand of local tourism, extend the length of stay and expenditure of visitors to travel. At the same time, businesses need to plan to promote, build brand, and improve competitiveness in the domestic market. Accommodation businesses should register for quality standards of service and accommodation to enhance the position of the businesses and at the same time contribute to improving the overall destination image.

Tourism Atmosphere

To enhance the destination image by giving visitors a free, peaceful and comfortable atmosphere, the province should take measures to give visitors the feeling of freedom by regulating and implementing sanctions for unfair competition acts such as rowing, clinging to tourists to create a free travel atmosphere for visitors. Make sure there is no begging status to impress visitors on DI travel, bring comfort to visitors.

Table 11. Visitors' Assessment of Atmosphere Factor

Factors that belong to the destination image	Mean	Standard deviation
Atmosphere – AMP	3.45	0.661
Feeling relaxed	3.48	0.871
Peaceful atmosphere	3.35	0.901
Feeling comfortable	3.47	0.877
Feeling free	3.51	0.860
Feeling secure	3.42	0.902

152

Continue to control the implementation of the decision to ban all beach eating and drinking businesses. In addition, visitors are not allowed to bring alcohol or beer, do not organize drinking, waste disposal at the beach area, public places are well implemented in Vung Tau City, and should be applied to some other tourist areas of the province. This enhances DI in the heart of tourists and gives visitors a pleasant feeling when traveling at BRVT.

Accessibility

Table 12. Visitors' Assessment of Accessibility Factor

Factors that belong to the destination image	Average value	Standard deviation
Accessibility– AC	3.60	0.796
BRVT is easily accessible	3.64	0.906
BRVT provides good and complete travel information	3.59	0.958
Attractions, shopping, entertainment are convenient	3.56	0.942
Quality transportation system	3.68	0.927
Many recreational activities are accessible	3.55	0.966

The province should promote calling for investment in tourist ships. Mobilizing capital budget and other sources of capital to invest in transport infrastructure (roads and passenger transport means) to improve access to tourist destinationshas been planned into key tourism projects. Continue to monitor the implementation of the project after the license, remove difficulties and obstacles for investors, and support the promotion of tourism investment projects along the coastline of Vung Tau - Long Hai - PhuocHai - BinhChau.

In terms of information, promotion and tourism advertising, in the coming time, specific action plans should be put in place to promote communication activities to raise awareness of the society on tourism development and promotion effectiveness and to promote domestic and foreign tourism. Besides, actively organize cultural, sports and tourism events to promote Ba Ria - Vung Tau tourism and attract tourists.

Ensure tourists are convenient to travel in the province by organizing information guide, support tourists at the pier, bus station, seaport, on the means involved in transporting passengers.

Develop diversification of tourism products, in which, focus on high quality tourism projects, tourism products for recreation and entertainment activities; sightseeing; shopping, etc. of visitors. Prioritize the selection of a number of land areas with advantageous and potential position so as to call on capable and experienced investors to develop large and quality tourism projects that promote the tourism industry and help visitors easily access these activities.

Develop Culinary Activities

Table 13. Visitors' Assessment of Local Food Factor

Factors that belong to the destination image	Mean	Standard deviation
Local food– LF	3.42	0.669
BRVT offers a variety of foods	3.49	0.818
The appeal of the dish	3.37	0.843
Food safety and hygiene are well implemented	3.42	0.882
BRVT provides good quality food	3.40	0.919

To diversify culinary activities and provide a variety of food for visitors, the province needs to provide support to local communities to develop local food businesses with BRVT cultural identities to differentiate and enhance DI.

153

Authorities should strengthen the inspection of the implementation of regulations on food safety and hygiene at catering establishments. In addition, have issuance of sanctions for violations of food safety and hygiene. The dissemination and criticism of negative behaviors in the food business such as the use of poor quality food, the lack of hygiene in food processing, etc. should be implemented regularly for food businesses to get the information and comply with regulations. All this will contribute to enhancing the destination image through culinary activities by providing visitors with food which is rich in local cultural identity and ensuring food safety and quality.

Other Managerial Implications

Participation of local communities in tourism not only benefits them and the environment, but also enhances the quality of tourism. The sustainability of tourism depends greatly on the support and involvement of local communities. Specific measures to promote the participation of local communities in tourism activities are respecting the needs and aspirations of the people; facilitating local people to decide on their own development; encouraging the active participation of people and tourism projects; supporting shops, restaurants and guides owned by local people; restricting divisions and local immigrants.

Regarding the sustainable human resource development strategy, the province should focus on building prestigious and quality tourism training centers; organizing professional training courses for laborers of the branch in order to develop both the quantity and quality of tourism human resources to meet the development demands of the tourism industry.

Determining that tourism development is really a key economic sector, the province's smoke-free industry requires the strengthening of country management in tourism in order to meet the requirements and tasks of the sector; especially, to sustain tourism development.

Strategic planning policies and plans of the central for tourism development must be implemented in a timely and sufficient manner in the province and at the same time revise and amend provincial regulations on management and distribution. Strengthening the coordination between local departments in appraising, monitoring and supervising the progress of investment projects in accordance with the development orientation of the province.

Upgrade the service quality of the passenger transportation system, contributing to creating favorable conditions for tourist development, directing seaports and means to transport passengers and arranging forces to ensure environmental hygiene, security and order, friendly service attitude, organization of information guide, supporting tourists.

In the investment and tourism development, priority should be given to calling for investment in projects to accelerate the development of the sectors such as environmental improvement projects, waste water treatment, technical infrastructure, technology application, investment in the construction of large-scale tourist resorts.

Increase investment in infrastructure, promote the advertisement and branding of destination images, prioritize investment in such programs as tourism infrastructure investment, human resource development programs, tourism promotion programs, marine tourism development projects, community tourism, disaster andclimate response programs, and tourism development master plan.

154

Promote the inspection and examination of tourist business forms so as to ensure that tourist activities are developed in a convenient and lawful manner and strictly handled according to the provisions of law for cases of violation, enhance the role and perform well the coordination between functional branches to enhance the effectiveness of country management in the field of tourism.

Limitations of the Study

This research has the following limitations: (1) Domestic tourists interviewed in this study come from different provinces, so it is possible to partially limit the representativeness of the overall population. (2) The process of interviewing is difficult due to the fact that the tourists do not want to spend more time on answering the questions, the quality of data is limited, (3) Other impact factors belong to visitors' revisit intention but werenot mentioned in the model. These are also suggestions for the further studies.

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155

Analysis of Investment Opportunities and Key Performance Indicators (KPI) in Malaysian Tourism and Hospitality

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Abstract

This article summarizes Malaysian tourism and hospitality achievements, competitiveness, investment opportunities and hotels' key performance indicators. Malaysia's tourism sector has been identified as one of the major contributors to the nation's economic success. The direct and total contribution of Travel & Tourism to Malaysia's Gross Domestic Product (GDP) was 4.9% and 13.4%, respectively of the total GDP in 2017. Malaysia welcomed 25.95 million foreign tourists in 2017 and generated MYR 82.2 billion in tourist expenditure. From 2016 to 2017, hotel supply in Malaysia reached 4,980 hotels and 325,700 rooms. Malaysia Investment Development Authority (MIDA) will continue to focus on high-yield tourism that will drive economic and employment growth for the nation by providing pioneer status and investment tax allowance. In 2017, total volume hotel investments across Malaysia recorded approximately MYR 1,974 million. Malaysian hotels recorded 67% of occupancy rate, MYR 365 of ADR and MYR 245 RevPAR in 2017. Overall, hotel performances across the nation demonstrated strong growth, with improved occupancy, ADR and RevPAR. The Malaysian Government will continue to propel the tourism and hospitality sector to greater heights. This is in line with the government's aspiration under the Malaysia Tourism Transformation Plan which aims to attract 36 million tourists to Malaysia and generate MYR168 billion for the country by the year 2020.

Keywords: investment opportunities, key performance indicators, Malaysian tourism and hospitality

Introduction

Malaysia's tourism sector has been identified as one of the major contributors to the nation's economic success. Over the years, the sector has achieved many significant milestones, at both local and international fronts. In addition to being ranked among the top 10 tourist destinations in the world, Malaysia has also been recognized as the World's 5th Best Shopping Destination by Expedia UK 2016 and 'Medical Travel Destination of the Year' for the third consecutive year at the International Medical Travel Journal's Medical Travel Awards 2017. These achievements accentuate the attractiveness and capabilities of the country's tourism sector (MIDA, 2018).

Travel and Tourism Competitiveness Index

Malaysia came in second after Singapore among nine South-East Asian nations in the Travel and Tourism Competitiveness Index 2017 by the World Economic Forum (WEF). Globally, Malaysia dropped a spot from 2015 to 26th out of 136 countries. It, however, improved on its overall performance in the various indicators, rising from 4.41 points in 2015 to 4.50 in 2017. (The Star Online, 2017).

156

Tourist Arrivals and Tourist Expenditure

In 2017, Malaysia remained the second most-visited South East Asian country after Thailand despite decreasing tourist arrivals. Travel and tourism directly contributed MYR 66 billion to the country's GDP, an increase from the MYR 62 billion the year before, an equivalent of 4.8% of the nation's total GDP, according to the World Travel and Tourism Council's data (Teo and Chee, 2018).

Singapore, Indonesia and China were the three largest sources of tourist arrivals to Malaysia with the combined share of 67.5 % from the total tourist arrivals. In terms of growth, Brunei market recorded the highest with +19.4% (Tourism Malaysia, 2018).

Despite a weak ringgit that was perceived to boost inbound tourism and having hosted the Southeast Asia Games, international arrivals in 2017 decreased by 3.0% year-on-year to 25.9 million, short of the 31 million target set for the year (Teo and Chee, 2018).

The five states that recorded the most number of hotel guests were Kuala Lumpur (16.2 million), Pahang (10.3 million), Johor (7.0 million), Penang (6.4 million), and Sabah (6.2 million). A total of 84.1% (60.9 million) guests (international and domestic) stayed in Peninsular Malaysia and only Kuala Lumpur registered a higher share of international paid accommodation guests.

Malaysia welcomed 25.95 million foreign tourists in 2017, a decrease of -3.0% compared to 2016. The arrivals generated MYR 82.2 billion in tourist expenditure, a slight increase of +0.1% compared to previous year, with each tourist spent MYR 3,166.5 during their trip, an increase of +3.2%. On average, every tourist stayed 5.7 nights in Malaysia, a decrease of -0.2 nights.

Hotel Supply

From 2016 to 2017, hotel supply in Malaysia increased by 19 classified hotels to reach 4,980 hotels and 325,700 rooms. As of May 2018, an addition of 100 hotels, with 25,589 classified rooms have been publicly announced for the period of 2018-2022. New hotels that are expected to open in 2018 include Courtyard Marriott, Penang; Impiana Resort Melaka; i-City 2 Hotel, Shah Alam; Jen Hotel, Kota Kinabalu; Royal Cameron Highlands Hotel; Ramada Resort Lumut, Perak; Four Seasons, KLCC, Kuala Lumpur; and Ibis Kuala Lumpur City Centre. Several new hotels are also expected to open in 2019, namely Park Hotel Melaka, Pulau Perhentian Marriott Resort & Spa, Ibis Styles Penang George Town, Ibis Styles Penang Resort, and Sheraton Nusajaya Medini Hotel.

Tourism Malaysia Integrated Promotional Plan 2018-2020

The Tourism Malaysia Integrated Promotional Plan 2018-2020 has been formulated to tackle existing challenges and to improve Malaysia's tourism performance. The plan highlights six strategies which includes optimising the use of techonology, leverage on upcoming major events, synergising with development of mega projects, enhancing initiatives made under the NKEA, maximising integrated marketing campaigns and promoting Malaysia as a filming destination (Tourism Malaysia, 2018).

The Malaysian Government will continue to propel the tourism sector to greater heights. This is in line with the government's aspiration under the Malaysia Tourism Transformation Plan which

157

aims to attract 36 million tourists to Malaysia and generate MYR 168 billion for the country by the year 2020.

Investment Opportunities in Malaysian Tourism and Hospitality

Malaysia Investment Development Authority (MIDA) will continue to focus on high-yield tourism that will drive economic and employment growth for the nation. The development of hotel and tourism projects is encouraged in line with the promotion of Malaysia as an attractive tourist destination as well as a regional centre for trade and commerce (MIDA, 2018).

Following are the activities promoted within the tourism sector, and thus are eligible to be considered for incentives under the Promotion of Investments Act (PIA), 1986:- Establishment of budget hotels (1 - 3 star), Establishment of 4 - 5 star hotels (will expire on 31 December 2018), Expansion/ modernisation/ renovation of existing hotels (1 - 5 star), Establishment of tourist projects and theme parks, Expansion/ modernisation of tourist projects and theme parks, Establishment of recreational camps and Establishment of convention centres (with a hall of at least 3,000 seating capacity).

Tourism projects, including eco-tourism and agro-tourism projects, are eligible for tax incentives. These include hotel businesses, tourist projects including in-door and out-door theme parks, construction of holiday camps, recreational projects including recreational camps and construction of convention centres with a capacity to accommodate at least 3,000 participants.

Companies undertaking new investments in 1 to 5 star hotels and tourism projects are eligible for the Pioneer Status enjoy a five-year partial exemption from the payment of income tax. As an alternative to Pioneer Status, a company may apply for Investment Tax Allowance (ITA). A company granted the ITA gets an allowance of 60% on the qualifying capital expenditure incurred within five years from the date on which the first qualifying capital expenditure is incurred.

Companies undertaking new investments in 4 and 5 star hotels in Sabah and Sarawak are eligible for the Pioneer Status, with income tax exemption of 100% of the statutory income for a period of five years. Plus, Investment Tax Allowance of 100% on the qualifying capital expenditure incurred within a period of five years.

Companies that reinvest in the expansion and modernisation in 1 to 5 star hotels are eligible for additional rounds of Investment Tax Allowance of 60% (100% for 4 and 5 star in Sabah and Sarawak) on the qualifying capital expenditure incurred within a period of five years.

Companies that reinvest in the expansion and modernisation in tourism projects are eligible for additional rounds of Pioneer Status with income tax exemption of 70% of the statutory income for a period of five years. And, Investment Tax Allowance of 60% on the qualifying capital expenditure incurred within a period of five years.

In 2017, total volume hotel investments across Malaysia recorded roughly MYR 1,974 million. Importantly, Malaysia, strategically located in the heart of South East Asia, offers a cost-competitive location for investors intending to set up offshore operations for regional and international markets.

158

Key Performance Indicators (KPI) in Malaysian Tourism and Hospitality

Key Performance indicators (KPI) has turn into one of the term most regularly used in tourism and hospitality business (Okumus, Altinay & Chathoth, 2010). In hospitality industry, KPI should be providing staffs with clear goals and objectives, together with an understanding of how they communicate to the overall achievement of the organization (Srivastava & Mitra, 2016). Hotels exploit indexes to evaluate performance in three key areas: Occupancy rate, Average daily rate (ADR) and Revenue per available room (Rev PAR).

Despite the decrease in international arrivals in 2017, the increase in hotel guests to Malaysia translated into higher demand for tourist accommodations. As a result of accommodating the 77.3 million hotel guests with limited growth in supply, occupancy increased from 64% to 67% with average daily rates of hotels increasing by 5.4% y-o-y to MYR 365 (Chee, Bernhard & Teo, 2017). Figures below clearly show the occupancy rate, ADR and RevPAR of Malaysian hotels from 2011 to Q1 2018.
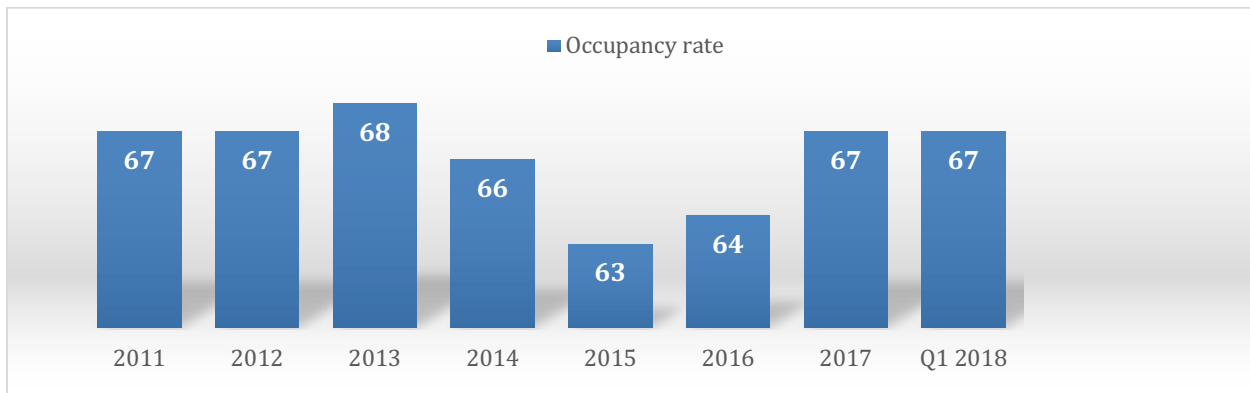

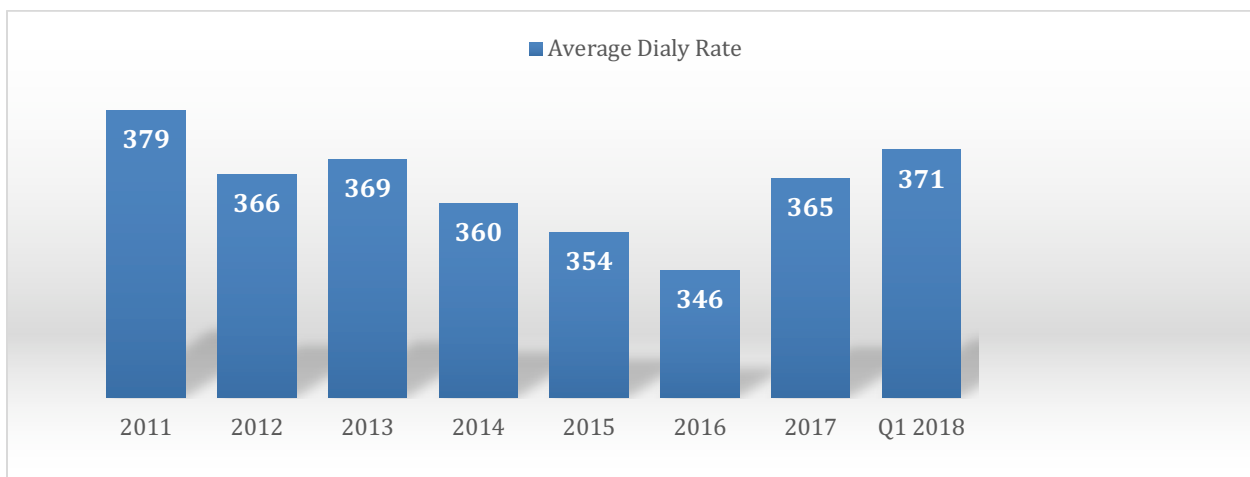**Figure 1.** Occupancy rate of Malaysian hotels 2011-Q1 2018

Figure 2. Average daily rate (ADR) of Malaysian hotels 2011-Q1 2018
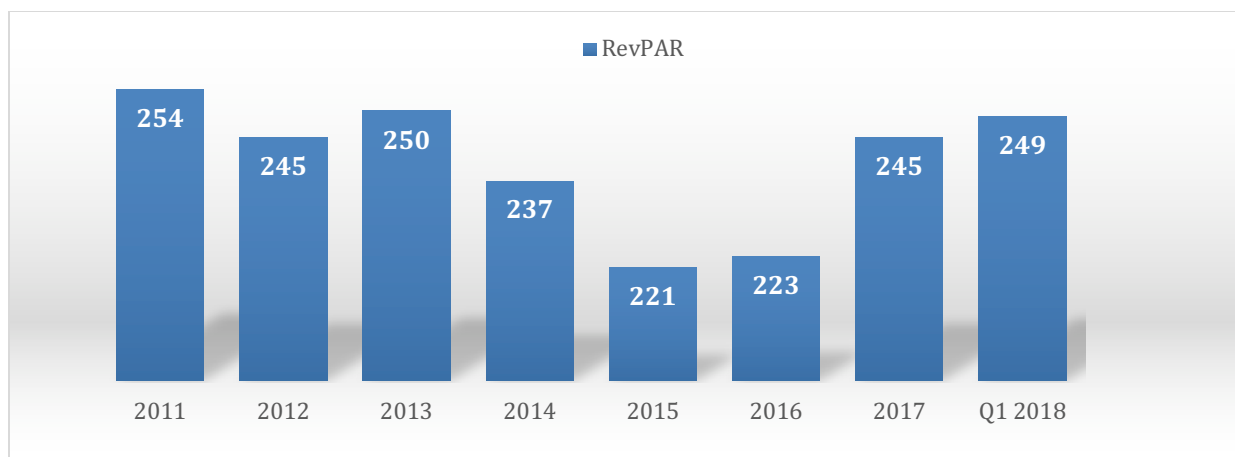
159

Figure 3. Revenue per available room (RevPAR) of Malaysian hotels 2011-Q1 2018

As of the first quarter of 2018, demand has remained strong with occupancy increasing by 21 basis point and average rate 0.7% higher y-o-y. Looking ahead, with main bulk of the supply coming on board in the second half of 2018, it remains to be seen if the demand will continue outweighing supply for the year (Teo and Chee, 2018).

Conclusion

Despite recording a slide in international tourist arrivals to 25.9 million in 2017, the Malaysian Ministry of Tourism and Culture has set an ambitious target of 33.1 million arrivals for 2018, reflecting confidence for growth in arrivals in the near term. Contrary to international tourist arrivals, the domestically driven tourism market in Malaysia remains buoyant with total hotel guests increasing by 6.8% to 77.3 million.

Hotel performances across the nation demonstrated strong growth, with improved occupancy and average rate as compared to 2016 with RevPAR increasing by a significant 9.9% to MYR 245. Going forth, the outlook for tourism industry remains optimistic. The market will likely benefit from the numerous factors, including the abolishment of GST and improvement in flight accessibility to the country (Teo and Chee, 2018).

Way Forward

Malaysia has to be aware of the fact that challenges in the global travel and tourism industry will continue to increase. Malaysia should foresee greater competition for the global tourism dollar, in addition to the threat of natural disasters, volatile economic trends, and changing travel patterns and preferences, which can affect this industry (Kaliappen and Hilman, 2017). Though vulnerable, the tourism industry is also resilient and has always managed to bounce back. Therefore, in order to achieve the goal and ensure that the industry continues to prosper, Malaysia needs to forge ahead with greater resolution and acquaint with bold measures. For the upcoming years, cooperation between industry players from the public and private sectors is crucial.

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160

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Customer Citizenship Behavior, Psychological Capital, Affective Organizational Commitment of Employee: The Employee's Perspective

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Abstract

This study examines the impact of customer citizenship behavior (CCB) on four psychological capital (PsyCap) dimensions, namely self-efficacy (SE), hope (HO), optimism (OP), resilience (RE) and affective organizational commitment (AOC) in tourism and hospitality sector. Results from structural equation modeling indicate that there is a positive relationship between the CCB perceived of employee and dimensions of PsyCap. In additional, results also show that CCB and the dimensions of PsyCap enhances the consolidation of AOC of employee. Theoretical, practice implications and suggestions for further research will be discussed.

Keywords: customer citizenship behavior, positive psychological capital, affective organizational commitment, front-line service employee, SEM

Introduction

The concept of CCB has received increasing attention from researchs over past year (e.g., Shannahan, Bush, Shannahan, & Moncrief, 2017). The literature on managerment and marketing emphasizes the key role of CCB as new source of competitive advantages for firm (Bove, Pervan, Beatty, & Shiu, 2009; Yi & Gong, 2008).

In the firm, front line service employees (FSEs) who had frequent face – to – face, voice – to – voice interaction with customers, and present most of their time in service delivery process (Karatepe & Karadas, 2015).

Suan and Nasurdin (2014, p. 346) stated, "contextual factors play a more prominent role in shaping a person's attitude". Customer influence employee attitudes and behaviors (Grandey, Dickter, & Sin, 2004). Prior studies show that employee perceptions of a specific customer emotion (delight) lead to employee positive affect, which in turn positively influences employee affective commitment (Barnes, Ponder, & Hopkins, 2015). In additional, Yi, Nataraajan, and Gong (2011) state that CCB might also be associated with FSE perceptions that the firm is the place where customers treat them with kindness and consideration, with results in higher commitment.

A synthesis of the current literature delineates gaps in relationship research among CCB, PsyCap and AOC. Hence, the objective of this study is to investigate the effect of CCB on dimensions of PsyCap and examine effect of CCB and dimensions PsyCap on AOC.

The article begins with an explanation of the theoretical context, followed by a literature review of the research model. Then the article presents the hypotheses development, methodology and result. A discussion of the implication to the theory and practice follows and the paper concludes with the limitations of the study and recommendations for further research.

162

Literature review

Customer Citizenship Behavior

CCBs are defined as "the voluntary behaviors outside of the customer's required role for service delivery, which aim to provide help and assistance, and are conducive to effective organizational functioning" (Bove et al., 2009, p. 699).

Garma and Bove (2011) identified six dimensions of CCBs: feedback, advocacy, helping, tolerance, social support and courtesy. CCBs are beneficial to themselves (Limpanitgul, Robson, Gould-Williams, & Lertthaitrakul, 2013), other customers (Rosenbaum & Massiah, 2007), service employee (Shannahan et al., 2017) and firm (Balaji, 2014).

Psychological Capital of Employee

Psychological capital recognized is core construct in positive psychology in general and positive organizational behavior (POB) in particular (Luthans, 2002; Luthans & Youssef-Morgan, 2017).

Luthans, Youssef, & Avolio (2007, p. 3) defined positive PsyCap as "an individual's positive psychological state of development and is characterised by: (1) having confidence to take on and put in the necessary effort to succeed at challenging tasks (self-efficacy); (2) making a positive attribution about succeeding now and in the future (optimism); (3) persevering towards goals and, when necessary, redirecting paths to goals in order to succeed (hope); and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond to attain success (resilience)".

Four indicators representing PsyCap including self-efficacy, hope, optimism, and resilience (Luthans & Youssef, 2004).

Empirical studies found that PsyCap foster variety of positive employee outcomes such as boots work engagement (Karatepe & Karadas, 2015; Karatepe & Talebzadeh, 2016; Nigah, Davis, & Hurrell, 2012; Paek, Schuckert, Kim, & Lee, 2015; Simons & Buitendach, 2013), favorable organizational citizenship behavior (Gupta, Shaheen, & Reddy, 2017; Idris & Manganaro, 2017), actives employee creativity and employees' service innovation behavior (Kim, Karatepe, & Lee, 2017; A. Rego, Sousa, Marques, & Cunha, 2012), higher job, career and life satisfaction (Idris & Manganaro, 2017; Karatepe & Karadas, 2015; Karatepe & Talebzadeh, 2016; Paek et al., 2015), predictor of subjective well-being (Singhal & Rastogi, 2018), negative effect on job burnout of nurses (Peng et al., 2013), mitigates work-family conflict, family - work conflict, turnover and absence intentions (Karatepe & Karadas, 2014), lower employee absence intentions and absenteeism (Idris & Manganaro, 2017; Karatepe & Karadas, 2014), foster service recovery performance (Karatepe & Talebzadeh, 2016).

Affective Organizational Commitment of Employee

Affective organizational commitment is importance component of organizational commitment (OC).

AOC is defined as "an affective or emotional attachment to the organization such that the strongly committed individual identifies with, is involved in, and enjoys membership in, the organization"

163

(Allen & Meyer, 1990, p. 2). Affective organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization" (Mowday, Steers, & Porter, 1979, p. 226).

Simons and Buitendach (2013) remarked that AOC has the consistent relationship with desirable workplace outcome. Ghaffaripour (2015) state that employees with strong affective commitment keep working for the organization voluntarily and eagerly.

Rahman, Haski-Leventhal, and Pournader (2016) noted that the various antecedents of OC including workplace experiences, employee perception of the efforts made by the organization to empower the work force and the social environment of the organization and its psychological impact on employees.

Hypotheses Development

Customer Citizenship Behavior and Psychological Capital

CCB is customers' pro-social behavior (Shannahan et al., 2017), goodness and positive behavior (Garma & Bove, 2011; Yi & Gong, 2006), comprising acts of co-operation, helpfulness and kindliness (Revilla-Camacho, Vega-Vázquez, & Cossío-Silva, 2015). Customer who perform CCB support the social and psychological context to frontline employees (Garma & Bove, 2011) and can co-create pleasant service experiences (Limpanitgul et al., 2013). In additional, CCB has a positive effect on employee morale (Garma & Bove, 2009, 2011). CCB help employees adopt "a positive attitude towards their work, such as being energetic, dedicated and happy in work" (Suan & Nasurdin, 2014, p. 347). CCB contributes to service employee well-being (Garma & Bove, 2011) and may also increase "a sales person's ability to adapt to changing environments" (Shannahan et al., 2017, p. 40).

As mentioned, the positive psychological capital construct comprises four dimensions: self-efficacy, optimism, hope, and resilience (Luthans, Avolio, Norman, & Avey, 2007; Luthans, Youssef, et al., 2007; Youssef & Luthans, 2007).

Components of CCB can enhance employees' positive psychological capital (Garma & Bove, 2011; Yi & Gong, 2013). Customer offer feedback to improve employees' work-related information, knowledge, abilities, potential, growth, assist employee and enhance the state of self-efficacy. With advocacy, customer can raise awareness of employees' importance, encourage positive emotion, make employee optimistic about work and organization in the future. Customer with helping and tolerance help employee has positive emotion, trust to overcome various difficulties and achieve goals to effectively, result, and enhance the hope of employees. With social support and courtesy, customer establishes favorable customer relationships with employees, promoting self-confidence, positive emotion, trust, thereby improving resilience.

Hypothesis 1. CCB has positive effect with (a) self-efficacy (b) hope, (c) resilience, and (d) optimism.

Psychological Capital and Affective Organizational Commitment

Prior empirical studies have found that PsyCap has a significant positive effect on AOC. For example, Sahoo and Sia (2015) found that PsyCap contributes significantly to OC in Indian

164

sample. Peng et al. (2013) advocated that PsyCap positive effect on OC in nursing. Simons and Buitendach (2013) mentioned that significant positive relationships were found between PsyCap and OC amongst call centre employee in South Africa. The research results of Singhal and Rastogi (2018) demonstrated that PsyCap acted as predictor for career commitment (employees in the National Capital Region of India). Finding of Ghaffaripour (2015) indicated PsyCap among oil personnel significantly predicted AOC. Paek et al. (2015) claimed that frontline employees in hotel in Seoul, South Korea with high PsyCap are more likely to display likely to display AOC. Particularly, the study result of P. Rego, Lopes, Nascimento, and Nascimento, (2016) on employee working in the public or private sector in Portuguese point out three of the four dimensions of positive PsyCap (self-efficacy, hope, and optimism) are positively correlation with OC, except for, resilience negatively affects OC.

Hypothesis 2. (a) Self-efficacy (b) hope, (c) resilience, (d) optimism has positive effect with AOC.

Customer Citizenship Behavior and Affective Organizational Commitment

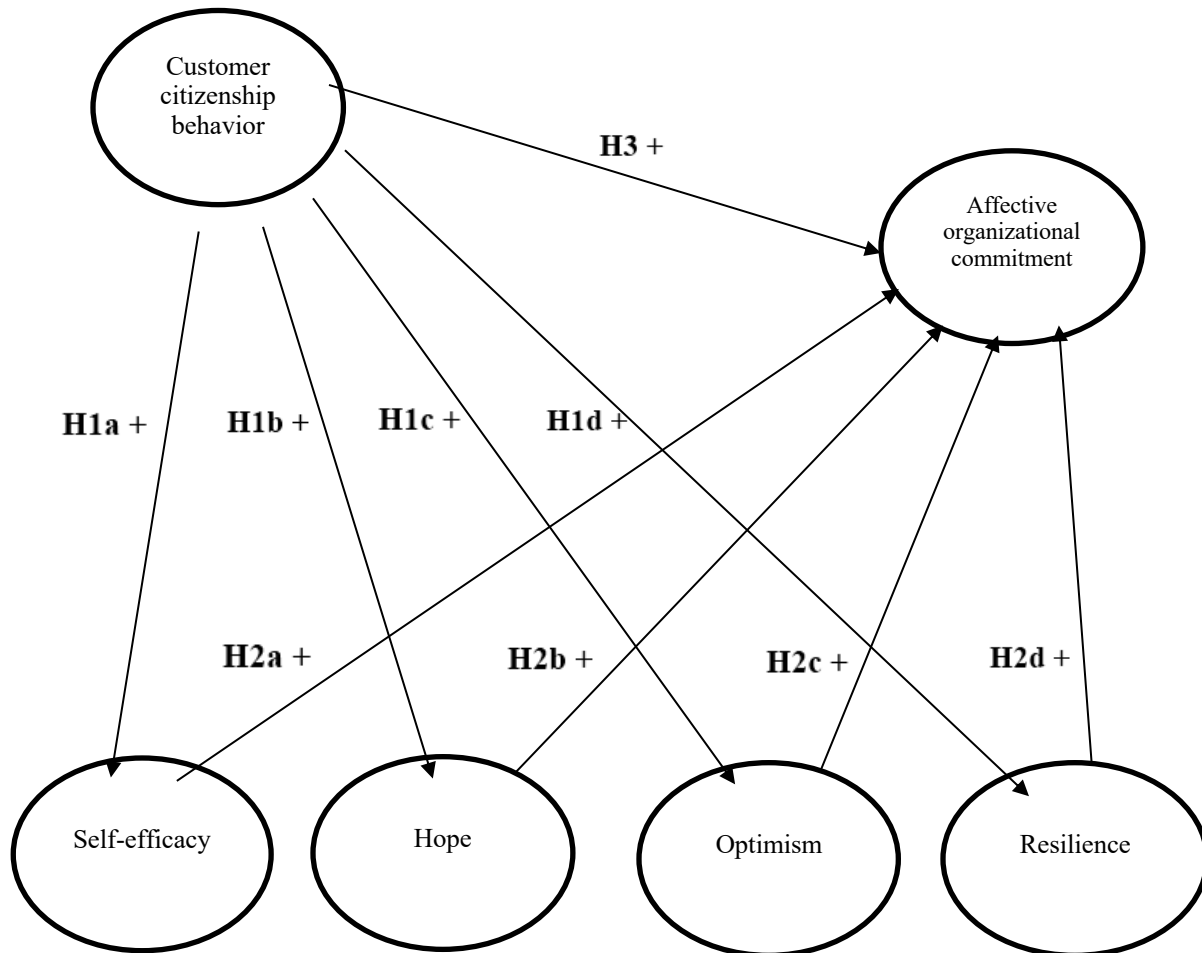The research framework is shown in Figure 1.

Figure 1. Research framework

There are empirical evidences to support that customer aggression or unfriendliness has negative outcomes on employee attitudes and behaviors. Example, Stock, Jong, and Zacharias, (2017) the

165

positive emotional job engagement of FSEs' is undermined by customer aggression. They state that customer aggression has negative outcomes on FSEs' well-being, leading to emotional exhaustion and absenteeism. Li and Zhou (2013) found that customer verbal aggression significantly predicted employee turnover intension. Perceived customer unfriendliness negatively affects OC (Walsh, Yang, Dose, & Hille, 2015). Walsh (2011) stated that unfriendly customers as a social stressor. Walsh (2011) found perceived customer unfriendliness to be positively associated with employee distance seeking, and role ambiguity.

Empirical studies also have reported mixed results regarding the relationship between the CCB or its component and employee commitment. According to Yi et al. (2011), CCB has positive and significant effect on employee commitment. Contrary, the relationship between customer cooperation and OC was insignificant in the airline industry (Limpanitgul et al., 2013).

Hypothesis 3. CCB has positive effect with AOC.

Methodology

Sampling

Data were collected through a paper and pencil questionnaire. Data were gathered through the non – probability convenience sampling technique. Participants were frontline employees who work in hospitality and tourism sector in South Central and South of Vietnam (including Da Nang city, Nha Trang city, Ho Chi Minh city, and Ba Ria - Vung Tau city). Participants were frontline employee from coffee shops, restaurants, tour operators, and hotels. Participant was voluntary and confidential. Only respondents that indicated to have stay at work as full-time employees were considered and able to participate to the study (Karatepe & Karadas, 2015). The questionnaire was translated from English to Vietnamese and checked carefully.

The questionnaire was distributed to 171 frontline service employees and 166 were returned. In total, 145 questionnaires were achieved for data analysis after deleting those with missing value. The sample consisted of 52 males (36 per cent) and 93 females (64 per cent). Over 114 (78 per cent) of the sample is between 18 and 35 years. 45 (31 per cent) respondents had bachelor degrees. 91 (62 per cent) respondents had tenures of 6 years or less. Profile of the respondents is presented in table 1.

Table 1. Profile of the Respondents (N=145)

Attribute	Characteristics	Frequency	Percent
Gender	Male	52	35.9%
	Female	93	64.1%
Age	18 - 25 years old	33	22.8%
	26-35	81	55.9%
	36-50	24	16.5%
	Over 50	7	4.8%
Education	Secondary and High school	21	14.5%
	Vocational school	26	17.9%
	College level	53	36.6%
	Bachelor degree	45	31.0%
Organizational tenure	Less than 3 years	29	20.0%
	3-6 years	62	42.8%
	7-10 years	33	22.8%
	More than 10 years	21	14.4%

166

Measures

All measures were borrowed from prior study. These scales in full detail are presented in the Appendix. Items of CCB scale were carried out by a five – point Likert scale, ranging from "very unlikely" (1) to "very likely" (5). In additional, all remain items were measured on a five – point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). The construct of CCB was measured with 7 items developed by Yi and Gong (2008). The coefficient alpha for the scale was 0.86. Each of the subscales of PsyCap was adopted from different sources to suit the study and to improve validity and reliability. Self-efficacy were drawn 4 items from Luthans, Youssef, et al. (2007). The coefficient alpha for the scale was 0.84. Resiliency was measured on 3 items of Block & Kremen (1996). The coefficient alpha for the scale was 0.70. Finally, AOC was measured with 5 items using the scale proposed by Mowday et al. (1979). The coefficient alpha for the scale was 0.82. With 145 respondents, the sample is exceeded the acceptable ratio of 5:1 (Gorusch, 1983). The result of the KMO test of the appropriateness of the dataset is 0.842 and Barlett's test of sphericity is at the 0.000 level. Six factor were identified (Eigen values are higher than 1) and a total variance of 51.467% (>50%), representing that data are suitable for factor analysis. Hope was measured on a 3 items (path ways items) of Martin-Krumm, Delas, Lafrenière, Fenouillet, and Lopez (2015) which was based on the scale developed by Snyder et al. (1996). The coefficient alpha for the scale was 0.66. Optimism was measured on a 3 items of Scheier, Carver, and Bridges (1994). The coefficient alpha for the scale was 0.70.

Table 2. Pattern Matrix (Factor Loadings Over 0.4 Presented)

Construct	Items	Factor					
		1	2	3	4	5	6
Customer citizenship behavior	CCB5	.846					
	CCB1	.775					
	CCB7	.738					
	CCB3	.697					
	CCB4	.603					
	CCB6	.555					
	CCB2	.534					
Self-efficacy	SE1		.833				
	SE3		.754				
	SE4		.724				
	SE2		.688				
Affective organizational commitment	AOC3			.717			
	AOC1			.663			
	AOC4			.627			
	AOC5			.594			
	AOC2			.576			
Optimism	OP1				.673		
	OP3				.663		
	OP2				.598		
Hope	HO2					.647	
	HO3					.596	
	HO1					.503	
Resilience	RE3						.759
	RE2						.564
	RE1						.511

Principal Axis Factoring - Promax with Kaiser Normalization.
KMO measure of sampling adequacy 0.842
Total Variance Explained: 51.467%

Result

Measurement Model Evaluation

The measurement model fit the data adequately ($\chi 2$ = 325.533, df = 260, $\chi 2$/df ratio = 1.252, p = 0.004, GFI = 0.855, CFI = 0.948, TLI = 0.940, RMSEA = 0.042). The reliability of all constructs was examined using composite reliability (CR) measures and convergent validity was examined using average variance extracted (AVE). The lower acceptable value is 0.60 for CR (Bagozzi & Yi, 1988) and 0.40 for AVE (Floyd & Widaman, 1995). The CR values for all constructs range from 0.66 to 0.87, higher than 0.6. The CR values range from 0.43 to 0.58, higher than 0.4, except for the AVE value of HO is 0.39. In additional, all factor loading is acceptable ($\geq$0.59) and significant p<0.001 (table 3). Thus, the findings support the requirement for reliability and convergent validity of constructs.

Table 3. Reliability and Convergent Validity for the Measurement Model

Constructs and Scale Item	Standardized estimate	t - value	Cronbach's alpha	Composite reliability	Average variance extracted
Customer citizenship behavior			0.86	0.87	0.49
CCB1	0.743	-a			
CCB2	0.622	7.142			
CCB3	0.723	8.348			
CCB4	0.647	7.448			
CCB5	0.780	9.011			
CCB6	0.666	7.663			
CCB7	0.696	8.025			
Self-efficacy			0.84	0.85	0.58
SE1	0.773	-a			
SE2	0.791	9.192			
SE3	0.748	8.715			
SE4	0.738	8.596			
Hope			0.66	0.66	0.39
HO1	0.652	-a			
HO2	0.590	4.951			
HO3	0.633	5.113			
Optimism			0.70	0.70	0.44
OP1	0.700	-a			
OP2	0.678	5.581			
OP3	0.610	5.363			
Resilience			0.70	0.70	0.43
RE1	0.669	-a			
RE2	0.667	5.810			
RE3	0.642	5.692			
Affective organizational commitment			0.82	0.82	0.53
AOC1	0.733	-a			
AOC2	0.636	7.071			
AOC3	0.771	8.483			
AOC4	0.670	7.438			
AOC5	0.653	7.247			

[a] Fixed parameter.

168

Table 4. Mean, Standard Deviations (SD), Correlations and Discriminant Validity Assessment

Construct	Mean	SD	1	2	3	4	5	6
1. CCB	3.986	0.560	0.699					
2. SE	3.964	0.605	0.222*	0.763				
3. HO	4.035	0.498	0.278**	0.468**	0.626			
4. OP	4.092	0.551	0.188	0.388**	0.339**	0.664		
5. RE	4.087	0.518	0.258*	0.539**	0.532**	0.444**	0.659	
6. AOC	4.019	0.545	0.585**	0.484**	0.545**	0.459**	0.549**	0.694

Note: N= 145

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

**. Correlation is significant at the 0.01 level (2-tailed).

The square root of AVE of each construct is given at the diagonal entries.

Discriminant validity was assessed by comparing the square root of AVE of each construct with the correlation among constructs. As shown in the table 4, the square root of AVE score of each construct is higher than the correlations with any other measurement construct. The measurement model show adequate discriminant validity.
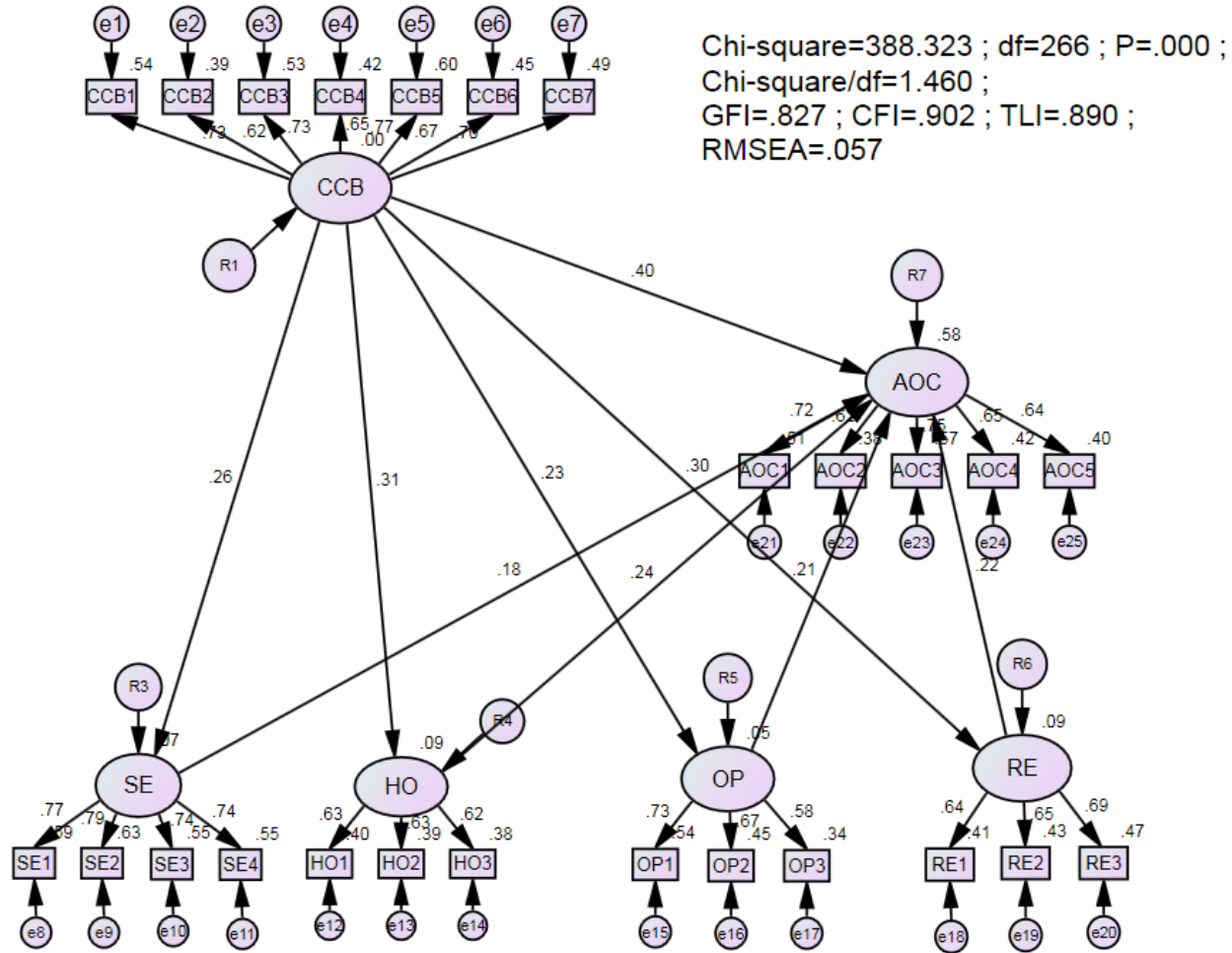
Structural Model Evaluation and Results

Chi-square=388.323 ; df=266 ; P=.000 ;
Chi-square/df=1.460 ;
GFI=.827 ; CFI=.902 ; TLI=.890 ;
RMSEA=.057

Figure 2. Results of the research model.

169

The goodness – of – fit indicates that the model did fit the data well ($\chi2 = 388.323$, df = 266, $\chi2$/df ratio = 1.460, p = 0.000, GFI = 0.827, CFI = 0.902, TLI = 0.890, RMSEA = 0.057). Figure 2 demonstrates that all path coefficients are statistically significant at the 0.000 significant level.

The results point out that CCB has a positive influence on SE ($\beta = 0.258$, p < 0.01), HO ($\beta = 0.306$, p < 0.01), OP ($\beta = 0.227$, p < 0.05), and RE ($\beta = 0.297$, p < 0.01). Thus, H1a, H1b, H1c, and H1d were confirmed.

As proposed, the drived of AOC is SE ($\beta = 0.184$, p < 0.05), HO ($\beta = 0.239$, p < 0.05), OP ($\beta = 0.211$, p < 0.05), and RE ($\beta = 0.221$, p < 0.05). These results confirmed H2a, H2b, H2c, and H2d.

Finally, CCB has a positive influence on AOC ($\beta = 0.403$, p = 0.000). Therefore, H3 was confirmed.

Table 5. Summary of the Finding Against the Hypotheses

Hypotheses	Path specified	Path Estimate	S.E.	t	p
H1a	Customer citizenship behavior ➔ Self-efficacy	0.26	0.110	2.636	p<0.01
H1b	Customer citizenship behavior ➔ Hope	0.31	0.100	2.641	p<0.01
H1c	Customer citizenship behavior ➔ Optimism	0.23	0.106	2.112	p<0.05
H1d	Customer citizenship behavior ➔ Resilience	0.30	0.089	2.656	p<0.01
H2a	Self-efficacy ➔ Affective organizational commitment	0.18	0.078	2.205	p<0.05
H2b	Hope ➔ Affective organizational commitment	0.24	0.125	2.337	p<0.05
H2c	Optimism ➔ Affective organizational commitment	0.21	0.099	2.268	p<0.05
H2d	Resilience ➔ Affective organizational commitment	0.22	0.128	2.276	p<0.05
H3	Customer citizenship behavior ➔ Affective organizational commitment	0.40	0.110	3.857	0.000

The structural model show that CCB as a predictor of PsyCap. For instance, R^2 value of SE is 0.067, HO is 0.094, RE is 0.051, and OP is 0.088. In additional, the structural model explains 57.7 percent of the variance in AOC.

Implications to the Theory and Practice

Contribution to the Theory

The purpose of this study was investigating the effect of CCB that can induce PsyCap which then stimulate AOC. By doing so, this research is the first to explicitly examine perceived of CCB of frontline service employee to the employee PsyCap in the tourism and hospitality sector. No research has empirically evaluated the effect of CCB on PsyCap. The results show that CCB positive effect on four dimensions of PsyCap. This partially fills in the gap in the current literature. This findings provide empirical evidence that contributes to the emerging PsyCap management literature by examining mechanism CCB that unlock different from of PsyCaps as self-efficacy, hope, optimism, resilience.

Second, this study recognizes the importance role of component of four constructs of PsyCap influence on AOC. As such, this finding congruent with prior studies that found that four PsyCap characterics; self-efficacy, hope, optimism, resiliency has an positive effect on AOC (e.g., Avey, Reichard, Luthans, & Mhatre, 2011).

Third, the results suggest that CCB is the importance resource influencing the AOC. This study in line with the other relevant studies (e. g., Yi, Nataraajan, & Gong, 2011). It explain that why manager should promote to customer perform the CCB.

Contribution to the Practice

This study provides some important insights for service managers and their organizations.

In particular, the results provide some insights for managers to utilize CCB as a source to enhance PsyCap and lead to a higher propensity to spread AOC. Firm could evaluate the importance and the value potential of CCB to their company, enhancing customer motivation to perform CCB. Organization should encourage delighted customers to share experiences with the frontline service employee or on social networking site / virtual community platforms. Manager should support and facilitate for social interaction and exchange between customer and employee that result in positive PsyCap to enhance AOC. Firms should create environments that support high levels of CCB to foster frontline service employees' PsyCap. Manager could changes organizations culture, to organization system absorb CCB. Manager should encourage employees to adapt to CCB. Employees need to activate receiving customer citizenship behavior.

The findings of the present research encourage companies in the developing to adopt CCB in practice to increase rate of AOC.

This study show employees having a higher of four dimension of PsyCap as self-efficacy, hope, optimism, resilience will be strongly oriented toward having greater AOC. Therefore, supervisors and manager need to develop training programs to help service employees develop and maintain it at high levels PsyCap, to train the employee having a higher incidence of PsyCap (Paek et al., 2015; Singhal & Rastogi, 2018). These programs can be integrated into outdoor visits, travels at times less guests in the year. The company should provide service employees with domestic and international trips to enhance employees' PsyCap. Supervisors and manager need to also hire employee with high levels of PsyCap to archive AOC (Paek et al., 2015; Singhal & Rastogi, 2018).

Limitation and Future Research

This study has a number of following limitations. First, the cross sectional nature of study is limit. Future research may adopt a longitudinal approach to study to confirm the results.

Second, this study was based on convenience sample, can not rule out the social desirability bias. Future research should be extended to obtaining a comprehensive sample, a random sampling approach that will result in a more representative sample of the investigated population to ensure the full generation of result.

Third, this study was conducted in tourism and hospitality context in Vietnam. Future research could investigate the relationship in different service settings such as retail, educational and healthcare service and in other country to make results more extensible.

171

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172

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Appendix. Measurement Items

Customer Citizenship Behavior (Yi & Gong, 2008)

These items modified to comfortable with employee perspective.

- CCB1. Customers say positive things about this company to others.
- CCB2. Customers give constructive suggestions to this company on how to improve its service.
- CCB3. Customers communicate a useful idea on how to improve service to someone in this company.
- CCB4. Customers let someone know problems at this company so that employee can improve the service.
- CCB5. Customers try to keep the company clean (e.g., not leaving trash behind).
- CCB6. Customers carefully observe the rules and policies of this company.
- CCB7. Customers do things that can make the employee's job easier.

Self-Efficacy (Luthans, Youssef, Et Al., 2007)

- SE1. I feel confident analysing a long-term problem to find a solution.
- SE2. I feel confident representing my work area in meetings with management.
- SE3. I feel confident helping to set targets/goals in my work area.

174

- SE4. I feel confident contacting people outside the company (e.g., suppliers, customers) to discuss problems.

Hope (Martin-Krumm et al., 2015; Snyder et al., 1996)

- HO1. If I should find myself in a jam at work, I could think of many ways to get out of it.
- HO2. There are lots of ways around any problem.
- HO3. I can think of many ways to reach my current work goals.

Optimism (Scheier et al., 1994)

- OP1. In uncertain times, I usually expect the best.
- OP2. I'm always optimistic about my future.
- OP3. Overall, I expect more good things to happen to me than bad.

Resiliency (Block & Kremen, 1996)

- RE1. I am generous with my colleagues.
- RE2. I quickly get over and recover from being startled.
- RE3. I get over my anger at someone reasonably quickly.

Affective Organizational Commitment (Mowday et al., 1979)

- AOC1. My values and those of the company's are similar.
- AOC2. I really care about the future of this company.
- AOC3. I am proud to tell others that I work for this company.
- AOC4. I am willing to put in a great deal of effort beyond that normally expected in order to help the company to be successful.
- AOC5. For me, this is the best of all possible organizations for which to work.

The Demographic Variables Evaluation of Organizational Democracy Perception in Cappadocia

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Abstract

This study aims to determine whether the perception of organizational democracy change according to demographic features of 4 and 5 star hotel employees in Cappadocia. The data was collected from 4 and 5 star hotel employees working in Nevşehir province with questionnaire technique and assessed in terms of statistics. As a consequence of the analyses to test the hypotheses, it was revealed that organizational democracy perception does not change according to demographic variables such as gender, age, experience in the sector and educational status in Cappadocia. Although all the hypotheses are rejected in this research, it is expected that the suggestions will contribute to the field and region.

Keywords: organizational democracy, Cappadocia, Nevsehir

Introduction

Along with the Renaissance, it is possible to see that in the discourses of famous thinkers like Nicolo Machiavelli, John Locke, Jean-Jacques Rousseau and John Stuart Mill, "freedom" as well as "happiness" statements are necessary for good governance. By the 19th century, Karl Marx had put forward the "class conflict" in the rule of society and underlined the fact that the working class did not have what it produced. When it comes to the 20th century, this century is called the "century of democracy", which is the quality that is obtained by increasing past experience in the field of democracy. Therefore, it has also emerged later with the expressions of the continuity of development in the society and the balance between the members of the society (Han and Dong, 2006; Yazdani, 2010). Democracy components are also components that play an important role in the democracy of a system and management framework. Since democracy is very widespread as a form of governance and has hit the mark of centennial that we have, it has become widespread in organizational politics recently and has played an important role in policy shaping in organizations. From here, the concept of organizational democracy, in which democracy is applied in the form of smaller systems, will be introduced.

Literature Review

Organizational Democracy

Organizational democracy means that the members of a knit affiliate determine their fate that they belong together with its management and processes (Harrison and Freeman, 2004). Therefore, in the name of industrial democracy, there is a situation involving the social climate together with the participation of the organizational employees in their structural and institutional support (Weber, Unterrainer, and Schmid, 2009).

176

When the literature is searched; organizational democracy can be said to be related to organizational politics, distance education, organizational technological perspective, organizational commitment and participatory management (Stohl and Cheney, 2001; Collom, 2000; Butcher and Clarke, 2002; Remtulla, 2007; Deist, 2008; Weber, Unterrainer and Schmid, 2009; Yazdani, 2010). Factors such as internet and technological developments, x and y generation conflicts, political transitions, search for meaning, corporate social responsibility, democratic lifestyle, feminine values (emotional intelligence, openness, correctness) were influential in organizational democracy orientation (Diener, 2011; Coşan and Gülova, 2014). From here, it will be useful to examine the actors and prerequisites of organizational democracy.

The Application of Organizational Democracy

In the implementation of organizational democracy, it is possible to see each of the occupations, trade unions, states, international organizations and organizational governments as sides. Applicability of organizational democracy goes through both the participation of the occupations as well as the training of the employees in relation to allowing participation (Geçkil, 2013).

It is not possible to apply organizational democracy to all organizations. Because there are some criteria for the application of organizational democracy. In this respect, the following preconditions are needed (Yazdani, 2010):

- Unlike the bureaucracy, a more predictable organizational structure,
- A constructive and self-critical organizational climate,
- Small-sized organization,
- A homogeneous occupational entity,
- The variable and dynamic organizational environment (to focus on innovation and generating ideas from effectiveness),
- Team culture,
- An inter-employee internal environment based on a trust derived from organizational leadership,
- A horizontal and flat organizational structure.

The Dimensions of Organizational Democracy

It is possible to express the trends in organizational democracy movement that emerged with the need to reflect the multiple voices that emerged while managing modern businesses as (Butcher and Clarke, 2002):

- the need for a sustainable innovation and development reveals the perception that the implicit knowledge of the individual is a valuable resource,
- the role of customer satisfaction in ensuring organizational success has triggered staff empowerment,
- the benefits of managing information and reducing hierarchy have emerged in key skills,
- efforts to address specific customer groups have made the organizations more specialized through departures and in this direction the distribution of power in the center of the organization has been ensured,
- the independence of organizations from suppliers and competitors has led to external stakeholders being influential in making decisions and thus having a competitive advantage,

- the need to guarantee the loyal commitment of higher-level occupations has led organizations to have a more democratic approach to rewards and savings,
- organizational process at institutional level; have been affected globally by increasing legal regimes in occupational participation, communication and protection.

It is possible to say that organizational democracy has seven dimensions consisting of participation, criticism, transparency, justice, equality, accountability and power sharing. The dimension of participation of organizational democracy means that occupants are in the whole of the decision processes; the dimension of criticism underlines that occupants can assess the entirety of work related to the organization; the dimension of transparency is the ability to monitor how workplaces are affected by decisions taken or work done; the dimension of justice means the measure of fairness that workers perceive in organization; the dimension of equality is the perception of equivalence in terms of the rights and advantages offered by the functions; accountability requires employment or employers' accountability for any savings in the organization; power sharing refers to the status of authority arising from the acquisition of workplaces or the empowerment of employees (Geçkil, 2013).

The Advantages and Disadvantages of Organizational Democracy

Some of the advantages of organizational democracy, which aims at increasing occupational participation and satisfaction in general, are as following (Harrison and Freeman, 2004):

- to provide the participation of employees who want to create an impact with their talent in their workplace,
- occupancies participating in the procurement process of workplace-related decisions help with the final applications,
- to ensure that employees become more responsive to democratic output with the democracy provided in the workplace,
- democratic processes create a more participatory climate and trigger innovation and change, • empowering employees provides skills and talent development and makes them more useful to the knitting,
- morally, it ensures that exactly what needs to be done is done.

However, it would be useful to mention some of the disadvantages that can be brought about by more power and empowerment for employees, along with participation in democratic processes (Harrison and Freeman, 2004):

- decisions made by the decision-making mechanism which are recognized at the lower levels can result in that full picture will not be visible,
- democratic processes such as reconciliation can affect effectiveness because it requires time in the direction of subjects,
- the loss of traditional authority in participation in democratic processes from the middle and upper levels, or the likelihood of increased demands on participation from lower levels,
- it may not seem possible for an institution to make fast organizational decisions to keep pace with organizational democracy,
- if democratic processes are reducing organizational performance, it may not always be necessary to do it exactly in terms of morality.

178

Providing direct democratic participation, developing propositions, discussing problems, making decisions, and being aware of social problems will also stimulate morale and motivation positively in organizations where businesses are constantly interacting with their work lives or their future (Verdorfer and Weber, 2016). Up to now, some theoretical framework about organizational democracy were tried to be given. From here, the research fulfilled will be mentioned.

The Purpose of the Research

Cappadocia is one of Turkey's most important tourism destinations. Because of the important resources of the region in terms of tourism elements, it attracts lots of local and foreign tourists every year to visit these resources. Thus a great part of the needs such as accommodation, entertainment and eating and drinking needs are to be met by the hotels in the region. The success of the labor intensive hotel enterprises in the region depends on the satisfaction of the employees, in other words, the internal customer. Employee satisfaction is related to their positions in the organization, the atmosphere they feel in the organization, their sense of equality within the organization, and their organizational commitment. With these reasons, researching organizational democracy perceptions of hotel employees in the region in terms of demographic variables has been thought to contribute both the sector and literature.

Method

The Cappadocia region includes Nevşehir, Aksaray, Kayseri, Niğde and Kırşehir provinces. But when "rocky Cappadocia" or "small Cappadocia" is mentioned, it means Nevşehir province only. While the research area is being titled as "Cappadocia", only Nevşehir province was meant.

The population of the study composes of four and five-star hotel businesses in Nevşehir. The reason for this is their being much appropriate for the purpose of this study. In the study, deliberate sampling method was chosen as sampling method. The deliberate method of sampling consists of the people that the researcher believes that he/she will find answer to the problem (Altunışık et al., 2012). 400 question papers formed as a data collection tool were distributed at four and five-star hotels which accepted the application of the questionnaire; however, 367 of them were analyzed.

Data Collection

With the aim to determine whether the the perception of organizational democracy change according to demographic features of 4 and 5 star hotel employees in Cappadocia, the sample questionnaire form including *Organizational Democracy Scale* developed by Geçkil and Tikici (2013) and some demographic acknowledgements such as age, gender, educational status and experience in the sector was used. The scale has 28 items. The 21st and 23rd items are the opposite and when the scale scores are evaluated, the points should be reversed to 5 = 1, 4 = 2, 3 = 3, 2 = 4, and 1 = 5. Organizational democracy perception is also increasing as scores from the scale increase. The scale was prepared with a 5-point Likert type (1=Definitely Disagree, 2=Disagree, 3=Neither Agree nor Disagree, 4=Agree, 5=Definitely Agree).

Research Hypotheses

Organizational democracy requires a climate of constructive feedback, a harmony of values and norms within the organization, an efficacious vision, a guiding leadership understanding, a

179

consensus understanding that unites ideals and wishes in the organization (Sadykova and Tutar, 2014). By these reasons the following hypotheses have been formed;

- H1: Organizational democracy perception differs according to gender.
- H2: Organizational democracy perception differs according to age.
- H3: Organizational democracy perception differs according to sector experience.
- H4: Organizational democracy perception differs according to educational status.

Research Findings

This research was fulfilled with 367 participants -194 (%52,9) women and 173 (%47,1) men-working in the 4 and 5-star hotels in Cappadocia. For the hypothesis 1, the table is:

Table 1. Independent Samples Test

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed	5.071	.025	.796	365	.427
Equal variances not assumed			.788	336.644	.432

When "H1: Organizational democracy perception differs according to gender" is tested with T-test as above, it is seen that the significance value is above 0,05. That is why H1 is not accepted which means organizational democracy perception doesn't change according to gender.

Among the participants, it is seen that the youngest one is 18 years old whereas the oldest one is 42 years old. For the hypothesis 2, the table is:

Table 2. ANOVA Test for Age

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.896	4	.474	1.701	.149
Within Groups	100.838	362	.279		
Total	102.734	366			

When "H2: Organizational democracy perception differs according to age" is tested with One-way-ANOVA as above, it is seen that the significance value is above 0,05. That is why H2 is not accepted which means organizational democracy perception doesn't change according to age.

Among the participants, it is seen that the least experienced one has 1 year of experience whereas the most experienced one has 23 years of experience. For the hypothesis 3, the table is:

Table 3. ANOVA Test for Sector Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.464	4	.116	.411	.801
Within Groups	102.270	362	.283		
Total	102.734	366			

When "H3: Organizational democracy perception differs according to sector experience" is tested with Oneway-ANOVA as above, it is seen that the significance value is above 0,05. That is why H3 is not accepted which means organizational democracy perception doesn't change according to experience in the sector.

Among the participants, it can be seen that the highest number belongs to the ones having bachelor's degree with the number 218 (%59,4) whereas the lowest belongs to the ones having master's degree with the number 5 (%1,4). For the hypothesis 4, the table is:

Table 4. ANOVA Test for Educational Status

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.039	3	.346	1.236	.296
Within Groups	101.695	363	.280		
Total	102.734	366			

When "H4: Organizational democracy perception differs according to educational status" is tested with Oneway-ANOVA as above, it is seen that the significance value is above 0,05. That is why H4 is not accepted which means organizational democracy perception doesn't change according to educational status of the employee.

Conclusion

This research was fulfilled for the aim to determine whether the perception of organizational democracy change according to demographic features of 4 and 5-star hotel employees such as gender, age, experience in the sector and educational status in Cappadocia. The data was collected from 4 and 5 star hotel employees working in Nevşehir province with questionnaire technique and assessed with T-test and Anova. As a consequence of the analyses to test the hypotheses, it was revealed that all the hypotheses are rejected. Although this is a "not much expected" result from the side of the researcher, the outputs are thought to contribute to both field and the region.

First of all, the hotels in Cappadocia work 12 months a year. But they have high and low seasons, too. That's why the employee number changes according to density of the hotel and the region. And this creates another problem for the employee. Because when one feels the possibility of dismissing in a short time, he/she cannot form a unity from then on and it will be impossible to expect his/her organizational democracy perception or responsiveness in the workplace. Secondly, innovation and change that is created by organizational democracy cannot make sense for the employees of 4 and 5-star hotels in Cappadocia as they are working just as they are expected. Thirdly, the possible distance between the upper and lower levels of employees in the region cannot make the full picture visible because of the decision-making mechanism. Fourthly, hotel employers or owners cannot wish to empower their employees as the tourism activity they are enabling is limited in terms of time, place and type. Fifthly, as mentioned above, organizational democracy requires time for the whole participation. But Cappadocia is mostly a tourism area for culture. And culture tourism lasts just a couple of days. In this rush period of accommodation, organizational democracy can be hard to form. That is why the demographic variables can have no effect in the perception. Sixthly, time and place restrictions can have a function for the rejection of the hypotheses. But for future studies; if more detailed demographic variables can be evaluated, different results can be revealed. Lastly, the 4 and 5 star hotels in the region are mostly working with tour operators. As tour operators and their controllers are expecting much from the hotel establishments, the upper level employees or employers cannot see the benefits of organizational democracy logical. So, the possibility of researching organizational democracy for boutique hotels can reveal different results.

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182

Perceive Linear Authenticity and Its Impact on Tourists' Experience in Heritage Corridors: Case Study of the Three-Gorges in China

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Abstract

Heritage corridor, as an important means to protect the regionalization of cultural heritage, has drawn wide attention all over the world. Some western developed countries have adopted heritage corridors in practice. Since the 21st century, domestic studies on heritage corridors have also been gradually emerging. However, most of the studies focus more on the development of heritage corridors. Therefore, this study mainly aims to explore the relationship among motivation, authenticity, destination image and satisfaction of tourists in heritage corridor. With the Three-Gorges as the case, this study carries out a questionnaire survey to investigate the specific states of the motivation, authenticity, destination image and satisfaction of tourists in the heritage corridor, so as to discuss the relationship among the motivation, authenticity, destination image and satisfaction of tourists in heritage corridor. A total of 382 valid questionnaires were recovered. Factor analysis and the structural equation model were applied to analyze and test the proposed five research hypotheses. The results show that Tourists' motivation has a significant positive impact on authenticity and destination image; authenticity has a significant positive impact on destination image and satisfaction; and satisfaction is significantly positively impacted by destination image.

Keywords: three-gorges, heritage corridor, motivation, authenticity, destination image, satisfaction

Introduction

The concept of the heritage corridor was originated from the United States. Searns (1995) summarized the concept of "heritage corridor", that is, "a linear landscape with a collection of special cultural resources, which usually has obvious economic centers, vigorously developing tourism, old buildings' adaptive reuse, entertainment and environmental improvement". The introduction of this concept reflected the main trend of the world heritage developing direction from the unit to the aggregation, from the emphasis on static heritage to the both static heritage and the dynamic heritage. Chinese scholars have clarified the basic meaning of the heritage corridor from different angles. Li & Kong（2006）compared the theoretical categories of green corridor and heritage corridor. Li（2008）put forward the concept of Corridor Heritage through the Chinese interpretation of international heritage protection or regional planning theory including heritage corridor. The construction of corridor heritage should be paid attention to the protection of buildings and keep the original authenticity (Zhang, 2018; Wang & Ma, 2017; Zhang & Feng, 2016; Wang, 2012). The development of corridor heritage tourism depends on the support of local residents, and the maintenance of local residents' lifestyle (Zhang & Liu, 2017; Tao, 2012). Although some people have already cited the concept of traditional corridors, empirical research on the consumer experience of traditional Chinese corridors needs further exploration.

The main aim of this study is to explore the tourists' experience in heritage corridor, including tourist motivation, perceived authenticity, destination image and satisfaction. The research questions of this study concluded as follows: Firstly, to understand the specific construction of the motivation, authenticity, destination image and satisfaction of heritage corridor. Secondly, to understand the effecting relationship of the above four variables, from the perspective of heritage corridor visitors. At last, to explore the impact of tourists' authenticity and destination image on their tourist satisfaction.

This study has chosen The Three-Gorges of the Yangtze River as the research setting. It the most famous stage of this river which contains rich natural and cultural heritage resources, including the cultural relics, non-material cultural heritage, natural reserves, scenic spots, historic and cultural cities, Forest Park and so on. After thousands of years of accumulation, a rich and large heritage resource system has been formed in the Three-Gorges of the Yangtze River, which undoubtedly is qualified for this study.

Literature Review

Heritage Corridor

The emergence of heritage corridors was closely related to the development of green channel theory (Charles, 1995; Yoshida, 2004). The green channel firstly appeared in Whyte's book *Open Space for Urban America* (1959) and was defined as "a linear space established along natural corridors such as the river bank, the valley, the ridge line, etc, or artificial corridor such as remodeled railway, canal, road Landscape and so on". Flink & Searns (1993) defined the concept of heritage corridor as a "linear landscapes with collection of special cultural resources". It usually has the attribute of a significant economic center, a booming tourism industry, the adaptive reuse of ancient buildings, entertainment and environmental improvement. Mean & Mary (2003), Godin (2001) and Westa (2007) further studied the heritage corridor from the perspective of regional planning and educational level. They pointed out that the planning of cultural corridor should be based on regional aspect and can be designed as a primary school history education base as its rich cultural resources.

In China, Wang (2001) first brought the concept of the heritage corridor into the linear cultural heritage and pointed out the referential significance of this concept to the related regional cultural protection of our country. At the same time, they pointed out that as a cultural heritage protection method, heritage corridor has profound significance of cultural and economic regional development (Yu & Li, 2004; Wang, 2012）. Yu (2005) further proposed that the heritage corridor could be used as a protection form of heritage that with unique natural resources and human resources which combined the heritage and leisure tourism in a certain region and for the development of a new tourism and leisure mode. To sum up, the empirical research on the heritage corridor in China mainly focused on the aspects of construction of regional heritage corridor, protection of the heritage corridor and the related tourism development strategy. There was a lack of research on tourists' perception experience from the perspective of tourists. Besides, although some scholars have discussed the macroscopic problems of developing the Three-Gorges as heritage corridor, the study of tourists who have visited the Yangtze River Three-Gorges was neglected.

184

Authenticity

Authenticity is related to reality, truth and / or reality (Beverland & Farrelly, 2010). The traditional concept of authenticity is object-based and is described by "objective authenticity", "constructive authenticity" and " existential authenticity " (Wang, 1999). The former implies that the destination is something inherent or primitive rather than a copy or imitation (Steiner, 2006), while constructive authenticity denotes that authenticity is a socially constructed interpretation of the nature of what is observed rather than the feature intrinsic to an object (Beverland & Farrelly, 2010). Existential authenticity conforms to the visitor-centered view because it conceptually shifts the focus of authenticity from the object being visited to the sense of being residing in the individual visitor (Knudsen et al., 2016).

The quest for authentic experiences is considered to be one of the key trends in tourism, especially heritage tourism (Apostolakis, 2003; Brass & Mcmahon-Beattie, 2007; Zhou et al., 2013). However, modern society is inauthentic and alienating. Some authenticity is *authorized as authentic* while others are not (MacCannell, 1976; Holderness, 1988; Bruner, 1994; Bruner, 2005). Therefore, Xie (2011) proposed to shift the directions of research from authenticity to authentication to identify the process of authenticity which is constructed and developed in tourism studies.

"Hot and cool" authentication is then suggested by Cohen and Cohen (2012). ''Cool'' authentication is conceptualized as certification of an object as original or real, contrasting with a copy or a fake which takes place via formal acts informed by scientific knowledge, and performed by an agent with a legitimate mandate and therefore usually refer to objective authenticity, such as the nomination of World heritage site by UNESCO. ''Hot'' authentication encapsulates incremental, participatory processes through which authenticity is ascribed to an object, site, or event, or through which authenticity is preserved or reinforced over time. Contrasting with ''cool'' authentication, ''hot'' authentication lacks an authorized authenticating agent and is therefore reiterative, informal, self-reinforcing, highly subjective, and contestable (Cohen & Cohen, 2012). Further, acts of ''hot'' authentication typically take place with an emotionally laden (Kim & Jamal, 2007; Wang, 1999) and therefore ''hot'' authentication is conducive to experiencing feelings of existential authenticity and constructive authenticity.

Based on the above argument of authentication, authenticity in the dynamic process constitution of tourist attractions is constructed in tourism studies. Mkono (2013) regarded "hot" and "cool" authentication as a netnographic illustration which provides a clear nexus between objects that are held as authentic, and subjects who ascribe authenticity to them. Frisvoll (2013) employed the Half screen-approach to discuss the political nature of authentication and the role of rural tourism consumption in authenticating the 'rural idyll' as the 'authentic' ruralness based on the three dimensions of rural, spaces and structural coherence. Further, through addressing social practices of sports tourists which reinforced and amplified the status of the French Alps as a historically significant landscape and authentic ''Tour space'', Lamont (2014) presented an empirical exploration of Cohen and Cohen's (2012) theoretical framework of authentication in tourism. Social processes ascribe authenticity to touristic phenomena that the performative acts of authentication whilst mediation of encounters with places of significance highlights authentication as a cyclical process. Lugosi (2016) argued that authentication involves the inscription of value to objects, places, actions and experiences. Authentication as the "market practices" are conceived as "socio-technical performative arrangements" in which "goods and services are objectified" where their "values are negotiated whereupon configurations of tourism-related knowledge are

185

captured, transformed and retransmitted through the networked interactions" in that practices (p. 100). To sum up, current research among authenticity in tourism attraction indicated that they are not be totally genuine but need to be authenticated in different circumstances to explore the dynamic of how authenticity is produced leads to a convert of focus of interest to what authenticity does, rather than what it is. Thus, this paper provides the first attempt to study what the authenticity demonstrated in heritage corridor based on the tourists' dynamic and linear mobility dynamic.

Research Framework and Hypothesis

For heritage travelers, the experience of cultural authenticity is the primary demand for their tourism. Tian (2005) proved that Tourist motivation directly affected authenticity netnographic. Belhassen et al. (2008) has investigated Christian pilgrimages and concluded that participants' motivation for traveling is to find the holy truth of the Holy Land. Thus, tourists' motivation to visit cultural and heritage sites was shown to positively influence perceived authenticity (Apostolakis, 2003; Kolar & Zabkar, 2010). Based on the above conclusions, this research proposed the hypothesis1:

H1: Tourist motivation has positive influence on their perceived authenticity in heritage corridor.

Regarding destination image, two important aspects of the image dimension, namely, perceptive/cognitive and emotional are taken into consideration (Li, Cai, Lehto, & Amp; Huang, 2010). Tourist motivation has an influence that can't be ignored on the formation of destination image (Um & Crompton, 1990; Woodside & Lysonski, 1989). Esper & Rateike (2010) confirmed that tourist motivation had a direct impact on the cognitive image of tourism individuals. Cheng & Sui (2007) pointed out that tourist motivation significantly affected cognitive image and emotional image. Based on the above conclusions, this research proposed the hypothesis2:

H2: Tourist motivation has positive influence on their destination image in heritage corridor.

Satisfaction is defined as a multidimensional summary judgment of the perceived quality of a setting, meeting an individual's needs for the physical characteristics of a place, its services, and social dimensions (Stedman, 2002). Perceived satisfaction as a key to the success of tourist attractions in today's competitive market (Tonge et al., 2011; Ramkissoon et al., 2013b), the concept has been extensively used by destination site managers to understand visitors' levels of place satisfaction (Hwang et al., 2005; Tonge & Moore, 2007; Ramkissoon et al., 2013a, 2013b). Feng & Sha (2007) constructed a model of the correlation between the authenticity and satisfaction of tourists from the perspective of tourists, and found that the tourist authenticity perception had a significant positive impact on tourists' satisfaction. Gao & Ling (2007) suggested that the difference between tourists authenticity perception of national cultural and actual situation to some extent had a positive or negative impact on the tourists' satisfaction. Tourists' perceptions of war tourism sites in the Korean demilitarized zone have a significant impact on satisfaction (Lee et al., 2007). Some studies have shown that tourists' authentic perceptions of heritage tourism sites have a positive relationship with satisfaction (Poria et al., 2003; Yoon & Uysal, 2005; Feng, 2007; Kolar, 2010). To sum up, this research proposed the hypothesis3:

H3: Tourist perceived authenticity has positive influence on their satisfaction in heritage corridor.

Destination image has a major effect on tourist satisfaction and may influence their selection of a destination or of other factors related to their visit, such as their accommodation and itinerary

186

(Chen & Tsai, 2007; Chi & Qu, 2008). The relevant departments have intensified their efforts to enhance the image of the destination, because the image of the tourist destination plays a key role, affecting the satisfaction of tourists, and thus affecting the tourists 'choice of behavior (Beerli & Martr , 2004b; Chencai, 2007). Lee & Lee (2005) conducted a study in the 2002 World Cup in Korea and verified the influence of Korean image factors on satisfaction and loyalty. Castro, Armar & Ruiz (2007) through the empirical study of the big cities in southern Spain, proved the positive influence relation between the tourism destination image and satisfaction. To sum up, this research proposed the hypothesis4:

H4: Tourist destination image has positive influence on their satisfaction in heritage corridor.

The authenticity perception of the experience is closely related to the destination image (Hosany &Martin, 2012). Specifically, it has been proved to positively influence tourists' evaluation of destination experience (Prayag & Ryan, 2012). Favorable opinions of tourist destinations will lead to positive tendencies (Jiang et al., 2015), which prompts tourists to experience reality and evaluate tourist destinations positively. Kolar (2010) pointed out that authenticity was the enjoyment and perception of tourist authenticity experience, a value judgment of the tourist experience, to a certain extent, it has a positive or negative influence on the formation of the destination image. Therefore, this research proposed the hypothesis5:

H5: Tourist perceived authenticity has positive influence on their destination image in heritage corridor.

Based on the above arguments, the conceptual framework of this study is as below illustration (Figure 1):
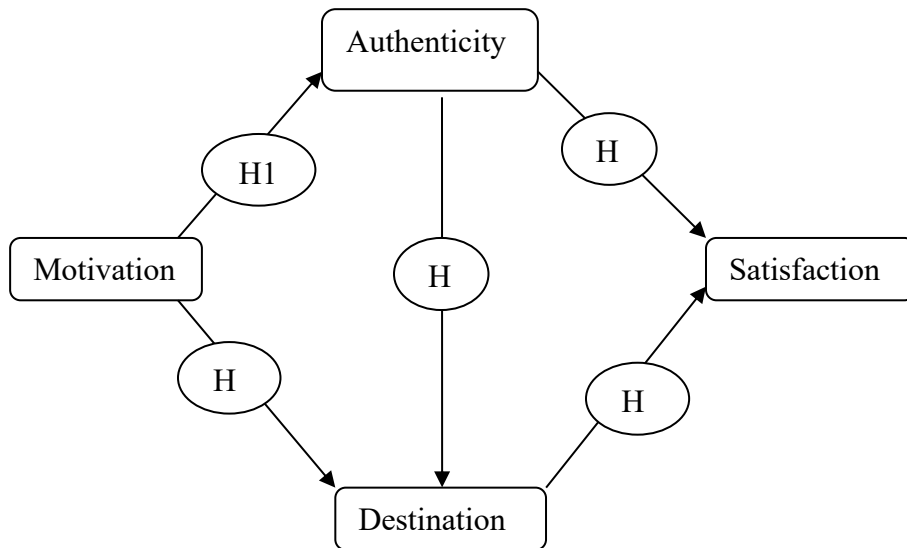

Figure 1. Theoretical framework

Methodology

Research Setting

The Three-Gorges of the Yangtze River located in the middle of the Yangtze River which started from Fengjie County, Chongqing city to the Yichang city, Hubei province, China. It is 193

187

kilometers and contains rich natural and cultural heritage resources, including the cultural relics, intangible cultural heritage, natural reserves, scenic spots, historic and cultural cities and so on. The three gorges in this heritage corridor are named Xiling, Wu and Qutang. Moreover, the Three-Gorges Reservoir is located here as well as a famous tourism attraction (Deng, 2011). Lu et al. (2004) and Zhang (2000) studied the tourism industry layout and spatial structure of the Three-Gorges Reservoir. Li & Ye (2001) and Qu (2004) studied the impact of the Three-Gorges Project on the spatial pattern of tourism in the Three-Gorges Reservoir. These studies have different emphases, but they all focused on the development of the Three-Gorges area of the Yangtze River while few literatures on the perspective of tourists. Based on the above reasons, the Three-Gorges of the Yangtze river is selected as the research object in this paper.

Research Instrument

Based on an extensive review of the extant literature on heritage corridor, the tourist survey is administered consisting of four sections. The first section solicited socio-demographic information from tourists, as well as their knowledge of heritage corridor in The Three-Gorges of the Yangtze River. The following four sections included questions about motivation, authenticity , satisfaction and destination image using a set of rating scales. All items are measured on a 5-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). A pretest of the questionnaire was conducted at two stages: initially, the survey questionnaire was circulated to a pool of tourism scholars and the tourist office in The Three-Gorges of the Yangtze River requesting their feedback on questionnaire layout and their understanding of the measurement items. Their feedback was taken into account during a revision of the survey questionnaire. The revised questionnaire was then pre-tested using a sample of heritage corridor tourists in The Three-Gorges of the Yangtze River (N=50) to ensure the reliability and validity of the measurement items.

Data Collection and Process

The objects of this study were tourists taking cruise ship as the main tour tool for their travel of the Three-Gorges. So the questionnaire issuing place was selected in end city of the Three-Gorgesin Yichang, Hubei province which are the tourists center and wharf. Questionnaire survey time was from the beginning of June 2016 to the end of August. In the process of the formal investigation, the author and three trained questionnaire investigators distributed and collected questionnaires on the survey site. The investigators always accompanied the tourists to solve some of the problems encountered by the tourists in filling out questionnaires at any time, for example explaining the question. A total of 435 questionnaires were issued, and 400 were collected, and 382 valid questionnaires were available, with an effective rate of 87.8%.

After the surveys were completed, a frequency analysis of the respondents' socio-demographic information was conducted to explore their characteristics. Finally, an exploratory factor analysis (EFA) was employed to identify the dimensions of tourists' Satisfaction, Destination image, motivation and authenticity while a linear regression analysis was used to further explore a possible link between these dimensions.

188

Research Results

Descriptive Analysis

The respondents' basic information includes gender, age, occupation, education level and monthly income level. The sample data obtained in this study are as shown in Table 1. The male in this survey were a little more than women; the young adults under the age of 30 were the main force of the Three-Gorges Tourism in the Yangtze River; in consideration of that the survey was conducted in the summer period, the number of students in the survey accounted for a large proportion; the majority of the respondents had a high education of master degree or higher education; and the income level of the majority of the respondents was at the middle level of between 2000 and 6000 yuan.

Table1. Profile of Sample Respondents (N =382).

	% of the sample		% of the sample
Gender		**Education**	
Male	54.7	Primary school and below	0.5
Female	45.3	Junior middle school	3.9
Age		high school	18.1
19-25 years	48.4	Undergraduate or junior college	63.6
26-30 years	19.6	Graduate students and above	13.9
31-40 years	13.1	**Monthly Income**	
41-50 years	14.3	2000Yuan and under	10.2
51 and above	5.5	2001-4000Yuan	32.5
Occupation		4001-6000Yuan	27.0
Student	31.4	6001-8000Yuan	12.3
Civil servant	7.6	8000Yuan and above	18.1
Company clerk	16.2		
Business	7.1		
teacher	6.0		
Professional (doctor, lawyer, engineer, etc)	8.4		
Retirees	5.0		
Other industries	18.3		

Exploratory Factor Analysis

Before using the structural equation model to explore the relationship among motivation, authenticity, destination image and satisfaction, it is necessary to test the degree of correlation between variables. The better it is, the more suitable for analysis with the structural equation model. In this paper, KMO (Kaiser-Meyer-Olkin) and Bartlett spherical test in SPSS20.0 were used to test. At the same time, the principal component analysis method of varimax rotation was used to extract the factor with the eigenvalue greater than 1 for analysis. According to the standard of Kaiser (1974), the value of KMO was set between 0-1, and the closer the value is to 1, the more suitable for factor analysis. Otherwise, it is not suitable for factor analysis. Bartlett spherical test is based on the correlation coefficient obtained by determinant of correlation coefficient matrix, and then the correlation coefficient is analyzed. If the KMO value is large, there is correlation between the original variables, which is suitable for factor analysis. Otherwise it is not suitable for factor analysis.

Table 2. Principal Components Analysis

	Factor loading	Commonality	Eigen value	Explained variance(%)	Total explained variance(%)
Leisure and Relaxation			3.278	23.480	23.480
A1:	0.852	0.895			
A2:	0.757	0.639			
A3:	0.892	0.722			
A4:	0.665	0.619			
Life and Psychological promotion			1.256	25.812	49.293
A5:	0.792	0.698			
A6:	0.840	0.838			
A7:	0.825	0.765			
A8:	0.715	0.686			
A9:	0.529	0.595			
A10:	0.824	0.720			
Destination Attraction			1.750	20.710	70.002
A11 :	0.877	0.598			
A12 :	0.847	0.538			
A13 :	0.568	0.665			
A14 :	0.734	0.686			
A15 :	0.748	0.713			
Objective Authenticity			2.329	38.438	38.438
B1:	0.770	0.622			
B2:	0.687	0.560			
B10:	0.780	0.646			
Construction Authenticity			1.862	15.515	53.953
B3:	0.532	0.554			
B4:	0.680	0.584			
B5:	0.518	0.594			
B6:	0.592	0.519			
B7:	0.649	0.530			
Existence Authenticity			2.016	16.680	70.633
B8 :	0.730	0.628			
B92 :	0.726	0.555			
B11 :	0.535	0.503			
Landscape Image			2.542	20.338	20.338
C1	0.601	0.622			
C2	0.837	0.560			
Culture Image			1.475	16.285	36.623
C3	0.788	0.635			
C4	0.828	0.740			
Service Image			1.109	13.563	50.186
C5	0.725	0.628			
C6	0.696	0.552			
C7	0.534	0.511			
C8	0.594	0.543			
C11	0.744	0.689			
Facilities Image			2.962	15.114	65.300
C9	0.819	0.763			
C10	0.726	0.701			
C12	0.699	0.587			
Satisfaction			2.551	80.038%	80.038%
D1:	0.912	0.895			
D2:	0.919	0.820			
D3:	0.935	0.797			

As shown in table 2, the approximate chi-square values of the variables are all significant, which means that they are suitable for factor analysis. In addition, by comparing the measured KMO values with the criteria of above table, the results show that the KMO values of all the variables in this study are within a reasonable range, which means that the samples are suitable for factor analysis. In this study, four factors of motivation, authenticity, destination image and satisfaction were analyzed by exploratory factor analysis. Principal component analysis (PCA) was used to extract the factors whose characteristic roots were greater than 1 by maximum variance rotation, and three, three, four and one common factor were extracted respectively. As shown in the following table3

190

Hypothesis and Structural Model Evaluation

This paper mainly used AMOS19.0 software and maximum likelihood method to estimate the parameters between variables to explore the causal relationship between variables. The test of theoretical model was mainly carried out from the three aspects of basic fitness criteria, overall model fitness and internal structure fitness of model. According to the theory of Hair (1998), the test of the basic fitness criteria of the theoretical model was mainly carried out from the following three aspects: Firstly, Whether there is negative error variance; Secondly, whether the standardized coefficient is greater than 1; Thirdly, whether there is too much standard error. Only to confirm that there is no violation of the theoretical model, can the overall model fitness test be conducted.
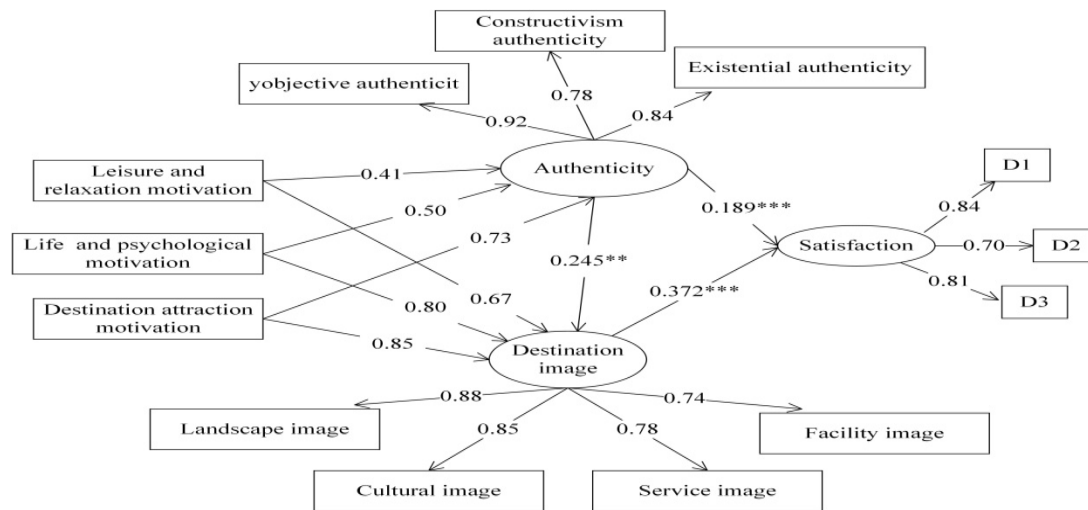

Figure 2. The overall path line figure of the theoretical model

As shown in Figure2 the standardized path coefficient is between 0.78-0.88, and there is no coefficient greater than 1, and the minimum measurement error is 0.36, with no negative error variance, showing that the estimate structure of theoretical model is in conformity with the theory of Hair (1998), in other words, the theoretical model basically fits well. Besides, the chi-square degree of freedom ratio of this study is 2.42, which was less than the outlier value 3 (Bollen, 1989), which indicates that the covariance matrix of the assumed model has good fitness with the sample observation data. The significant P value is 0.215, which is greater then 0.05, showing that the model does not reach the level of significance and the null hypothesis accepted and the covariance matrix implied in the model fits well.

In addition, the absolute fitness index and the relative fitness index are both within the standard of fitness, indicating that the model has a good fitting effect. To sum up, the model fits well with the sample data so the theoretical model can be accepted. The average variance extraction of the four variables of motivation, authenticity, destination image and satisfaction in the theoretical model is all more than 0.5. Therefore, it is considered that the variance of the observed variables, that is explained by its potential variables in the theoretical model, is higher than the variance explained by measured error.

The significant probability P values of the structural coefficients of five hypotheses are all smaller than 0.05, passing the significance test, and plus-minus sign of the structural coefficients are in accordance with the original hypothesis. The hypotheses proposed in this paper were tested by the SEM approach, and Table 4 demonstrates the results of hypotheses identification. The SEM results

indicated that motivation significant positive relationships existed between authenticity and destination image. Thus, Hypotheses1 and 2 were supported. Authenticity and destination image were revealed to affect satisfaction significantly, which confirmed Hypotheses3 and 4. Furthermore, Authenticity was found to exert a significant influence on destination image, which indicated that Hypothesis 5 was supported. In sum, all proposed hypotheses have been statistically supported.

Table 4. Overall Path Analysis and Hypothesis Testing in Theoretical Model

Hypothesis	Path	Path coefficients	Error variance	P value	Hypothesis stand or no
Hypothesis 1	Motivation → Authenticity	0.256	0.049	***	stands
Hypothesis 2	Motivation → Destination image	0.412	0.011	***	stands
Hypothesis 3	Authenticity → Satisfaction	0.189	0.017	***	stands
Hypothesis 4	Destination image → Satisfaction	0.372	0.035	***	stands
Hypothesis 5	Authenticity → Destination image	0.245	0.029	***	stands

*Note: ***means ‹ 0.001*

Conclusion and Discussion

Theoretical Contribution

Through theoretical analysis and empirical research, this research has verified the hypotheses and drawn some conclusions. From the perspective of tourists in heritage corridors, this study has filled up the gap in the study of heritage corridors with tourists as the main body by studying the relationship between the four variables of motivation, authenticity, destination image and satisfaction to a certain extent. In addition, this study analyzed the specific situation of the motivation, authenticity, destination image perception and satisfaction of the Three-Gorges tourists, which is helpful to help relevant departments understand the tourists' feelings and needs. Based on the conclusion of the study and the hypothesis of the study, this paper puts forward some suggestions on improving the tourist experience of the heritage corridor of the Three-Gorges project, which will help to improve the tourist experience of the heritage corridor of the Three-Gorges project and provide new ideas for the tourism of the heritage corridor of the Three-Gorges project of the Yangtze river.

Managerial Implication

Based on the results of this study, the following specific suggestions are provided for tourism practitioners and tourism authorities. First of all, preserving local traditional characteristic resources and maintaining the original life of local residents are necessary. Brands local tourism practitioners reduce the infiltration of commercialization and maintain the local traditional style, from the aspects of clothing, food and architecture. Tourism authorities may need support local traditional handicraft industry and agricultural products. Local tourism managers can also design diversified tourist routes, traditional activities with local characteristics to increase the participation of tourists in various ways to enhance tourists' perception of authenticity.

Improving the tourism management quality, supporting facilities and services and strengthening infrastructure construction are crucial as well. In terms of tourism service, local tourism practitioners should be standardized to assure the quality in terms of tour guide, accommodation and transportation in uniform, language and so on.

192

Research Limitation and Future Research Directions

There are still some shortcomings and limitations in this paper to some extent. Firstly, this research only chooses four variables of motivation, authenticity, destination image and satisfaction to carry out research, but does not involve other factors that may affect tourists' tourism experience in emotional and deeper psychological level. Secondly, this study is based on a quantitative questionnaire, which can only be understood in a superficial way, but cannot explore the deep thoughts of tourists. Thirdly, whether the research conclusion in this research site' is applicable to other heritage corridors with rivers and railways as carriers needs further research according to the actual situation. In view of the above research limitations, it is suggested that future researchers are expected to discuss more other variables that affect the experience of heritage corridor tourists. Secondly, future research should conduct a more in-depth study on the tourism experience of heritage corridor tourists through a combinative methodology of qualitative and quantitative research ways. Thirdly, in the aspect of sample selection, foreign tourists can be chosen as the research subject as well and moreover discuss whether there are differences in tourists' perceptions of the Three-GorgesYangtze river between domestic and international group.

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194

A Suggested Solution for Effective Organization of Sales and Operations Units in a Tour Operator – The Study of Medium and Large Tour Operators in Ho Chi Minh City

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Abstract

Among almost a hundred of medium and large tour operators (TO) in Ho Chi Minh City, local and joint-venture inclusively, very few can boast of the most effective organization between operations and sales units. Sales team and operation team in their specified units face too often the seeming inertia or misunderstanding leading to conflicts between them. The relationship is worse in peak time creating demotivational working environment. Looking for the most adequate and effective structure for better cooperation and benefit is the challenge of most organizations. Not few companies take efforts to undergo quite a few times restructuring the organization and management of these two units but the result is not yet satisfactory. Therefore the aim of this exploratory research is to find the root of the matter and then suggest the best possible structure plan and management style in order to minimize these obstacles and to attain better collaboration for TO's benefit. The search for articles on the same subjects also provides good references. In order to find a suggestion for the case of medium and large TOs in Ho Chi Minh City, not only managers but also senior sale staffs and operators of some companies will be interviewed, they then will fill in a questionnaire designed with Likert scale on values of concepts. The data will then be analyzed by excel descriptive statistics and SPSS in order to work out essential applications to management, organization, communication, workload share, compensation as well as technology.

Keywords: sales and operations structure, sales and operations relationship, management, travel industry

Introduction

Organization structure and measure of management are very important: they play the role of company skeleton, on which all business activities of a company are established and operated. In a TO, the main units which bring "life" to their business activity are sales and operations. When the working procedure and communication between sales and operations are good, they are like healthy blood moving freely in the vein, enlivening the whole body of a TO. However, if a clog appears somewhere on the way, the body will be weak or even suffer a disease. "A successful sales and operation plan (S&OP) implementation can bring many benefits to organizations" (Bellotti, C., Calache, L., Lima Junior, F.R., DaSilva, A., Cesar R.C., L., 2017, p.1). The contradiction is: facing too often with the conflicts and difficulties in work and business, TOs themselves may consider these obstacles to be the nature of their travel business and do not take them into deep-root consideration. The issue is not a problem in a small company (under 100 staffs) where one person or one small unit handles both sales and operations work. However, in medium (100-500 staffs) or large TOs (more than 500 staffs) a lot of issues are arisen when sales teams and operations teams are organized in specialized units with a few members to a few dozens of members in each to maximize capacity, to share experiences as well as workload, to maintain the consistency of sales promotion and customer service, and to enhance of professionalism of staffs. Information

195

flow, communication flow and work flow are the most difficult to organize effectively as when being handled by one unit. A mechanism which facilitates work flow between sales and operations yet maximize internal expertise and buying power by balancing differentiation and integration (Jones, 2015, p. 120) is what needs to be studied for better effectiveness.

Literature Review

Managers of many companies admitted the fact of their attempt in trying different models of organization structures to find the most applicable one to their enterprises and yet most of them agree the existence of conflicts are still there between these two units.

In reality, there are 4 models of organizing sales and operations now in Ho Chi Minh City:

[1] Independent units with two managers
[2] Independent units but with one manager
[3] One integrated unit with one manager
[4] Many small units of sales and operations working on specific markets

The article of Ronald Sierra (2018) on *"What is the Best Sales Operations Team Structure for a Large Business?"* shows similar observation on structures:

The structures	Pros	Cons
The Assembly: each team member specializing different role. The model increases transparency and accountability.	- Provides predictability and efficiency	- becoming too segmented and disparate - Difficult to connect all of the team members
The Island: more traditional structure where you have one manager for a set of team members; each team member can take on multiple roles for sales operations	Works well with simple sales processes	-Can create an aggressive & competitive environment -Each individual may develop their own style
The Pod: similar to the assembly line model, but arranging two or three team members to specialized roles in a customer's journey; highly customer-focused model; it encourages collaboration.	Focusing on the customer journey as a whole Improving communication Flexibility	- individual successes are difficult to stand out -require each member mastering many functions

Source: Sierra (2018)

Model [1] is that of the Assembly, model [4] is The Island, model [2] and [3] are different types of the Pod with [2] to be of large companies and [3] to be of medium or small companies. As for the model [4] *the Island*, one unit takes care of both sales and operations, TOs will have many small separated units doing the same nature of work but specialized in its own field. The cons are the shares of workload are not always fair; the buying power as a whole unified enterprise to the suppliers is not strong; customer services and working procedures are difficult to unify; transparency and efficiency are limited in "The Island" (Sierra, 2018, para.19 - 33). Besides, with the vulnerability of travel industry with PESTLE (Team FME, 2013, p.6), the share of workload will always to an issue in ups and downs of the market.

In order to carry out this *exploratory research* (Zikmund, Babin, Carr, & Griffin, 2013, p. 52) to identify the obstacles and look for solutions of organizing or rather of managing these two units in a TO, we need to make a study on past researches and articles on organization and relationship of sales and operations in a TO shows that there are few articles on this issue. A few researches and articles found focus on sales and operations in general of industrial businesses instead, however, they do help to study the similarity and experiences on matters applicable in TOs:

	Research title	Authors	Indepen. variables	Depen. variables	Findings
1	A case method for Sales and Operations Planning: a learning experience from Germany **(2017)**	Luiz F. Scavarda, Bernd H.T. Kreuter, Antonio Márcio T.T.,Marcelo Xavier Seeling, J-H Fischer, Raquel Mello	Meeting and collaboration	- Organization - Information - Technology	- What affects the S & OP practice will be: meetings regularity; inputs and outputs of meetings - The maturity model of each company bases on process, organization, resource effectiveness, IT architecture, decision-making and collaboration.
2	Factors of Workplace Environment that Affect Employees Performance: A Case Study of Miyazu Malaysia **(2013)**	Nina Munira Naharuddin, Mohammad Sadeji	- Quality of employee performance	- Job aid - Supervisor support - Physical workplace environment	- Working environment effects on health - Job aid or checklist helps in term of procedure - Supervisor support is the bind relationship between the employee and supervisor; the informal mentoring and the training (of operational process)
5	Practical sales and operations planning **(2012)**	John Chase		- Sales forecast updated - S&OP on the same team, working towards a common goal - Active support and involvement of management team - Big picture view: - Regular review - Positive business rules and a stable base -System maturity	- People on the same team will share information and anticipate issues that may affect others - Their role is to help people to understand the overall priorities, to ensure that the right decisions are made for the business, to motivate, set high standards and to ensure that those standards are maintained. - Work on the aggregated family level forecasts and plans - This volatile world makes the economy grows and contracts. - There needs a framework that makes it clear which decisions can be made on-the-spot - Systems to handle the data and provides baseline statistical forecasts as a starting point for forecasters.

These are useful findings for reference. However, industrial business has standard procedures, human resources are not of big concern, whereas in tourism human plays the most important role, so training and human attitudes are also essential factors impacting on the efficiency and cooperation of sales and operations. The researcher should take training as a factor to investigate in tourism. Training is to instruct people to do their jobs by develop in them knowledge (facts and procedures), skills and attitudes (Supervision in the Hospitality Industry, Miller J.E., Walker J.R., Drummond K.E., p. 248).

So, these are the questions to investigate:

- How much is the frequency of conflicts or misunderstanding or disagreement of sales and operations in current working situation? What are their thoughts of the issue of restructuring the organization of sales and operations?
- What are reasons for these misunderstanding and little cooperation?
- What are the expectations of direct managers and employees on factors that can improve the relationship, collaboration and effectiveness?

These are suppositions for reasons of inefficiency and non-cooperation of sales and operations and solutions for better efficiency and cooperation:
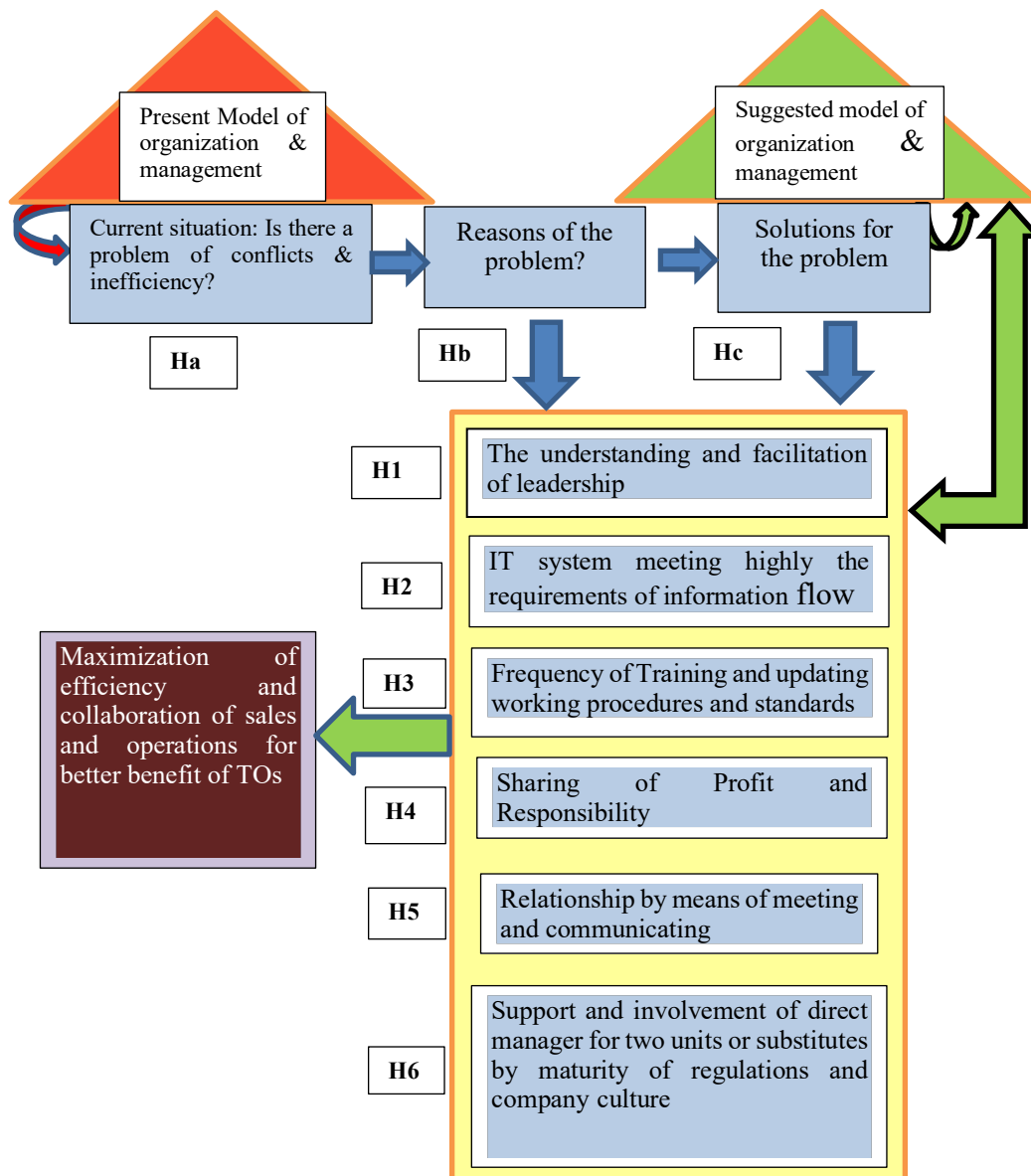
To find out if there is problem in the relationship and collaboration of sales and operations in the present model of organization, from solutions for the structure and management are suggested, the questionnaire is constructed with three hypotheses (H):

- **Ha**: Part I of the questionnaire looking for the existence and the degree of the conflicts.
- **Hb**: Part II putting forth suppositions for possible reasons
- **Hc**: Part III suggesting the solutions to look for respondents' evaluation.

With specialists' reviews have been analyzed, it is obvious that the model of organization structure as well as the management with dependent variables will impact on the efficiency and collaboration of sales and operations in a TO.

- **H1**: All changes, understanding and issues of high investment such as IT and training need facilitation of high level of leadership

- **H2**: IT is the key for fastest and most effective flow of information. The inertia or lock of power often leads to stresses and inefficiency
- **H3**: Training, cross training and updating procedures and standards help to improve gaps and deficiencies, which leads to conflicts and problems at work
- **H4**: Sharing of profit and responsibilities is the root of work motivation
- **H5**: Relationship being improved not only by IT system but also by direct and frequent communication by other office measures such as meetings, experience exchanges, etc.
- **H6**: The direct managers being the most important ones who make everything happens

These six variables will be interviewed carefully to dig out solutions for the suitable organization of TOs. How to reduce conflicts and inefficiency of present organization in TOs will be revealed by deep interview with experienced managers.

Methodology

In this study, twenty questionnaires were conducted through seven medium and large travel companies in Ho Chi Minh City. Both managers and senior staffs were asked to fill in a questionnaire and also interviewed directly to fulfill the quantitative and qualitative questions. In order to analyze for them the thoughts and expectations of their managers and staffs, a quantitative research is needed to test the degree of the problems (Zikmund et al., 2013, p.133). Besides, a qualitative research is carried out by talks with focus group to get "richer information" for a full understanding of the research objectives (Zikmund et al., 2013, p. 132).

The questionnaire is designed with three parts: Current situation, Reasons for the issue and Proposals and Expectations to Improve the Efficiency, which is used to gather opinions of those who prefer to have time to consider the matter without spending time for a direct talk. Likert scale on values of concepts is made use of to take values collected from purposeful talks with interviewees. The data will then be analyzed by excel descriptive statistics and the Statistical Package for Social Science in order to work out essential applications to management, organization, communication and relationship, responsibility and profit share, training as well as information technology. The data was analyzed using SPSS.

Sample

With the research objectives have been constructed, a focus group for research must be selected. The target population for the research will be senior staffs and managers of operations and sales departments because they are the ones who have to cope with obstacles in work and know well which support they need from the company leaders for better management and cooperation.
The sampling frame will consist of sales and operations units of:

- Private enterprises
- Joint-venture companies
- Government companies
- Those are the three typical types of enterprises of travel industry in Ho Chi Minh City.

Data Collection

Table 1. Respondents' Demographics

	Percentage(%)		Percentage(%)
Respondent's Company size		Respondent's Company type	
Below 100 workers	15	Private enterprise	40
100-500 workers	50	Joint-venture company	30
Above 500 workers	35	Government company	30
Respondent's Working Department		Respondent's sales and operations in organization	
Sales	60	Sales and operations are independent with two managers	60
Operations	40	Sales and operations are independent units but with the same manager	20
		Sales and operations are mixed & unified in one unit	10
		Separated in groups of both operations and sales working in specific markets	10

This table shows the percentage of companies taking part in this study:

- Private companies are 40%, whereas joint-venture and government companies are 30% each -> it is true that the private sector is larger in travel and tourism industry than the joint-venture and government sectors in Ho Chi Minh City
- 85% of the companies are medium and large according to the definition of researchers, 15% has smaller number of staffs but they take part in the research as they also have sales and operations as two units in the company.
- 60% of the companies have independent units of sales and operations with their own managers for each; 20% with one manager for both units and the other 20% for specific units of both sales and operations;
- 60% of respondents are salespersons and 40% are operators

Table 2. Mean and Standard Deviation of the Study Variables

	N	Mean	Std. Deviation
Current situation of relationship between Sales and Operations	20	3.86	0.43
Current obstacles or reasons for non-cooperation and inefficiency between Sales and Operations	20	2.55	0.72
Proposals and Expectations to improve efficiency	20	4.19	0.46

The table shows very high mean of the agreement of respondents on the current situation of concurrent conflicts in work with reliability and a considerable on reasons of the conflicts. In travel business reasons for misunderstanding and non-collaboration are tremendous therefore 12 questions cannot cover all reasons they rather mention the main variables. The remarkable mean is the 4.19 on the solutions, which shows high agreement on key impacts of sales and operations.

Table 3. The Reliability Analysis for Variables

Variable	No of Item	Cronbach's Alpha
Current situation of relationship between Sales and Operations	4	0.619
Current obstacles or reasons for non-cooperation and inefficiency between Sales and Operations	12	0.886
Proposals and Expectations to improve efficiency	8	0.858

The questions chosen is of good reliability to serve the research according to Cronbach's Alpha. Both sales staffs and operators recognize the matters.

200

Table 4. Company Size

Opinions	Company size						Kruskal Wallis P
	Below 100 workers N= 3		100-500 workers N= 10		Above 500 workers N= 7		
	m	SD	m	SD	m	SD	
Current situation of relationship between Sales and Operations	4.0a	.011	3.75b	.488	3.86b	.425	0.04
Current obstacles or reasons for non-cooperation and inefficiency between Sales and Operations	2.28a	.536	2.15a	.572	3.24b	.439	0.01
Proposals and Expectations to improve efficiency	4.63a	.331	4.01b	.495	4.27b	.364	0.00

Notes: Means (m) and Standard Deviation (SD) of rating by different company sizes (only variables with significant differences at 5% significance level are displayed). The same letter (a, b or c) indicates that there is no significant difference in the mean. The three sizes of company were compared with the Kruskal-Wallis test. In case of statistical significant results, the pair wise distributions of the sizes of company were compared by the Mann-Whitney test.

The table shows the high value on the current situation of conflicts with means of Companies below 100 workers (group 1), from 100-500 workers (group 2) and above 500 workers (group 3) to be 4.0, 3.75 and 3.86 respectively and there is the similarity of group 2 and 3 and the difference in group 1. The means shows in this industry it is not easier for smaller companies, they face the same problems as the big ones as people is the key factor. When people are not managed well problems happen in any companies.

The means of obstacles are lower for three groups but also of concern: 2.28, 2.15, 3.24 and the similarity is of group 1 and 2, the difference to be group 3. Group 3 of bigger companies have more conflicts and difficulties because more work more people mean more troubles.

The three groups agree on solutions with very high means: 4.63, 4.01 and 4.27; the similarity to be of group 2 and 3; the difference to be group 1. Group 1 has very high agreement as the proposals are what they are looking for on the path of development.

Table 5. Company Type

Opinions	Company type						Kruskal Wallis P
	Private enterprise N= 8		Joint-venture company N= 6		Government company N= 6		
	m	SD	m	SD	m	SD	
Current situation of relationship between Sales and Operations	4.0a	.327	3.50a	.274	4.04b	.485	0.01
Current obstacles or reasons for non-cooperation and inefficiency between Sales and Operations	2.31a	.485	2.15b	.718	3.26c	.476	0.05
Proposals and Expectations to improve efficiency	4.22a	.432	4.00a	.627	4.35b	.310	0.03

Notes: Means (m) and Standard Deviation (SD) of rating by different types of company (only variables with significant differences at 5% significance level are displayed). The same letter (a, b or c) indicates that there is no significant difference in the mean. The types of company were compared with the Kruskal-Wallis test. In case of statistical significant results the pair wise distributions of the types of company were compared by the Mann-Whitney test.

Similarly, with the above, the means shows there is conflicts in different types of companies with high means: of Private enterprises to be 4.0 (group 1), Joint-venture companies (group 2) to be 3.50 and Government companies (group 3) to be 4.04; there is the similarity of group 1 and 2 and the difference in group 3. Here the joint-venture group has disadvantages as tourism has developed for a long time in European countries so their share in management and technology investment helps to reduce problems.

The obstacles are of lower means for three group but also of concern: 2.31, 2.15, 3.26 and the three groups are different. Again, the government sector has more difficulties as the decision-making process in government companies are always slower through many levels.

Again, the three group agree on solutions with very high means: 4.22, 4.00 and 4.35; the similarity to be of group 1 and 2 and the difference to be group 3. The high agreement on solutions shows respondents' interest and trust in the suggested solutions, the higher to be the government sector.

Table 6. Working Department

Opinions	Working Department				
	Sales N= 12		Operations N= 8		Kruskal Wallis P
	m	SD	m	SD	
Current situation of relationship between Sales and Operations	3.83a	.469	3.91b	.376	0.04
Current obstacles or reasons for non-cooperation and inefficiency between Sales and Operations	2.56a	.814	2.54b	.601	0.05
Proposals and Expectations to improve efficiency	4.18a	.575	4.22b	.265	0.02

Notes: Meanard Deviation (SD) of rating by different working departments (only variables with Notes: Means (m) and Standard Deviation (SD) of rating by different working departments (only variables with significant differences at 5% significance level are displayed). The same letter (a, b or c) indicates that there is no significant difference in the mean. The working departments were compared with the Kruskal-Wallis test. In case of statistical significant results the pair wise distributions of working departments were compared by the Mann-Whitney test.

The research on respondents working in sales and operations departments show means of current situation to be 3.83 for sales and 3.91 for operations; means of obstacles to be 2.56 and 2.54 and Proposals to be 4.18 and 4.22. The two group are difference. In both the current situation and solutions, the operations group manifests stronger the problems they face as they are the ones who receive pressures from sales in high time of tourism seasons.

Table 7. Sales and Operations in Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Sales and operations are independent with two managers	12	60.0	60.0	60.0
Sales and operations are independent units but with the same manager	4	20.0	20.0	80.0
Sales and operations are mixed & unified in one unit	2	10.0	10.0	90.0
Separated in groups of both operations and sales working in specific markets	2	10.0	10.0	100.0
Total	20	100.0	100.0	

In this table we can see that the majority 60% of the companies are applying the model of sales and operations in independent units with two managers as this is the model which can maximize the capacity of manpower, the inner strength of the company and transparency of information. 20% applies the model of two units but with one manager; 10% organizes in one unit and 10% in many units of salespersons and operators working in different specific markets.

Table 8. Suggestions for Restructuring of Sales and Operations

	Frequency	Percent	Valid Percent	Cumulative Percent
Sales and Operations in one	8	40.0	40.0	40.0
Separate Sales and Operations	12	60.0	60.0	100.0
Total	20	100.0	100.0	

Answering the question whether they choose the model of sales and operations organized as one unit or two separated units, 60% prefer the separated ones although they face difficulties as they know the advantages of this model, what they need is to improve the model, not to change completely.

202

Table 9. In-Depth Opinions of Respondents on Proposals to Solve Conflicts and Increase Efficiency

Issues of Expectations and Proposals to improve efficiency and collaboration	Mean	Description
Leadership	4.20	Understanding of high-level leadership that the issue must be taken care of
		Facilitation of financial investment for changes
		Restructuring of one managing leader for both group sales and operations as only in one-umbrella their workload and working conditions are cared for fairly, adequately and timely
		Allocation for the two units one manger experienced and knowledgeable with full working conditions as well as decision-making power for him/her
		The following-up and listening of leaders -> Establishing a company culture allowing sharing and recognition of contribution
IT system	4.10	Recognizing the importance of IT nowadays in travel and tourism business
		Investment for the updated IT system facilitation the instant flow of information and data from sales to operations
		Allowing sales and operations to maximize the information stored and processed on the system for the speed and benefit of work quality
Training	4.40	Training constantly knowledge, skills and attitudes of staffs and managers
		Update working procedures and standards to ensure no gaps or leaks for mistakes and misunderstanding
		Working out new procedures and policies covering all aspect of sales and operations work and benefits
		Carrying out cross-training to enhance understanding and supporting in high season
Sharing of benefits, compensation and duties/responsibilities	3.85	Establishing equal and adequate policies on sharing of turnover, benefits, rights, rewards on the basis of contribution and efforts
		Establishing appropriate policies of compensation and recognition
Communication and relationship	4.35	Meeting being held regularly among small or big groups to share experiences, difficulties, troubles and conflicts
		Exchanging opinions and information timely
		Establishing the culture of sharing and supporting one another
Direct management	3.90	One managing leader for two groups: sales and operations
		Following closely and being responsible for the efficiency of both units
		Being experienced and knowledgeable enough to see and solve issues timely; Listening and being fair in decision-making

The direct interviews have provided in-depth contributions to the detailed solutions for all the matters of cooperation and efficiency of organization and management of sales and operations. The model of salespersons and operators working together in groups is suggested to be maintained for its high capacity, its maximization of inner strength of TOs in buying power, its transparency of information and its unified customer relationship but a lot of improvements are suggested to covered weak points of this model.

The most important factor to be mentioned is leadership (mean 4.20) and the choice of a suitable manager for the unit (mean 3.90). The second importance is the IT system (mean 4.10) and the third to be communication and culture (mean 4.35). Training (mean 4.40) must be constant in this industry. The sharing of benefits and responsibilities (mean 3.85) decide long-term working integration.

Conclusions

In fast-developed travel and tourism industry, one cannot leave out any small hints of problems in their business because the deadlock or inertia at any department in the company will impact on the company as a whole and weaken the ability to compete of the company in the market. Organization structure and measure of management are the key elements for the culture and efficiency of a company. Sales and operations are crucial functions which work directly with clients, bring turnover and maintain service quality for the company. Their difficulties and conflicts cannot be considered unworthy. By finding the suitable manager and investing adequately on IT system and training, TOs can improve a lot on the present situation. With the high agreement

of sales and operations on the solutions, the changes with six key factors are not difficult to carry out.

With the interest and information sharing of respondents on the matter, the researcher believe in the application of the solutions though depending on the situation and conditions of each company, the degree, adjustment and consultancy are sometimes necessary. If managing leaders care for the matter and have a strong determination to improve, they can mobilize the inner power and efforts of their own company, especially with the involvement of the sales and operations themselves to enhance efficiency and make better use of their human resources for more successes.

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Measurement of Perceived Quality in Hotel Businesses via Hotelqual Method: Izmir Sample

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Abstract

There is a very intense competition among businesses in tourism sector. These businesses have to offer qualified products tocustomers in this competition. However, how much you offer thee valuators of the quality will be the tourists who use the product. The aim of this study is to determine the perceived level of quality for accomodation businesses in Turkey'sone of the major tourist destination Izmir. The Hotelqual scale developed by Delgado et al, (1999) was used to measure the perceived quality of the accommodation businesses. In the scope of the survey, sampling methods were chosen according to the purpose of non-random sampling methods, the customers of the tourism operation enter prises operating in Izmir (n=518) were included. Reliability and validity (confirmatory factor analysis) tests have been conducted on all aspects of the scale that customers have assessed for the quality of their business and foreach factor. The Whitney-U test and the Kruskal-Wallis test were used for the analysis of the data to determine the centraltendency measure sand the differences between the groups in the perceived quality as well as the main determinant statistics. Data were analyze dusing SPSS 21.00. According to the data obtained from the sample, there is a difference in enthusiasm dimension in terms of gender, while there are differences in all dimensions inby age, monthly income, educational status variables and there is no differencein any dimensions by marital status.

Keywords: service, perceived quality, accommodation businesses, hotelqual scale

Introduction

Technological and economic developments make the services sector one of the most rapidly developing sectors in the world. The services sector constitutes the largest part of gross national income (GDP) in many developed and developing countries and is the most employment-generating sector. In accordance with the growing services sector, consumer expectations and desires related to various services are increasing on one side while national and international competition among service businesses is getting tougher on the other. This requires that service businesses have different competitive advantages.

The tourism sector, which is included in the services sector, is an international economic movement based on economic, social, political, legal, technological and ecological related relations of various subsystems belonging to 41 different sectors (Bahar & Kozak, 2015). The importance of tourism in many countries, including Turkey, is increasing everyday. According to the United Nations World Tourism Organization (UNWTO) report released in 2016, the number of people participating in international travel has reached 1 billion 235 million, bringing an income of over $ 1 trillion (Kızıldemir & Sarıışık, 2018). According to the Ministry of Culture and Tourism

data, 7.26 million tourists visited Turkey in the 1st quarter of 2018, with a 50.5% increase compared to 2017, there were   25.88 that million overnight stays and a 4.42 billion dollars of revenue (http://yigm.kulturturizm.gov.tr).

Businesses operating in the tourism sector, where competition is intense, pay attention to service quality in order to be able to respond quickly to consumer demands and expectations and to provide customer satisfaction. The units that have the largest share among accommodation facilities operating in the tourism sector in Turkey, who has a significant share in the world tourism, are hotel businesses. Hotel businesses adopt a quality service approach in line with customer expectations in order to keep up with the increasing competition conditions and to survive in the sector. In addition to the quality of the service offered, that the personnel are qualified and experienced, the quality and diversity of the necessary equipment and materials and necessary attention to the interior design are important for the success and the continuity of the hotel businesses.

Literature Review

The Concept of Service and Characteristics

The concept of service, which was first systematically dealt with by French philosophers in 1700s, was defined as "all activities other than agricultural activities". According to Adam Smith, service is defined as "all activities that do not lead to concrete, tangible products" (Öztürk, 1998). Kotler (1996) defines the concept of service as presenting abstract activities or benefits without a property right at a particular price. Sayım and Aydın (2011) describe the concept of service as a body of abstract activities providing benefits and satisfaction that are offered at a certain price for the needs of people or groups of people, and can't be held, smelt, or standardized and are easily wasted.

The concept of service has six characteristics, as; abstraction (perishability), simultaneous production and consumption (inseparability), heterogeneity, variable demands, labor intensity and relative density.

The Concept of Service Quality and Characteristics

Service quality is utilized by businesses to provide competitive advantage and can be defined as the relative general impression that businesses make on the consumers (Han & Baek, 2004). It is only possible for service businesses to make a positive impression on their customers to increase their market share and to continue their activities in tough competitive environment, with a high level of service quality (Ustasüleyman, 2009). For this purpose, the quality of service and the performance of the service must be continuously measured and evaluated by the companies. Due to lack of common definitions because of difficulties in measurement, service quality is a concept that attracts significant attention and discussion in the related literature. Various scales and methods are used to measure service quality in businesses. Scientifically, the debate over which method is the healthiest is ongoing.

Perceived Quality

Quality is defined by different people and organizations in different forms, but the definitions in the related literature are more customer-focused. Examples of quality definitions include: While European Organization of Quality Control (EOQC) defined quality as "the level of suitability of a

product or service to consumers' demands", Japanese Industrial Standards (JIS) defines quality as "a production system producing product or service economically and meeting consumer demands." Rossiter (1998) refers to the concept of quality as a way of operating related to doing everything in a business effectively, meeting and even surpassing customer expectations. Perceived quality is the customers' perception of alternatives about the overall quality or superiority of a product or service, depending on its intended purpose (Aaker, 2009). Kayaman and Arasli (2007) stated that perceived quality differs the brand from other competitors and produces value by offering customers reasons for purchasing the product. Perceived quality has five components as tangibility, response, reliability, assurance and empathy.

Previous Studies on Service Quality in the Literature

Parasuraman et al. (1994) developed the Servqual scale to determine the nature and determinants of service quality. They held focus group meetings with businesses operating in the fields of banking, credit card services, long distance telephone services and repair and maintenance services. Stuart and Tax (1996) studied how quality techniques can be adapted to the service sector. Mei, Dean and White (1999) developed the Holserv scale by using the Servqual scale to compare quality perceptions and expectations when customers arrive at the hotel, and they studied this on five hotel businesses in Australia. Faces et al. (1999) developed the hotelqual scale by using the Servqual scale to compare the quality plan practices in hotel businesses and to measure customer perceived service quality, and conducted a survey with 500 people on three and four star hotels in the Madrid region of Spain. Frochot and Hughes (2000) developed the Histoqual scale by using the Servqual scale to assess the quality perceptions of consumers accommodating in historical sites. Tsang and Qu (2000) assessed the expectations of tourists and hotel managers and the quality of service they received when they arrived at the hotel. In the study conducted on hotel businesses operating in Northern Cyprus, Nadiri and Hussain (2005), proposed a "tolerance zone" for service quality assessments in hotel businesses by structuring Servqual service quality measurement model and they proposed and implemented a new model they called Hotelzot. Olorunniwo et al. (2006) utilized the Service Performance Model (Servperf) to assess service quality measurement in hotel businesses. Eragi (2006) developed the Tourservqual scale to evaluate the quality of service of the internal and external customers in the tourism sector in Egypt.

Methodology

The purpose of the present study is determining the level of quality that tourists perceive of accommodation businesses. The Hotelqual scale developed by Delgado et al. (1999) was used to measure perceived quality in the present study. Tourists participating in the survey were requested to answer the scale questions through face-to-face interviews. Face-to-face interviewing is performed interactively with responders. Face-to-face interviews provide significant savings in terms of time and cost, while increasing the researcher's control of implementation.

Universe and Sample

The universe of study consists of customers of accommodation businesses with tourism operation license operating in İzmir, which is one of the important tourist destinations in Turkey between June-September 2017. There are 194 accommodation businesses in İzmir with tourism operation license (İzmir Provincial Directorate of Culture and Tourism, 2018). Considering that accessing the whole universe can be costly in terms of time, universe was sampled, and simple random sampling method was used. The total of 550 questionnaires were filled in through face-to-face

interviews, yet 32 were excluded since they were faulty or not complete. Thus, a total of 518 questionnaire forms were included in the analyses.

Data Collection Tool

For the present study, Carlos Delgado, Diez, Grande and Turnes's (1999) study *"Hotelqual: A Scale for Measuring Perceived Quality in Accommodation Businesses"* was translated and adapted with the help of opinions from experts in the sector and academicians. The structured questionnaire consists of two parts. In the first part, demographic information (gender, age, occupation, marital status, monthly income, educational background, type of residence, type of accommodation, arrival type) related to the participants were included. In the second part, 20 propositions related to the Hotelqual scale were included. Physical characteristics were measured with 5, reliability 3, enthusiasm 5, assurance 4, and empathy 3 propositions. Tourists were asked to respond to these variables on a 5-point Likert type scale (1: Absolutely Agree, 2: Agree, 3: Undecided, 4: I Disagree, 5: Absolutely Disagree).

Hypotheses

The hypotheses of the study are as follows:

- **H1.** There is a significant difference in at least one dimension of Hotelqual scale by gender of participants.
- **H2.** There is a significant difference in at least one dimension of Hotelqual scale by age of participants.
- **H3**. There is a significant difference in at least one dimension of Hotelqual scale by profession of participants.
- **H4.** There is a significant difference in at least one dimension of Hotelqual scale by marital status of participants.
- **H5.** There is a significant difference in at least one dimension of Hotelqual scale by monthly income of participants.
- **H6.** There is a significant difference in at least one dimension of Hotelqual scale by educational background of participants.

Data Analysis

Respectively, reliability and validity analyses related to the variables of the model, basic descriptive statistics (arithmetic average, standard deviation, median) were used, the levels of the statements in the scale were defined, and the relations between the variables in the study model were tested with statistical analysis methods as correlation. According to Kolmogorow-Smirnov test results, data didn't distribute normally and therefore the existence of differences between groups by demographic variables in Hotelqual scale dimensions was tested with Mann-Whitney-U Test and Kruskal Wallis test analyses.

Reliability and Validity of Scales

Reliability coefficient (Cronbach Alpha) was calculated for each dimension of scale was calculated to test the reliability of the dimensions in the study. According to results presented in Table 1, empathy dimension was highly reliable while others were acceptable. Additionally, there are positive and significant correlations between all dimensions.

208

Table 1. Mean, Standard Deviation, Reliability Coefficients Related to Variables and Correlation Between Variables

Variables	NI[a]	Ave[b]	sd[c]	Median	α[d]	1[e]	2[e]	3[e]	4[e]	5[e]	6[e]
1[e]	5	3,7514	,69890	3,8000	,725	-					
2[e]	3	3,6770	,80396	4,0000	,773	,334*	-				
3[e]	5	3,7170	,64600	3,8000	,720	,538*	,489*				
4[e]	4	3,7080	,71884	3,7500	,731	,478*	,481*	,469*	-		
5[e]	3	3,7426	,78388	4,0000	,800	,460*	,350*	,474*	,375*	-	
6[e]	20	3,7216	,53952	3,8500	,832						

*p<0,01 (bidirectional), [a]Number of items, [b]Average, [c]Standard deviation, [d]Cronbach Alpha, [e] Dimensions: 1- Physical Characteristics, 2- Reliability, 3- Enthusiasm, 4- Assurance, 5- Empathy, 6- Complete Hotelqual Scale
Note: Non-parametric tests (Spearman) were applied because the obtained data did not show normal distribution (Kolmogorov-Smirnov Z).

The validity of the scale was tested with divergent validity and convergent validity. For divergent validity, when each item of the scales used in the study was excluded from the scale, it should present a higher correlation with its dimension more than other dimensions (Eren, 2007). Item analyses conducted accordingly showed that most of the items presented higher correlation with its dimension. However, 3rd item in physical characteristics dimension, 2nd item in reliability dimension and 1st item in empathy dimension presented low correlation. It was found that these three items didn't have any problems in the expression. After these items were studied in terms of content and their importance in related dimensions, it was found that the statements had significant relations with their dimensions and therefore they should be included in their dimensions.

For convergent validity, dimensions of the scale should have low yet positive correlations with each other (Judd, Smith & Kidder 1991; Eren, 2007). Accordingly, dimensions of Hotelqual scale had low yet significant and positive correlations with each other (Table 1). Validity and reliability analyses conducted for the scale of the present study showed that the scale was reliable and valid.

Findings

Demographic Information of the Participants

Table 2. Demographic Variables Belonging to Participants

Demographic characteristics of participants	Frequency	Rate	Demographic characteristics of participants	Frequency	Rate
Gender			**Marital status**		
-Female	304	58,7	-Married	298	57,5
-Male	214	41,3	-Single	220	42,5
Age			**Monthly income**		
-18-25	82	15,8	-1500 TL less	123	23,7
-26-35	109	21,0	-1501-2500 TL	100	19,3
-36-45	114	22,0	-2501-3500 TL	124	23,9
-46-55	124	23,9	-3501-4500 TL	60	11,6
-56-65	57	11,0	-4501-5500 TL	32	6,2
-66 age and over	32	6,2	-5501-6500 TL	49	9,5
			-6501 TL and over	30	5,8
Profession			**Educational background**		
-Retired	65	12,5	-Primary school	65	12,5
-Self-employment	134	25,9	-Secondary or high school	119	23,0
-Professional occupation	123	23,7	-Vocational school	112	21,6
-Student	92	17,8	-Undergraduate degree	167	32,2
-Other (housewife, worker etc.)	104	20,1	-Master's degree	33	6,4,
			-Doctorate degree	22	4,2

A total of 518 people participated in the study. Demographic variables of participants are presented in Table 2. Accordingly, 58.7% of the participants were women, 23.9% were of age 46-55, 25.9% were self-employed, 26.1% lived in districts, 57.5% were married, 23.9% had 2501-3500 TL income, 32.2% had bachelor's degrees, 43.4% accommodated at hotels and 62.7% organized their vacations on their own.

Difference Tests by Demographic Variables

Table 3. Mann Whitney-U Test Results According to Participants' Gender Status

		Physical Characteristics	Reliability	Enthusiasm	Assurance	Empathy
		Av. (sd)	*Av. (sd)*	*Av. (sd)*	*Av. (sd)*	*Av. (sd)*
Variable	Category					
Cinsiyet	Male (*n=214*)	3,75(,717)	3,62(,834)	3,62(,683)	3,63(,743)	3,64(,769)
	Female (*n=304*)	3,75(,686)	3,71(,781)	3,78(,611)	3,76(,697)	3,80(,788)
Test (p)		,827	,241	,007*	,055	,054

*: Statistically significant differences between the groups shows (*p<0.05*), Test: *Mann Whitney-U test*

According to Mann Whitney-U test results on the differences in Hotelqual Scale dimensions by gender presented in Table 3, there is a significant difference in enthusiasm dimension of Hotelqual scale by gender. H1 is accepted. According to Kruskal Wallis test results on the differences in Hotelqual Scale dimensions by age, there are differences between all groups (p<0.05). H2 is accepted. According to Kruskal Wallis test results on the differences in Hotelqual Scale dimensions by profession. There are no differences between groups (p>0.05). H3 is rejected. According to Mann Whitney-U test results on the differences in Hotelqual Scale dimensions by marital status, there are no differences between groups (p>0.05). H4 is rejected. According to Kruskal Wallis test results on the differences in Hotelqual Scale dimensions by monthly income, there are differences between all groups (p<0.05). H5 is accepted. According to Kruskal Wallis test results on the differences in Hotelqual Scale dimensions by educational background. There are differences between all groups (p<0.05). H6 is accepted.

Conclusion and Discussion

In the service sector where the competition is very tough, importance is attached to the concept of service quality in order to meet internal and external customer satisfaction, demand and expectations. The highest level of customer satisfaction in the tourism sector is of vital importance for the sector. For this purpose, the purpose of the present study is determining the quality level that tourists perceive about their accommodation businesses.

An academic study was conducted in accordance with the pre-determined objectives and some findings were obtained with the analyses. In light of the data collected with the scales, 6 hypotheses were developed and 4 of them were accepted. In terms of gender, there is a significant difference in enthusiasm dimension of Hotelqual scale, in terms of age, monthly income, educational background, type of residence and type of accommodation variables there are differences in all dimensions, while there are no differences in terms of profession, marital status and arrival type in all dimensions. In the related literature, the only study on Hotelqual scale was conducted by Delgado et al. (1999), and according to their factor analysis results, it is based on three relational dimensions as quality assessment of the facility, staff assessment and assessment of service organizations. Therefore, the present study is different from the study conducted by Delgado et al. (1999).

Mei, Dean and White (1999) conducted a study on measuring service quality at hotel businesses with Holserv scale, and found that staff, physical facilities and reliability were the three important dimensions of the service quality, staff being the most important. Nadiri and Hussain (2005), who conducted a study on service expectations (sufficiency and desired) and service perceptions at hotel businesses with Hotelzot scale, found two dimensions as concrete and abstract features. These two studies are in agreement with present study.

The findings of the present study can be helpful for tourism professionals in developing strategies on service quality at accommodation businesses. Informing customers also provides important data in terms of the sustainability of accommodation businesses.

The limitations of the present study are; that the study was conducted on a limited number of customers and so the sample is limited. Therefore, for more general results, it is suggested that further studies are conducted on more customers and therefore the sample size is expanded and random sampling methods are selected.

The present study is considered important and beneficial in these terms; in the related literature, Hotelqual scale was developed by Delgado et al. (1999) and conducted only on hotels in Madrid region of Spain, and there are no other studies conducted with Hotelqual scale. Therefore, the present study is not similar with other studies and so will contribute to literature in this sense. It can be suggested for guiding results for tourism sector that the study is conducted and analyzed on a wider scale with people in different countries and cities.

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212

Chinese Middle Class's Food Tourism: Discussion Based on Documentary Involvement

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Abstract

Food tourism has emerged as a growing body of research. With the economic and social transformation and development, the middle class has gradually become the core strength of the tourism market. Starting from food tourism, this paper explores the special value of class differentiation of food taste based on Bourdieu's analysis of class factors, and reveals the influence of food taste on the middle class. More and more papers have been dedicated to local food as an attraction in the relevant destination. Although previous literatures have examined the relationship between involvement and behavioral intentions, the research to explore the relationship between documentary involvement and behavioral intentions remains a research gap. In this paper, by investigating the case of the popular TV documentary "A Bite of Shunde", we intend to fill the gap in literature by examining the potential link between food tourists' documentary involvement and their behavioral intentions. Meanwhile, we shall investigate the role of perceived value and food image within such framework. Survey data from 427 tourists in Mainland China indicate that documentary involvement is positively related to behavioral intentions. The research object is the group tourists of Chinese middle class who like to eat Shunde cuisine and have seen the documentary. Moreover, perceived value mediates the relationship between documentary involvement and behavioral intentions.

Keywords: documentary involvement, food tourism, perceived value, food taste, Chinese middle class

Introduction

Chinese middle class as the new social group in China has been attracted much attention by academic researchers and industrial practitioners with respect to their tourism and leisure consumption (Liu, 2017; Zuo, 2005; Fan, 2008), mainly involving the level and mode of tourism consumption of the middle class, the characteristics and influencing factors of tourism consumption, the marketing strategies of tourism consumption, the characteristics and manifestations of tourism consumption taste and its impact on tourism. However, current research on this the middle-class group is mainly in the aspects of long-distance travel and overseas see, for instance, Liu (2017), which illustrated the influencing factors of middle class's tourism consumption (Liu, 2017). Besides, previous study holds that the implement publicity and strategies to promote middle class's tourism consumption include media selection and dissemination of information design, but did not referred to food documentary. Thus, based on the case of the popular TV documentary "A Bite of Shunde", this study aims to investigate how the food documentary impacts the Chinese middle-class tourists' food taste when they anticipate in short-distance travel and domestic tourism.

Regarding the food tourism, despite its prosperous research results in various aspects (see Hjalager & Richards, 2002 and others), particular research gaps still existed for further exploration. First of

all, consumer study among current food tourism usually treats those consumers as the whole group without in-depth segmentation study of the population with specific social demographic characteristics. Secondly, the consensus that the strong link between food and media has been widely acknowledged while how such link illustrates and what impact or contribution it provide for food tourism have insufficient answer. Therefore, this study aims to answer above mentioned questions through the following ways. First of all, food documentary is employed as the research target as is indicated in Squire (1996) which plays a crucial role in food introduction and construction of a place or a tourist destination. Secondly, since middle class has become the special new consumption group in China, how the food documentary influence their tourism behavior and experience among certain destination. Thirdly, with regard to the concrete research design, the popular TV documentary "A Bite of Shunde", and the World of City of Gastronomy Shunde which nominated by UNSECO are selected to analyze the following questions: Whether and how these middle class tourists' documentary involvement impacts on their behavioral intentions? How the food image affects tourists' behavioral intentions? What are the roles which perceive value plays in the two above-mentioned relationships?

Literature Review

Food Tourism

Food tourism is usually regarded as an embodied form of tourism (Everett, 2009). Food tourism may be defined as 'visitation to primary and secondary food producers, food festivals, restaurants and specific locations for which food tasting and/ or experiencing the attributes of specialist food production region are the primary motivating factor for travel' (Buiatti, 2011). From this definition we cannot conclude that any trip to a restaurant or a canteen is deemed as food tourism. Buiatti (2011) proposed that food tourism could be defined as 'a visit to food producers with a strong interest in tasting that food and an even stronger motivation to learn about the production process from raw materials to the final product'. Long (2004) utilizes the term "culinary tourism" to express the idea that a deep knowledge of other cultures requests food and wine tasting in the territory. Hall and Mitchell (2005) holds that culinary tourism includes more widespread food projects as part of a wider range of lifestyle activities such as visiting a local festival or market. Santich (2007) suggests that gastronomic tourism would be 'tourism or travel motivated, at least in part, by an interest in food and drink, eating and drinking' (Lin et al., 2011). Santich further stresses that gastronomic tourism is about participating in another culture, mixed with a specific place and people. According to these explanations of the use of food in tourism, it is apparent that food has the ability to enhance the sustainability and the popularity of a destination, strengthen the economy of a place and establish the hospitality of a region.

Chinese Middle Class and Their Tourism Consumption

The definition of middle class is dated from Bourdieu's theory on class. Bourdieu (1984) believes that different types of social actors often struggle with each other in specific social and social spaces by virtue of their own pursuit of interests. People who have the same or similar in the field or social space constitute a class (Bourdieu, 1984). Middle class therefore used to be described as "social groups engaged in non-manual labor, stable income and decent living (Song, 2018)". This definition has been used in various social situations, such as Fan (2008) and Zou (2005). According to Zou (2005), there are five characteristics of Chinese middle class's tourism consumption, as follows. Firstly, fashionable and trendy tourism items are pursued in terms of product preference. The middle class, due to its high income level, makes it not only about food

214

and clothing, but also the pursuit of fashion and fashion. Secondly, they focus on brand consumption. Brand is not only a label, but also a class positioning. Thirdly, they focus on taste consumption. Fourthly, they focus on leisure consumption. Fifthly, the middle class focus on cultural consumption Most of the middle class has achieved their achievements today after years of study and struggle. Howener, few literature can be found to investigate the role that Chinese middle class played in local food advocacy, especially for the case of famous Shunde cuisue. This study will cope with this problem.

Conceptual Framework Construction

Document Involvement and Some Related Hypotheses

Involvement is defined as the level of interest or importance of an object to an individual, or the centrality of an object to an individuals' ego structure (Zaichkowsky, 1986). Regarding popular media-induced tourism, evidence from around the world confirms the strong effect of film and television on tourism demand in the described destinations. Some studies have examined celebrity-focused involvement in relation to potential tourists' destination image of locations depicted in films or TV dramas, and their subsequent behavioral intentions (Lee, Scott, & Kim, 2008; Yen & Teng, 2015). Similarly, it is reasonably deduced that the level of empathetic involvement with TV documentary, say, the one on the local cuisine, can also affect the perceptions audiences have of the corresponding delicious food depicted in the documentary. According to the above discussion, it could be theorized that document involvement may be positively related to behavioral intentions. Therefore, the following hypothesis is presented:

- Hypothesis 1: Food documentary involvement is positively related to the tourists' behavioral intentions.

Image is one of conceptions from psychology. In the tourism field, Guthrie and Gale (1991) stated that destination image acts as a major source of credibility in travelers' perceptions compared with other products offered at a particular destination. In general, destination image plays a central role in travelers' decision making process (Beerli & Martin, 2004). Previous researchers had also recognized the importance of culinary or gastronomy and so utilized it as the first of the attributes among other important attributes in a destination image.

In the last decade, food tourism played a significant role in tourism industry. Local food represents national, regional, and personal characteristic and can also enhance the image of a destination (Bessière, 1998). Since destination images are central to the tourists' decision making process, and have been examined as antecedents of tourists' intention to visit (e.g. Hung & Petrick, 2012; Whang, Yong, & Ko, 2016) and revisit a destination (e.g. Chew & Jahari, 2014). In tourism research, many scholars argued that involvement plays an important role in consumer behavioral intentions (Chen & Tsai, 2008; Kim, 2012). Based on the research results above, we pose the following two hypotheses:

- Hypothesis 2: The tourists' food image is positively related to their behavioral intentions.

Meditation Effect of Perceive Value and Some Related Hypotheses

Perceived value has been conceptualized as what tourists get for what they give, or "the tourist's overall assessment of the utility of a product based on perceptions of what is received and what is

given" (Zeithaml, 1988). The physical quality of the service surroundings plays a crucial role in arousing tourists' perceived value of the service provision (Brand, Cronin & Routledge, 1997). Baker and Crompton (2000) found that the value of tourist perception has positive effects on the intention of behavior. It is the indirect and not direct effects of the quality of experience that impact on behavioral intentions when mediated by perceived value (Chen & Chen, 2010). That is to say, perceived value plays a mediated role in the relation between the quality of experience and behavioral intentions. Similarly, we may extend this result to the case of relationship between documentary involvement and behavioral intentions. Lee et al. (2008) stated that visiting the destination in relation to the adoring celebrity can be perceived as a sort of pilgrimage since celebrity involvement may be described as the level of perceived value. Likewise, visiting the destination associated with the TV documentary on local food and cuisine may be also perceived as a sort of pilgrimage. Hence, regarding perceived value, we propose the following hypotheses, as follows.

- Hypothesis 3: Tourists' perceived value will mediate the relationship between food documentary involvement and the tourists' behavioral intentions.

Since perceived value plays a mediated role in the relation between the quality of experience and behavioral intentions, we naturally propose the fourth hypothesis:

- Hypothesis 4: Tourists' perceived value will mediate the relationship between food image and the tourists' behavioral intentions.
- Hypothesis 5: Food documentary involvement is positively related to the tourists' perceived value.
- Hypothesis 6: The tourists' food image is positively related to the tourists' perceived value.
- Hypothesis 7: Tourists' perceived value is positively related to their behavioral intentions.

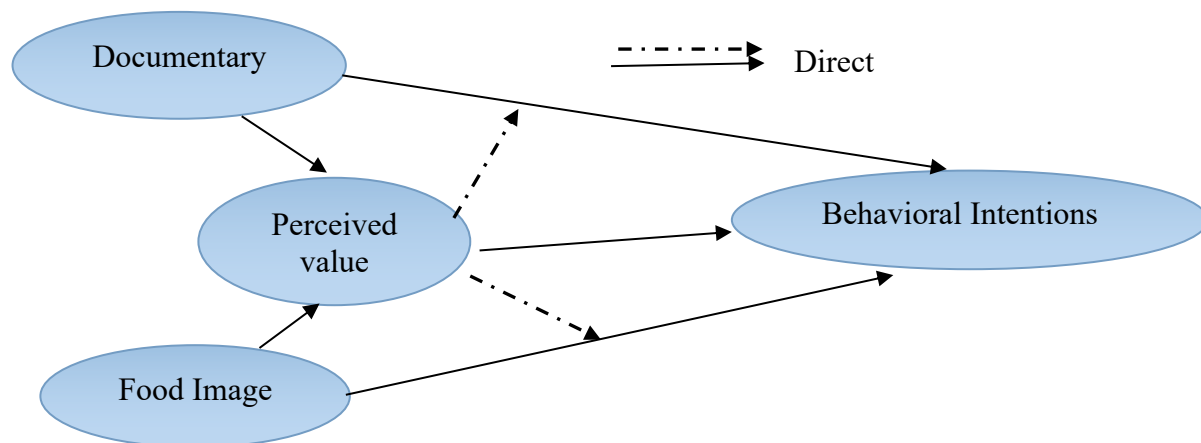The conceptual model regarding the hypotheses is as follows.

Figure 1. Conceptual model

216

Research Method

Research Setting

Shunde is one of the five administrative districts in Foshan. Located in the south of Guangdong Province, Shunde is the estuarine delta plain formed by rivers in the middle of the Pearl River delta plain; it is one of the important core areas by which Foshan is connected to Guangzhou. Since ancient times, Shunde has developed economically, prosperously in commerce, and has been flourishing in culture and education. It's called "the world's food capital".

Shunde food has a long history and wonderful food culture. Shunde snacks are the result of the wisdom of Shunde people for thousands of years. Shunde snacks develop together with Shunde cuisine and depend on each other. Shunde has a wide range of flavored snacks, simple and authentic, not adulterated, based on the owner's conscience, which rely on the ancestral training and the skills handed down from one's ancestors and solid basic skills. Therefore, Shunde food has won praise from the public and gourmets for its good quality and low price.

Starting from the delicious food, the documentary "A Bite of Shunde" talks about the story of the Shunde people, showing the past and present of the local residents with their food habits. The program introduces not only the history of Shunde food as well as Shunde cuisine and snacks, but also Shunde people's efforts beyond food. Behind countless Shunde legends, there is a craftsman spirit of Shunde people. Through the attitude of people here towards a homely meal, the audience can see their outlook on life and values.

Research Instrument

A self-administered research was developed to measure documentary involvement, perceived value behavioral intentions and food image in the Shunde. The questionnaire consisted of four sections. In this questionnaire, according to tourists experience in Shunde, responses will be indicated on a seven-point Likert scale (7=totally agree, 6=strongly agree, 5=quite agree, 4=neutral, 3 =quite disagree, 2=strongly disagree, 1=totally disagree).

The first section is the involvement scales developed by Bloch and Bruce (1984), in consumer research, McIntyre (1992) developed a leisure involvement scale measuring three dimensions: attraction, centrality, and self-expression totally 11 items, which is derived from a popular one measuring leisure documentary used by many scholars, see, for instance, McIntyre and Pigram (1992), Lee et al. (2008), and Yen and Teng (2015). The second section develops a scale of perceived value with 12 items, which is originated from the previous studies, see, for example, Sheth, etc. (1991), Chen and Tsai (2008) and Kim and Kim (2018), with modification according to this study. The third section deals with a scale contains six items to measure behavioral intention, which is developed from Sirakaya, Petrick & Choi (2004), and Choe and Kim (2018). The fourth section is devised for the scale with eleven items to measure food image in Shunde destination, which is motivated by Baloglu et al. (1999) and Choe and Kim (2018). Questions relating to demographic data such as gender, age, education, marital status, and personal monthly income were also included in the questionnaire. The questionnaire was originally written in English and then translated into Chinese.

Data Collection and Sample

Prior to data collection, we conducted a pilot test to ensure the comprehensiveness, clarity, and reliability of the questionnaire. The research acquired a sample of 173 TV documentary "A Bite of Shunde" audiences via the internet with the above mentioned method. After the pilot test, several items were amended and some wordings were modified. The data was collected from April to May in 2018 for this study. In pre-test questionnaire, the reliability analysis of the questionnaire can be seen that alpha values of 49 items are 0.980. The items namely," Food documentary is important to me" , "Food documentary plays a central role in my life" "You can learn about a person's favorite food through a food documentary" with factor loading lower than 0.45, should be deleted. The KMO values of scale is 0.946, Bartlett's test of sphericity as chi square value is 8164.706, and the significance is 0.000. An online survey was conducted for data collection. The responses were automatically stored in an electronic database created for the study. A total of 427 middle-class visitors who have seen Shunde food documentaries and gourmets were surveyed online. Since the comments on the Shunde food documentary and Shunde made by the tourists can bee seen via the internet, we need contact this group for online survey.

Data Analysis

Data analyses for this research included descriptive analyses, exploratory factor analysis (EFA), and hierarchical multiple regression analysis. The collected data were analyzed using the Statistical Package for Social Science 20.0. Descriptive statistics included the mean, standard deviation of documentary involvement, perceived value, behavioral intentions, food image. This research tested the hypothesized relationships using a series of regression analyses.

Findings

Profile of the Respondents

Table 1 provides the demographic profile of the sample. Among the 254 respondents, 77 respondents (30.3%) were male and 177 respondents (69.7%) were female. Of the respondents, 68.9% were aged 30 and below. Educational levels were high, with 59.8% having college experience or above. The half (53.5%) of the respondents was in the status of student and 68.9% had personal monthly incomes in the range of RMB 5000 and below.

Table 1. Demographic Characteristic Profile of Respondents (N = 254)

Variable	N	%	Variable	N	%
Gender			Occupation		
Male	77	30.3	Educator	52	20.5
Female	177	69.7	Civil Servant	13	5.1
Age (years)			Technician	23	9.1
30 and below	175	68.9	Clerk	7	2.8
31-40	31	12.2	Attendant Server	16	6.3
41-50	33	13.0	Enterpriser	7	2.8
51-60	12	4.7	Student	136	53.3
60 and above	30	1.2	Personal inc.(RMB)		
Education level			5000 and below	175	68.9
High school and	below 82	32.3	5001-10000	46	18.1
College	28	11.0	10001-15000	9	3.5
University	124	48.8	15000 above	24	9.4
Graduate school	20	7.9			

218

Exploratory Factor Analysis

The reliability analysis of the questionnaire can be seen that alpha values of Documentary Involvement, Perceived Value, Behavior Intention, and The Image of Shunde Food are 0.930, 0.963, 0.944 and 0.962 respectively, ranging from 0.93 to 0.96, which exceed the minimum required level of 0.60 (Nunnally & Bernstein, 1994). The KMO values of scale is 0.977, Bartlett's test of sphericity as chi square value is 10355.813, and the significance is 0.000. This shows that the data correlation matrix is a unit matrix, which indicates that the data owns correlation and the total scale is suitable for factor analysis. After rotating the items of the corrected scale again, the new total variance explained is obtained, as follows. Exploratory factor analysis (EFA) was complemented to establish scales of documentary involvement, perceived value, behavior intention and food image. The principal axis factor method was used to extract the underlying factors amongst 37 attributes and the dimension are explained by the method of orthogonal rotation.

Table 2 shows the results of the four factor load.

Table 2. Rotated Component Matrix(a) for the Corrected Scale

	Component			
	1	2	3	4
1 The food documentary offers me relaxation when pressures build up	0.746			
2 Watching the food documentary is one of the most satisfying things I do	0.670			
3 I really enjoying watching the food documentary	0.712			
4 I find a lot of my life is organized around the documentary	0.625			
5 I enjoy discussing to watch the food documentary with my friend	0.703			
6 The food documentary says a lot about my favorite food	0.606			
7 When I watch a food documentary, I can express my favorite food	0.578			
8 I watch the food documentaries may let other people to learn that I love watching food documentaries	0.579			
9 Tasting Shunde food activities makes me feel different		0.561		
10 Tasting Shunde food has brought me and my friends a lot of topics		0.596		
11 Tasting Shunde food is a real experience		0.583		
12 The Shunde food reach the quality standards		0.556		
13 The quality of food is consistent with documentary		0.567		
14 Good one for the price paid		0.607		
15 Good return for money		0.567		
16 Made me feel unique		0.635		
17 The Shunde food is done well		0.661		
18 Satisfied my curiosity		0.650		
19 Made me feel happy		0.730		
20 Made me feel excited		0.745		
21 Being willing to taste Shunde food once again in the future			0.682	.
22 Being willing to give priority to choose to taste Shunde food			0.596	
23 Being willing to taste Shunde food when facing unexpected difficulties			0.573	
24 Recommend one's friends and families to taste Shunde food			0.648	
25 Recommend him or her to do so in Shunde when someone takes the initiative to ask me to taste food			0.580	
26 Being willing to warmly share the experience of Shunde food with the friends around the world			0.656	
27 Standard hygiene and cleanliness				0.581
28 Quality of infrastructure				0.585
29 Personal safety				0.764
30 The waiter has a very good attitude				0.682
31 The Shunde food is distinctive				0.676
32 Pleasant-unpleasant				0.616
33 Exciting-gloomy				0.632
34 Relaxing-distressing				0.674
35 Interesting-boring				0.587
36 The Shunde food is amazing				0.676
37 Give a good impression on other people				0.744

After rotating the items of the corrected scale again, the new total variance explained is obtained, as follows. Exploratory factor analysis (EFA) was complemented to establish scales of documentary involvement, perceived value, behavior intention and food image. The principal axis factor method was used to extract the underlying factors amongst 38 attributes (see Table 3), and the dimension are explained by the method of orthogonal rotation.

Table 3. Total Variance Explained for the Initial Scale

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	24.789	65.233	65.233	24.789	65.233	65.233	9.724	25.590	25.590
2	1.283	3.377	68.610	1.283	3.377	68.610	9.081	23.898	49.488
3	1.013	2.667	71.277	1.013	2.667	71.277	7.520	19.788	69.276
4	1.0	2.131	73.408	.810	2.131	73.408	1.507	4.132	73.408
5	0.81	1.933	75.401						
6	.650	1.712	77.112						
7	.637	1.675	78.788						
8	.524	1.380	80.168						
9	.496	1.304	81.472						
10	.469	1.235	82.707						
11	.436	1.148	83.856						
12	.405	1.065	84.920						
13	.388	1.022	85.942						
14	.367	.965	86.907						
15	.364	.957	87.864						
16	.332	.875	88.739						
17	.308	.811	89.550						
18	.298	.783	90.333						
19	.280	.737	91.070						
20	.271	.714	91.785						
21	.269	.707	92.491						
22	.251	.659	93.151						
23	.246	.646	93.797						
24	.233	.613	94.410						
25	.222	.584	94.994						
26	.213	.560	95.554						
27	.198	.521	96.075						
28	.186	.489	96.564						
29	.175	.461	97.025						
30	.157	.412	97.437						
31	.152	.400	97.837						
32	.142	.373	98.210						
33	.130	.343	98.553						
34	.128	.336	98.888						
35	.121	.319	99.207						
36	.116	.306	99.513						
37	.099	.262	99.775						
38	.086	.225	100.000						

Extraction Method: Principal Component Analysis.

Correlation Analysis

Pearson correlation analysis will be utilized to verify such correlations. Lai and Chao (2010) pointed out that given two variables, when the overall correlation coefficient (OCC) was between 0.7 and 1, there is a highly significant positive correlation between the two variables; when the OCC was between 0.3 and 0.7, there is a moderate positive linear correlation between the two variables; when the OCC was between 0 and 0.3, there is a mild positive linear correlation between the two variables. The results of Pearson correlation analysis in this study indicate that the overall correlation coefficient (OCC) of documentary involvement and behavioral intention is 0.861, and the significance is 0.000, which shows that there is highly significant positive correlation between documentary involvement and behavioral intention. Similarly, the (OCC) of documentary involvement and perceived value, the OCC of perceived value and behavioral intension, the OCC of Shunde food image and perceived value and the OCC of Shunde food image and behavioral

intention, are 0.888, 0.931 0.915 and 0.931 respectively, which shows that there is also highly significant positive correlation between the corresponding two variables. Hence, Hypothesis 1, Hypothesis 2, Hypothesis 5, Hypothesis 6 and Hypothesis 7 all hold.

Identification of Mediating Effect

To test the hypotheses more adequately, a series of regression analyses were conducted. In order to test Hypothesis 3 and Hypothesis 4, we adopted documentary involvement and Shunde food image respectively as the independent variables, behavioral intentions as the dependent variable, and perceived value as the mediator variable, and followed the three-step procedure to test the mediating relationships described by Baron and Kenny (1986). The first step was to test the effect of the independent variable on the dependent variable. The second step was to test the effect of the independent variable on the mediator variable. The third step was to test the effects of both the mediator and independent variable on the dependent variable. If significant relationships emerge in all three regressions, then a partial mediation exists. If the independent variable in the third step is not significant, then a full mediation exists. The results of each step are shown in Table 4.

Table 4. The Results of the Hypotheses

Model	Unstandardized coefficients	Standardized coefficients	t	F	R square
Documentary involvement →Behavioral Intention	3.731		26.***	719.856***	0.861
	0.681	0.861			
Documentary involvement→ Perceived value	4.562			940.785***	0.888
	1.405	0.888	30.672***		
Documentary involvement→ Behavioral intention	1.930	0.159	16.096	858.111***	0.934
	0.126				
Perceived value→ Behavioral intention	0.395	0.790			
Shunde food Image → Behavioral intention	1.054	0.930	40.228	1618.303***	0.930
	0.527				
Shunde food Image → Perceived Value	2.150	0.915	36.093	1302.701***	0.915
	1.038				
Shunde food image→ Behavioral intention	0.525				
	0.272				
Perceived value →Behavioral intention		0.480	10.141	1187.592***	0.951
	0.246	0.492			

*p<0.5,**p<0.1,***p<0.01

From Table 4 it can be concluded what the regression equations, which contain some variables among documentary involvement, Shunde food image, perceived value and behavioral intention, deal with. Let X1 be the value of Documentary Involvement, X2 be the value of Shunde Food Image, X3 be the value of Perceived Value and X4 be the value of Behavioral Intention, respectively. Then by means of regression analysis the six regression equations can be obtain as follows:

221

- $X4 = 3.731+0.681X1$ (1)
- $X3 = 4.562+1.405X1$ (2)
- $X4 = 1.930+0.126X1+0.395X3$ (3)
- $X4 = 1.054+0.527X2$ (4)
- $X3 = 2.150+1.038X2$ (5)
- $X4 = 0.525+0.272X2+0.246X3$ (6)

In fact, from Eq.(1), Eq.(2) and Eq.(3), we can see that the unstandardized coefficients corresponding to X1 are 0.681 and 1.405 in Eq.(1) and Eq.(2) respectively, which shows that the significant relationships emerge in Eq.(1) and Eq.(2), while in Eq.(3), the unstandardized coefficients corresponding to X1 drops to 0.126, much smaller than the original 0.681 in Eq.(1), which shows that perceived value will fully mediate the relationship between documentary involvement and behavioral intentions, supporting Hypothesis 3. Likewise, from Eq.(4), Eq.(5) and Eq.(6), we can see perceived value will mediate the relationship between Shunde food image and behavioral intentions, since all the unstandardized coefficients show that the significant relationships emerge in Eq.(4) and Eq.(5) (note that the coefficients corresponding to X2 are 0.527 and 1.038 in Eq.(4) and Eq.(5), respectively), but in Eq.(6), the unstandardized coefficients corresponding to X2 drops to 0.272, smaller than the original 0.527 in Eq.(4), which shows that perceived value will mediate the relationship between Shunde food image and behavioral intentions, supporting Hypothesis 4. In addition, the F value of the P test of each regression equation is 0.000 (<0.01), which indicates that there is a linear correlation between the independent variable and the dependent variable(s). Since every R square is more than 0.860, each regression equation has a much higher degree of fitting.

Conclusions

In summary, this study provides theoretical contributions by examine the relationship among documentary involvement, food image, perceived value and behavioral intentions, and clarify the role of perceived value in food tourism. First, the result of this research indicates that food documentary involvement is positively related to the tourists' behavioral intentions for the sample of mainland tourists and food image is also positively related to the tourists' behavioral intentions, thus Hypothesis 1 and Hypothesis 2 are true. In addition, the empirical results of this study show that food documentary involvement is positively related to the tourists' perceived value, the tourists' food image is positively related to the tourists' perceived value and tourists' perceived value is positively related to their behavioral intentions, hence Hypothesis 5, Hypothesis 6 and Hypothesis 7 also hold.

Furthermore, the finding of this research reveals that perceived value mediates the relationship between documentary involvement and behavioral intentions. That is to say, Hypothesis 3 holds. Documentary involvement plays an important role in enhancing the value perceptions of tourists. Higher documentary involvement is associated with perceived value, which affects behavioral intentions. In addition, this study identifies another mediating effect of perceived value, namely, the mediating effect of perceived value on the relationship between food image and behavioral intentions. Thus Hypothesis 4 is also true.

Implications

Previous studies failed to investigate the mechanism underlining the above-mentioned two relationships. Hence, the finding of this study fills the gap in television-induced tourism literature

and food tourism literature, Therefore, the finding extends previous studies on behavioral intentions through the impact of involvement and food image in the destination (Zaichkowsky, 1986; Kim, 2012; Lee et al., 2008). The findings have enabled this study to expand existing knowledge of the value perceived by the tourist visiting the food destinations in particular. Thus, this research proposed that the perceived value may be seen as a checking point to detect how documentary involvement influences tourists' behavioral intentions. It can be seen from the socio-demographic characteristics of this study that the middle class accounts for 88% of the total sample, indicating that the middle class is the main body of this research sample. So, appreciating the food culture through documentaries or online TV, and tasting food at the food destination has become the expression of the leisure travel consumption taste of the middle class in China, which is consistent with Fan (2008), holding that the acquisition of tourism information is an important factor affecting the leisure travel consumption taste of the middle class, and the network has become an important source of their access to tourism information.

Limitations and Further research

This research has several limitations. First, due to limitation associated with time and human resources, this study found a group of tourists who have watched the documentary "A Bite of Shunde" by the online survey to collect data. So a further concern regarding surveys in the food destination Shunde should improve the representativeness of the sample. Therefore, future studies should consider employing multinational participants to complete questionnaire, as different nationalities may provide different perceptions of the discussed variables. Previous literatures indicated that the Korean films or TV dramas have particularly appealed to female audiences in many Asian countries (Ryan et al., 2009). Thus, whether age or gender has a moderating effect on the relationship between documentary involvement, perceived value, and behavioral intentions is an interesting subject in further studies. Studying this subject to resolve the problems will be welcome in the future.

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223

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224

Part 6: Human Resource Management

The Effects of Staff Training on Employee's Positive Emotion and Job Involvement in Luxury Hotels and Resorts in Vietnam

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Abstract

This research was studied to measure the influence of staff training, emotional labor and employee's positive emotion on job involvement. The leading method used was quantitative method and a self-administered questionnaire (SAQ) which was designed with the sample size of 243 employees in luxury hotels and resorts in Vietnam. The outcomes presented that the factors of employee positive emotion were positively associated with job involvement. Moreover, this study indicates that, in order to achieve high level of job involvement, hotels and resorts determining staff training should: focus on the influence of trainer, concentrate on meaningful training contents and create valuable organizational culture.

Keywords: job involvement, emotional labor, employee positive emotion, staff training

Introduction

Over the last few years, the job involvement was defined as a valuable tool that not only contributes itself to solve the challenges but also boosts the development of hospitality industry. An illustration of what has just mentioned is that high staff turnover intention is an extremely urgent problem of many business organizations in general, and in particular of hospitality organizations in Vietnam. According to statistics from the Talentnet – Mercer Total Remuneration Survey (TRS) 2015 the top 3 industries in Vietnam having high staff turnover rate are Retail (42.1%), Hospitality (22.3%), and Life Sciences (16.7%). In the research about this hospitality's challenge, Soumendu (2017) indicated that job involvement is a predictor of turnover intention. Moreover, Chin-Chih (2016) also determined the strong relationship between the job involvement and work values. This research presented that high job involvement creates effective work values. In addition, Baldev (2012) indicated that job involvement is a key component of work motivation. The studies about job involvement are meaningful paths to solve the challenges and gain opportunities in Vietnam's hospitality industry.

Job involvement has a strong relationship with emotion labor and employee positive emotion. Do Hyun et al. (2015) researched about the effects of emotion and communication on job involvement. This research concluded that emotions play a partially mediating role in communication and job involvement. Interactions between a leader and constituents are related to the employees' emotional energy, and high job involvement is associated with creative lines of work. The other research is studied by Ching-Sheue (2015) that measured the mediating effects on the relationship between emotional labor and job involvement in preschool teachers.

In addition, the significant relationship between staff training and emotional labor or employee positive emotion have been studied for a long time. Hospitality industry has the especially high-contact and emotional essences. Moreover, staff training is the valuable tools that directly influence employee from the beginning to the end of working time. Employee emotion built up by

226

staff training is so important. Nyerere and Barasa (2015) recommended that training program should focus on the combination of employee emotion and their knowledge, skills and personality orientation.

Employees and their emotion are the most valuable capital that hospitality industry and hotel organizations need to take care as much as possible. The purpose of this study is finding out the relationship between staff straining, employees' positive emotion and job involvement of luxury hotels and resorts in Vietnam. Besides, another objective is to suggest some recommendations to gain higher job involvement by enhancing staff training and emotional labor.

Literature Review

Job Involvement

The definition of job involvement was defined a long time ago. The term job involvement is referred to by other researchers with many other names, including work involvement, job commitment, work commitment, job involvement, job engagement…

The first definition comes from Lodahl and Kejner (1965), which claimed that job involvement involves the internalization of worth about the success of work or the role of work in the self-values of employees.

A few years later, Hackman and Lawer (1971) believed that the degree of job involvement experienced by employees can be influenced by their self-respect and performance. In other words, when employees perceive that their job performance can facilitate satisfying their need for self-respect and can be improved through their efforts, they expend more energy at work. Therefore, job involvement is the main factor contributing to self-growth and satisfaction and a crucial factor for self-encouragement and goal orientation.

Furthermore, Kanungo (1982) suggested that job involvement refers to employees' faith in their current jobs and the degree to which those jobs can satisfy their personal needs.

As a nutshell, job involvement is the degree to which an employee is engaged in and enthusiastic about performing their work. In hospitality industry, with the pivotal role of employee emotion, job involvement also has the significant interaction with emotion of employees. As the conclusion of Do et al. (2015), it is likely that communication and consideration have an influence on job involvement, and that emotion plays a partially mediating role in communication and job involvement.

Emotional Labor and Employee Positive Emotion

During the last few years, research concerns have been raised to measure to what extent service employees display their emotions toward customers during service process, as well as how organizations seek to direct and control these emotional displays.

Hochschild (1983) provides the first definition of emotional labor, emotional labor is the process of managing feelings and expressions to fulfill the emotional requirements of a job. Hochschild (1983) also argues that within this commodification process, service workers are estranged from their own feelings in the workplace. Furthermore, Kim (2008) featured the importance of

emotional labor, especially to hotel service employees and the hotel industry, by showing that the display of organizationally desired emotions influences employee exhaustion levels. Positive emotions displayed through surface acting also increase exhaustion levels, because the more employees utilize surface acting, the more likely they are to distance themselves from hotel customers, which can ultimately lead to cynicism about their job. In emotional labor concepts, positive emotions or moods at work have been shown to impact important employee outcomes, including absenteeism and satisfaction (George and Jones, 1997).

Wei-Chi Tsai (2001) indicates that displaying positive emotion is a desirable behavioral expression during customer-related interactions. Given that humans have a primitive reflex to mimic unconsciously, the emotions that an employee displays are projected to influence those around them (Barger and Grandey, 2006). Positive emotions are associated with increased creativity, spontaneity and responsiveness to stimuli, influences how easy involvement in professional and constructive approach and creative tasks by exploring new ways to meet the requirements of professional activity (Andrieş, 2011).

Staff Training

A short time ago, staff training vide usage in scientific research as well as in day-to-day life. It defined as many definitions up to now. In the past few years, Lloyd and Leslie (1997) saw training as a learning process that combines acquisition of skills, concepts, rules or attitude to improve the employee's performance .Training has been considered as a path to quality customer service, consistency in job performance and satisfaction, as well as commitment to the organization (Wesley and Skip, 1999). Training also is an important component of internal service quality (Burke, 1995; Heskett et al., 1994). It is linked to employee emotion. The effective staff training share the valuable results with effective emotional labor and service process.

In 21st century, training is a favorable term that defined by many interpretation. Mostly, training is the process that provides employees with the knowledge and the skills required to operate within the systems and standards set by management (Sommerville, 2007). In addition, training, in the most simplistic definition, is an activity that changes people's behavior (Mccleland, 2002). Staff training can be defined also as a very essential part of Human Resource Management (HRM), it is a path for the management to know about their employees, it is a way to help employees to make best use of their own abilities, and it is a method to assist employees to become more professional at what they do (Xiao, 2010). Staff training is essential in many ways which increases productivity while employees are armed with professional knowledge, experienced skills, positive emotion and valid thoughts; staff training also motivates and inspires workers by providing employees all needed information in work as well as help them to recognize how important their jobs are. Successful hotels always include staff training as their important development strategy (Ahammad, 2013).

In previous years, many researchers have studied about the relationship between staff training, employee positive emotion and service delivery. Alicia (2003) findings is that affective delivery, or expressing positive emotions in service interactions, helps satisfy customers. Another research explored the role of gratitude, employees' physical attractiveness, employees' displayed positive emotion, favorable reciprocal behavior and commitment in the upscale restaurant segment (Naeyhun and Jerusalem, 2015).

228

The effects of staff training have studied that hospitality industry should prioritize training and development of their employees by injecting more funds into such human resource programmers so as to ensure improved productivity (Audu et al., 2014). Last but not least, Ivanka and Petrovska (2014) present findings from conducted research related to the issue of the importance of staff training in hospitality sector as important management activity for improved service quality.

Conceptual Research Model

With these findings above, this study is constructed with the conceptual research model:
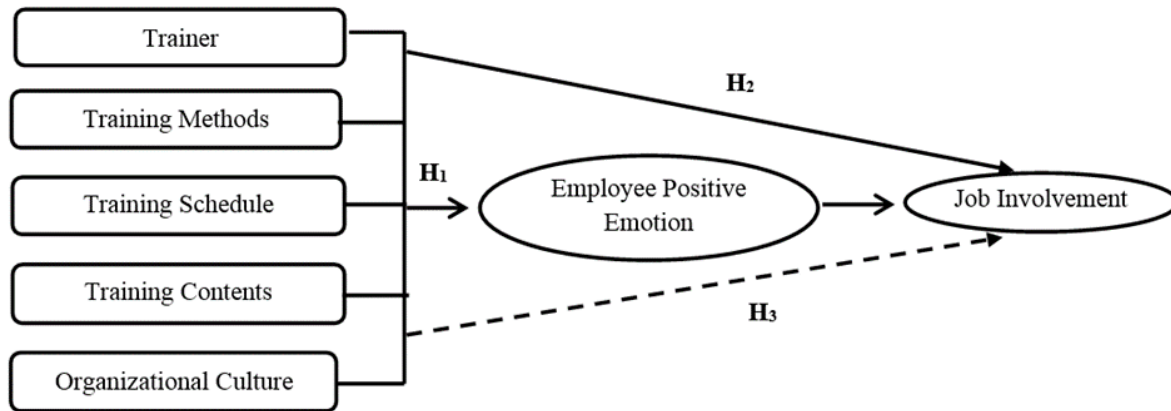
Figure 1. Conceptual research model

In order to obtain all the objectives and further analyses, this study hypothesizes that:

- H1: The staff training positively affects employee positive emotion.
- H2: The staff training positively affects job involvement
- H3: The effect of staff training on job involvement is mediated by employee positive emotion

Methodology

This research completely applied quantitative approach to test and evaluate the effects between dependent and independent variables. For data analysis, Exploratory Factor Aanalysis (EFA) and Reliability Test were tested to identify the interrelationships among a group of research variables and to ensure the reliability and validity of them. In the next data analysis, Multiple Regression and Path Analysis were employed to explore the causal relationships among variables, and then confirm the research hypotheses.

Sample

The target population was all employees who works in luxury hotels and resorts in Vietnam (4-5 stars hotels and resorts). The questionnaire was constructed by English and Vietnamese version.

Data Collection

The questions were in form of Five-scale Likert statements (1: strongly disagree, 5: strongly agree), with one open-ended question for better recommendation. Surveys were delivered and collected by one way: directly from hotels and resorts (offline collection).

Data Source

The data were collected from 46 hotels and resorts in Vietnam (Ho Chi Minh, Binh Thuan, Nha Trang, Da Nang, and Ha Noi). Totally, 243 responses were collected in one month (in March 2018).

Findings

Factor Analysis and Reliability

Factors analyses used the principal component extraction method and Varimax rotation of 13 items of dependent variables group and 30 items of independent variables group. They are presented for the factors affecting the service delivery (service quality delivery: SEQUDE and service consistency delivery: SECODE). At the beginning of the SPSS analysis, the data was approved by examining the descriptive statistics on each item. For this research, the factor analysis procedure was applied twice; the first time for the group of dependent variables that includes 2 variables, and the second time for the group of independent variables that includes 5 variables.

The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.937 for the group of dependent variables and .902 for the group of independent variables. According to Pallant (2005), the present data was satisfactory for the principal component analysis.

In addition, the test of Sphericity statistics was significant ($p < 0.001$) (Bartlettso, 1954) and it indicates sufficient correlation between the variables to proceed with the analysis. Using the Kaiser-Guttman's retention criterion of Eigenvalues greater than 1.0, a two-factor solution provided the clearest extraction for the group of dependent variables, including 15 items. The two factors accounted for 58.07 % of the total variance and the Cronbach's coefficients ranged from 0.846 to 0.919 among the factors, indicating great subscale reliability as shown in Table I.

Table 1. Summary of Dependent Variables with Reliability Coefficients

Factors	Number of Items	Cronbach's Alpha (N=243)
Factor 1: Employee Positive Emotion (EMPOSEMO)	7	.919
Factor 2: Job Involvement (EMINVOL)	3	.701

All items have factor loading ≥ .5
KMO index = .937 and Sig. of Bartlett's test = .000
Total variance explained = 58.07%

In the next table (table II), a five-factors solution was conducted for the group of independent variables consisting of 25 items. These five factors accounted for 61.34% of the total variance. The Cronbach's coefficients ranged from .640 to .858 among the five factors indicating great subscale reliability. The present three factor model and five factor model of this study were deemed the best solution because of their conceptual clarity and ease of interpretability.

230

Table 2. Summary of Independent Variables with Reliability Coefficients

Factors	Number of Items	Cronbach's Alpha (N= 243)
Factor 1: The trainers (TRAINER)	8	.875
Factor 2: Training contents (TRACON)	5	.841
Factor 3: Training Schedule (TRASCHE)	5	.825
Factor 4: Organizational Culture (ORCUL)	5	.847
Factor 5: Training Methods (TRAMET)	2	.640

All items have factor loadings ≥ .5
KMO index = .902 and Sig. of Bartlett's test = .000
Total variance explained = 61.34%

Demographic Characteristics of Respondents

Table 3. Employee Profiles (N=243)

	Frequency	Percentage (100%)
Gender:		
Male	86	35.4
Female	157	64.6
Relationship Status:		
Single	193	79.4
Married	50	20.6
Age:		
18-25 years old	150	61.7
26-35 years old	73	30.1
36-45 years old	16	6.6
46-55 years old	3	1.2
Over 55 years old	1	0.4
Working Experiences:		
Under 1 year	71	29.2
1-4 years	128	52.7
4-7 years	31	12.8
7-10 years	12	4.9
Over 10 years	1	0.4
Level of Education:		
High School	12	4.9
Vocational	16	6.6
College	58	23.9
University	141	58
Postgraduate	16	6.6

The profiles of 243 employees involved in the study are shown in Table 3. To define the characteristics of respondents, five multiple choices question are designed to ask the employees. The information that gained from these question are the gender, relationship status, age, working experiences and level of education of respondents. As the results, there are more female than male and more single than married employee responded to the survey (157/243 employees). Moreover, almost respondents are young employees with 150 people (in 243 people) who are 18-25 years old. They also graduate the university (141/243 employees) and have 1-4 years of working experiences (128/243 employees). By analyzing 5 characteristics of respondents (gender, age, relationship status, working experiences and level of education).

It is clearly that the majority of respondents (who work in luxury hotels and resort in Vietnam) are female, young, single. In addition, they usually have under 5 years of working experiences and graduate from university and college.

Correlations Between Dependent Variables and Independent Variables

Table 4. Variables' Correlations

	EMINVOL	1	2	3	4	5	6
1. TRAINER	.555*	1.000					
2. TRACON	.462*	.556*	1.000				
3. TRASCHE	.403*	.462*	.530*	1.000			
4. ORCUL	.475*	.518*	.600*	.588*	1.000		
5. TRAMET	.133*	.207*	.200*	.262*	.272*	1.000	
6. EMPOSEMO	.658*	.504*	.500*	.424*	.537*	.124*	1.000
Mean	4.06	4.02	4.13	3.91	4.04	3.09	4.20
SD.	.531	.540	.566	.615	.639	.964	.598

*Note: * Significant level at $p < .05$*

From Table 4, it can be seen that all variables were positively correlated with each other. Among them, the highest effect was between EMPOSEMO and EMINVOL (r= .658, p<.05). It means that employee positive emotion have a significant and positive effects on the job involvement. Other variables including TRAINER, TRACON, TRASCHE, and ORCUL had positive relationship with EMINVOL (r= .555, r=.462, r=.403 and r=.475). In addition, five independent factors showed moderate correlations with the mediator EMPOSEMO (ranging from r= .124 to r= .537) indicating the predictive power of these factors on employee positive emotion.

Multiple Regression

By measuring all the scores (from 1 to 5) are distributed correctly, the descriptive process was taken on all independent variables and dependent variable of multiple regression. There are two multiple regressions are created for two model: EMPOSEMO Model and EMINVOL Model.

EMPOSEMO Model:

$$EMPOSEMO = 0.268 \text{ x TRAINER} + 0.177 \text{ x TRACON} + 0.267 \text{ x ORCUL}$$

EMPOSEMO: Employee Positive Emotion – Dependent Variable
TRAINER: Trainer – Independent Variables
TRACON: Training Contents - Independent Variables
ORCUL: Organizational Culture - Independent Variables

The statistics present the Unstandardized Coefficients, Model Summary and ANOVA of EMPOSEMO Model:

Table 5. EMPOSEMO Model

Model		Unstandardized Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	1.160	.267	4.352	.000
	TRAINER: The trainers	.268	.072	3.736	.000
	TRACON: Training contents	.177	.074	2.396	.017
	TRASCHE: Training Schedule	.069	.065	1.062	.289
	ORCUL: Organizational Culture	.267	.067	3.981	.000
	TRAMET: Training Methods	-.035	.033	-1.039	.300

Dependent Variable: EMPOSEMO: Employee Positive Emotion
- Predictors: TRAINER, TRACON, TRASCHE, ORCUL, TRAMET
- ANOVA: F (5, 237) = 29.291, Sig. =000, p < .05
- Model summary: R2 = .382

EMINVOL Model:

EMINVOL = 0.253 x TRAINER + 0.416 x EMPOSEMO

SEQUDE: Service Quality Delivery
TRAINER: Trainer – Independent Variables
POSEMO: Employee Positive Emotion – Dependent Variable

The statistics present the Unstandardized Coefficients, Model Summary and ANOVA of EMINVOL Model:

Table 6. EMINVOL Model

Model	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	.862	.221	3.901	.000
TRAINER: The trainers	.253	.059	4.309	.000
TRACON: Training contents	.036	.060	.601	.549
TRASCHE: Training Schedule	.035	.052	.679	.498
ORCUL: Organizational Culture	.038	.055	.682	.496
TRAMET: Training Methods	-.005	.027	-.184	.854
EMPOSEMO: Employee Positive Emotion	.416	.052	8.039	.000

Dependent Variable: EMINVOL: Job Involvement
- Predictors: TRAINER, TRACON, TRASCHE, ORCUL, TRAMET, EMPOSEMO
- ANOVA: F (6, 236) = 40.142, Sig. =000, p < .05
- Model summary: R2 = .505

Indirect and Total Causal Effects on Job Involvement

Bootstrapping method was applied to confirm the significance of these indirect effects. The principle is by considering whether a zero (0) falls between the lower (LLCI) and upper (ULCI) boundary of the confidence intervals. If there is a zero, the indirect effect is not significant or no effect exists; on the contrary, indirect effect can be claimed (Kristopher J. Preacher and Andrew F. Hayes, 2008). According to Table 5, the indirect effects of all TRAINER, TRACON and ORCUL were confirmed at 95% confidence interval. Among them, TRAINER had the strongest effect on EMINVOL with B=.368 (=.253 + .1115), which was a substantial effect (Vaus, 2001). Total effect of the model was 0.9688 at EMINVOL. In the total, the indirect effect in EMINVOL was .2963, which accounted for 30.58% by the total effects.

Table 7. Direct, Indirect, and Total Casual Effects

Variables	Causal Effects Direct	Indirect	LLCI	ULCI
TRAINER	.253	.1115	.0592	.1685
TRACON	---	.0737	.0235	.1301
TRASCHE	---	---	---	---
ORCUL	---	.1111	.0623	.1640
TRAMET	---	---	---	---
EMPOSEMO	.416	---	---	---

Testing Hypotheses

To test three groups of hypotheses, two multiple regression were first carried out between five independent factors and EMPOSEMO (H1), EMINVOL (H2); then path analysis and bootstrapping method were used to prove indirect and total effect on EMINVOL (H3). From three stages of multiple regression above, three independent variables (TRAINER, TRACON and ORCUL) were found to significantly affect both EMPOSEMO and EMINVOL. In addition,

233

EMPOSEMO was proven to directly affect EMINVOL (.416) as well. The findings were summarized in figure below. Accordingly, through intervening variable of EMPOSEMO, three explanatory factors TRAINER, TRACON and ORCUL could be said to indirectly affect EMINVOL at (.1115), (.0737), (.1111) respectively.
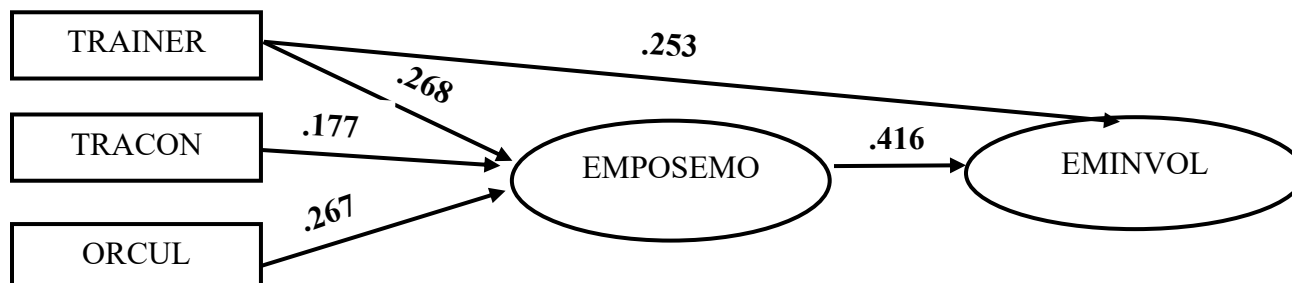

Figure 2. Path diagram of job involvement

Discussions and Recommendations

Practical Implication in Hospitality Industry

The results and recommendations in this study are useful with researchers and managers in the luxury hotels and resorts. The findings of this research were composed by the significant correlations between the independent and dependent variables. It recommends that suggest that the organizations should take care of the staff training carefully. Especially, the staff training that involves influential elements like trainer, training concepts and organizational culture. Moreover, managers also need to have the deep knowledge and expert skills about emotional labor and employee positive emotion because they not only effect on the feelings and emotions of employee but also on their job involvement and engagement.

Furthermore, this study shows the positive relationships between: staff training, employee positive emotion and job involvement. In the interaction of staff training and its components with employee job involvement, managers should put the efforts to improve the trainer, training concepts and organizational culture.

First of all, the total effect (indirect and direct) of trainer on job involvement is .368. In addition, it also has the correlation with job involvement at .555. The significant results above identify the status that effective trainer share the positive results in the high job involvement. It is reasonable that trainers leverage in employee positive emotion as well as job involvement because the trainer is the first one who motivates, inspires and shares many things like works, feelings with employees. The great trainers are both professional at skills, knowledge and moral at attitude, behavior. If they are friendly and close enough, they will be the motivation, inspiration and also the great model for employees.

The other contributions are training contents and organizational culture. They are the valuable tools that manager should have a laser focus on. They showed the indirect effects on job involvement through employee positive emotion in table 5.

The indirect effect of training contents on job involvement is .0737. In addition, it also has the correlation with job involvement at .462. This significant statistics show that good training content

can create high job involvement. It is justifiable that training contents construct important concepts and standards that allow employee to practice in their working time. If they are reliable and suitable enough, employees will enjoy them with high job engagement. The updated and related training contents are also influential. It helps employee to define the right path for their career as what they need to do and looking for. The effective contents create employee positive emotions as well as high job involvement.

As we know, organizational culture provides guidance to all employees by the beliefs and values. They are created by a wonderful working environment with the consistent values between employees and organization. If employees enjoy and are satisfied with them, they will have more motivation and reasons in their job. The valuable role of organizational culture is confirmed by good results of this research. The results show that the indirect effect of organizational culture on job involvement is .1111. In addition, it also has the correlation with job involvement at .475.

Similarly, managers must try the best to take care of employee positive emotion because there are strongly statistics that identify the powerful of employee positive emotion. In details, the correlation between employee positive emotion and job involvement is 0.658; POSEMO. In addition, the effect of employee positive emotion on job involvement is 0.416. The positive emotion is the critical reasons that employees involve in their job.

In a nutshell, the staff training (trainer, training contents, and organizational culture) and employee positive emotion have the influential and positive effects on job involvement so the managers and researchers should take care and improve them as much as possible.

This research have the new results that present the strong connections between staff training, employee positive emotion and job involvement in the comparison with previous researchers.

For instance, Kim et al, (2015) have the conclusion about the effects of emotion and communication on job involvement. This research updates the new concepts of staff training and employee positive emotion. These concepts are more detailed than the previous concept. In addition, there are plenty of research about the importance of staff training like the research concluding that staff training is essential in many ways which increases productivity while employees are armed with professional knowledge, experienced skills, positive emotion and valid thoughts (Ahammad, 2013). The results of this research have the advancement from the above research by adding the interactions with job involvement.

Research Limitations

In the connection with the previous researches that have the related purpose and concepts, this research has the purpose of identifying and measuring the multiple relationships between staff training, employee positive emotion and job involvement. However, this paper is one of the few research that considering the combination of these three variables instead of single interaction between each pair.

 Moreover, this study indicates the strong connection between staff training, emotional labor and job involvement with employee positive emotion as the mediator. Although this research has a useful recommendation with significant statistics but it just explains the situation of over 200 Vietnam employees. It will be more successful if the data collection is expanded to a big number of employees in the world.

Conclusion

The purpose of this research has been successfully achieved. This research identifies how factors of staff training affect job involvement by the mediator (employee positive emotion), measures the total effects (direct and indirect) of independent variables (trainer, training contents, organizational culture, training methods) on dependent variables of job involvement through employee positive emotion. It also provides the recommendations for enhancing job involvement and employee positive emotion.

The application of the multivariate statistical techniques with factor analysis, standard multiple regression analyses, and path analysis that allows the exertion of a causal relationship between the exogenous and endogenous variables of the job involvement model. Explanations and suggestions given were based on the review of the literature and the empirical findings of the study. In terms of significant relationships, bivariate correlations and Pearson product-moment correlation coefficients were employed to explore the relationship and its strength between each independent variable and the job involvement, as well as between each intervening variable and the dependent variable of the study. The direct and indirect effects of job involvement were discussed and explained in order to obtain clear answers and evidence for all research hypotheses. Thus, the implications of this study provide both theoretical and practical contributions to the field of hotel and hospitality management and development. In favor of enhancing employee job involvement, the service organization such as luxury hotels and resorts should have a high level effectiveness of emotional labor, especially employee positive emotion. Furthermore, this study also found that the factors of trainer, training contents and organizational culture were the effective path and motivations of boosting job involvement.

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Impact of Destination Image and Satisfaction on Word of Mouth Communication of Tourists in Sri Lanka

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Abstract

Word of mouth communication, country image and destination satisfaction have been identified as significant aspects in tourist industry today more than any other time as tourists make reviews on internet based on such reviews influence the prospective tourists' behaviour. Although scholars have scrutinized in this area they are mainly limited to developed countries reflecting a gap in the literature to explore the insights in the developing countries context. Addressing such gap in the literature, this study aims to examine the impact of country image and destination satisfaction of tourists on their word of mouth communication in Sri Lanka. A survey is carried out with 354 tourists in Sri Lanka. The result uncovers that the destination satisfaction fully mediates the relationship between country image and word of mouth communication of tourists in Sri Lanka. Finally, the paper makes important implications and suggestions for practitioners as well as for academics in the field of tourism.

Keywords: country image, destination satisfaction and word of mouth communication, tourism industry

Introduction

One of the world's largest industries is travel and tourism industry. This contributes to the global economy of almost 7.6 trillion U.S. dollars (10.2% of global GDP) and 292 millions of jobs in 2016. The sector accounted for 6.6 % of the total global exports and almost 30% of total global service exports (WTTC 2017). Today tourism can be considered as an unstoppable force of global economy by 1.1 billion or more tourists travel intentionally every year and this number has been remarkably increased by 7% in 2017 (UNWTO 2017). This growth of tourism always is an effective solution for many global challenges. Tourism is a key factor of contributing to a job creation, poverty reduction, environmental protection and promoting peace and harmony of nations. It is projected that there will be a 1.8 billion international tourists in year 2030 and in 2012 China became the world's largest spender in tourism according to the statistics of UNWTO 2014.

As one of the developing countries, during past three decades, Sri Lanka has experienced civil war, recession, political changes and also natural disasters like tsunami, flood etc. which had a direct impact on Sri Lankan tourism industry. Since in last few years Sri Lanka was able to overcome most of these challenges and thereby able to increase tourist arrivals significantly.

According to the Annual Statistical report (2017) of Sri Lanka tourism authority it is reflected that the tourist arrival has being increased continuously. A milestone increase was reported from year 2013 to 2014 which is 20% increase between two years. This figure indicates that, during post war period, there is a significant growth in tourists' arrivals to the country. This industry has contributed USD 9.7 billion to the total contribution to GDP (11.4% of GDP) in 2016 with 895,000 direct employment and it is expected to increase the total contribution up to USD 18.6 billion

238

(13.5% of GDP) with 1201,000 direct employments in 2027. In order to achieve such an increase in the coming years, tourists need to promote Sri Lanka as a good tourist destination among others who wish to visit Sri Lanka as a mean of word of mouth communication.

In this context, positive word of mouth communication is much helpful for attracting tourists into the country. In particular, tourists need to say the good side of their visit to others who wish to visit the same in order to attract their attention and willingness. Park et al. (2011) argued that the strength of word of mouth is greater than that of predictable advertising in terms of its ability to create negative or positive attitudes of consumers.

For a tourist to recommend a particular country by way of word of mouth, satisfaction he/she derived from the particular destination and the image about such country are very essential. People travel to fulfill initial needs satisfactorily. This process of action or destination satisfaction is of importance to understand, especially for the tourism industry striving to enhance businesses economy by attracting customers in the future (Prebensen 2004).

There are only seldom studies available on image perception on Sri Lanka as a tourist destination, its influence on destination satisfaction and even to the word of mouth communication, despite their importance in the context of Sri Lankan tourist industry especially after war. Addressing such gap in the knowledge the current study aims *to examine the influence of destination image and satisfaction on the word of mouth communication of tourists in the Sri Lanka.*

Literature Review

Word of Mouth Communication (WOM)

WOM is also a type of information most often searched by people who have an affinity for traveling. Recommendations are considered as a source of the most reliable information for potential tourists (Chi and Qu, 2008)

Tourism word of mouth is a non-commercial communication made by actual travelers to potential travelers about their experiences on the activities they have done in their travel and praise for a product, service, tourist destination, or organization. Tourism WOM is an alternative strategy of marketing because word of mouth is a powerful tool to market the product at no charge or very small cost.

The popularity of virtual interactions among tourists has led some researchers to highlight the importance of online WOM in acquiring and retaining tourists in the era of e-commerce (Vanessa and Alexandra, 2009). A study done by Compete (2007) revealed that around one-third of consumers are communicating with message boards, online communities, or forums before making online travel purchases because they believe that online reviews help them make their purchase decisions. According to Reza and Neda (2012) online WOM communications have a significant impact on attitudes toward visiting Isfahan, subjective norms, perceived behavioral control, and intention to travel.

Destination Satisfaction (DS)

A tourist destination is an amalgam of tourist products, services and public goods consumed under the same brand name, thus offering the consumer an integrated experience (Buhalis, 2000; Leiper,

1995). Rather than describing it in terms of a well-defined geographical area such as a country, island or town (Davison and Maitland, 1997; Hall,2000), contemporary definitions view a destination as a blend of consumers' space and tourism products providing a holistic experience which is subjectively interpreted according to the consumer's travel itinerary, cultural background, purpose of visit, past experience, etc.(Fuchs and Weiermair, 2003).

Satisfaction were measured by efficiency, service quality, social value, play, aesthetics, perceived monetary cost, perceived risk, time and effort spent and perceived value (Galarza et al., 2006). Satisfaction attributes were analyzed by cognitive image of natural resources, cognitive image of service quality, cognitive image entertainment and affective image (Luo and Hsieh 2013). Satisfactions of tourist measured by general satisfaction attribute satisfaction (i.e. attractions, accommodation, accessibility, amenities and activities) and met expectations. The satisfaction attributes included attractions, lodging, dining, shopping, accessibility, activities and events and environment (Chi and Qu, 2008).

Country Image (CI)

The image of a place is considered a key factor in the traveller's investment and decision-making process (MacKay and Fesenmaier, 1997; Tasci and Gartner, 2007). In their study examining image differences between prospective, first-time and repeat visitors to the Lower Rio Grande Valley. Fakeye and Crompton (1991) found significant differences between the three visitor segments, which had important implications for marketers devising destination promotional strategies, a view confirmed by Assaker et al (2011).

Kevin and James (2010) also carried out several research findings to develop the scale of destination image (SDI) to assess destination image affecting the consumption associated with tourism. Empirical evidences support the notion that destination image is an important factor that likely exerts significant impact on the decision-making process of tourists. Nonetheless, various limitations and weaknesses have been identified in previous studies; to a great extent, issues were primarily related to measures developed or adopted in these studies.

Kevin and James (2010) have further illustrated and expanded the ideas and types of images discussed by Nicola and Heather (2009). In accordance with previous literature, Kevin and James (2010) identified three types of images that individuals hold of a particular destination: organic image, induced image, and complex image. These three types of images are based on individuals' experience with a particular destination. An organic image arises from non-tourism information such as geography books, television reports, or magazine articles. An induced image can arise from tourism-specific information such as a destination brochure or vacation web site, which is a product of destination marketing efforts.

Mediating Role of Destination Satisfaction on the Relationship Between Country Image and Word of Mouth Communication

Arguments and empirical evidence that can explain the relationship between the quality of tourism services, destination image, tourist experience, and tourist satisfaction toward destination preference can be explained as follows.

First, the relationship between service quality and destination preference is described by Gronross in Bateson (1992), which explains the pattern of the relationship between service quality and

240

purchase propensity that "if the firm fail to render an acceptable service offering, the perceived service quality may not be good enough and the customer does not return".

Empirically, the argument by Gronross has been strengthened by the research of Chaipakdee and Wetprasit (2011) on tourists doing sea-kayaking in Phuket-Thailand, the quality of services and value the tourists received has a significant effect on tourist satisfaction that leads to the interest of tourists in promoting the place by way of word of mouth communication.

Second, the relationship between destination image and destination satisfaction is explained by a model of consumer behavior developed by Moscado et al. in Cooper et al. (1998), suggested that the selection of a tourist destination which is well known as destination choice is influenced by the variable of destination image that includes an assessment of the level of recommending the same by way of word of mouth.

However, it is worth noting that above literature implied that country image, destination satisfaction influence the word of mouth communication. However, it highlights that such relationships have not been investigated comprehensively altogether. Also, despite the fact that Sri Lanka currently wants to develop the country as a tourist destination, there is an indeed need to explore knowledge based upon such destination as current literature has not yet addressed such requirement. Thus, addressing this gap in the literature the *objective of the current study is to examine the influence of country image and destination satisfaction on word of mouth communication in the Sri Lankan Tourist Industry.* Supporting the above discussed literature the following hypothesis is derived

H1: Destination satisfaction mediates the influence of country image on world of mouth communication of tourists in Sri Lanka

The conceptual framework of the current study is given in Figure 1
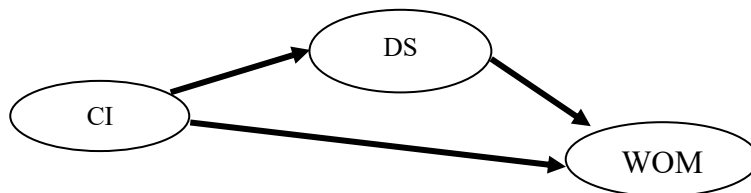

Figure 1. Conceptual framework

Methodology

This is an explanatory study. Population of the study is tourists who visited Sri Lanka. 354 tourists who departure from the International Airport of Sri Lanka are selected, reflecting judgmental sampling techniques. Tourists representing Europe and East Asia are in the sample. Data is collected from the Tourists who departed in Dec 2017 from the airport using structured self-administrated questionnaires.

Scales of Ahmad et al., (2012), Andriotis et al (2008), Isabelle G. et al., (2010), Meysamet al., (2012) are used for country image, destination satisfaction, revisit intension and positive word of mouth respectively. The proposed hypotheses were tested using Structural Equation Modeling (SEM). The data was analyzed using AMOS version 23 and maximum likelihood estimation. First examine common method bias, followed by measurement model and structural model analyses. In

241

fact, the psychometric properties of the constructs were examined in the measurement model analysis. Then, the structural model analysis was proceeded to test the hypotheses.

Measurement Model Analysis

Confirmatory Factor Analysis (CFA) was assessed for CI, DS, RI, and WOM in order to ensure the unidimensionality. Then, validity and reliability of the scales were ensured. The results of the CFA are summarized in Table 1, together with information on reliability and validity.

Table 1. Summary of the Measurement Model Statistics

Construct	Statement	FL
Country Image	Sri Lanka is a remarkable destination	0.748
(CI)	People in the country are very Friendly	0.810
AVE (0.76),		
CR (0.77),		
α = 0.72		
Destination	There is enough space available in beaches	0.827
Satisfaction	Sea and the beaches are clean	0.714
(DS)	Natural environment is attractive	0.730
AVE (0.58),		
CR (0.81),		
α = 0.71	I recommended Sri Lanka to many people	0.881
Positive Word of	I speak of Sri Lanka's good sides.	0.862
Mouth	I am proud to say to others that I have visited Sri Lanka.	0.809
(PWOM)		
AVE (0.72),		
CR (0.88),		
α = 0.72		

Notes: Fit indices X^2 (485) = 465.37, (p < 0.01),CFI = 0.96, GFI = 0.92, NFI = 0.91, TLI = 0.98, RMSEA = 0.031, SRMR = 0.04; FL, factor loading; AVE, average variance extracted; CR, composite reliability; α, Cronbach's Alpha; X^2, Chi-square; CFI, comparative fit index; GFI, goodness-of-fit index; NFI, normed fit index; TLI, Tucker-Lewis index; RMSEA, root mean square error of approximation; SRMR, standardized root mean residual.

As can be seen in the CFA results (Table 1), all the standardized factor loadings were significant (p < 0.001) and ranged from 0.714 to 0.881 that were far above the required value of 0.60, and AVE values of all constructs were above 0.5, the minimum threshold value (Hair et al. 1998, Malkanthie 2018). The results of the standardized factor loadings and AVE confirmed strong convergent validity of measures (Hair & Anderson 2010). Discriminant validity was assessed using the procedure has been suggested by Fornell and Larcker (1981). Hence, the square root of the AVE (as presented in Table 2 the upper diagonal) for each construct were greater than the correlation coefficient between that construct and all other construct and therefore, supporting discriminant validity (Fornell & Larcker 1981). Further, as shown in Table 1, Cronbach's Alpha coefficients for all constructs were exceeded threshold of 0.7, indicating acceptable reliability levels (Cronbach 1951; Nunnally 1978).

Table 2. Descriptive and Bivariate Correlation Matrix for the Study Constructs

Construct	Mean	SD	1	2	3
1. CI	4.54	0.44	0.76		
2. DS	4.51	0.35	0.224**	0.58	
3. PWOM	4.49	0.34	0.197*	0.209**	0.72

*Notes: ** Correlation is significant at p < 0.01; * Correlation is significant at p < 0.05; SD, standard deviation; Diagonal value in bold-face type indicates the Average Variance Extracted (AVE) of individual construct.*

242

Table 2 reports the means, standard deviations, inter-construct correlations and AVE scores for the study constructs. The construct means range from 3.04 to 3.95 (out of 5.0) and corresponding standard deviations range from 0.58 to 0.76. Inter-construct correlations are positive and significant (p < 0.01; p < 0.05), ranging from 0.197 to 0.224.

Structural Model Analysis

Two models were tested in SEM as consistent with the approach outlined by previous study (Spry et al. 2011). Model 1 is partial mediation model. Both, Model 1 and Model 2 (Direct effect model) collective results were used to test the hypothesis. The underlying assumptions for SEM were checked and proved. Those were independence of observations, adequate normality, no extreme outliers and multicollinearity, and sampling adequacy (Hair et al. 1998).

Model 1 (Mediation Model)

In Model 1, CI, DS, and PWOM were the latent variables. As can be seen in Figure 1, the direct effect of CI on PWOM, and the indirect effect of CI on PWOM through DS were examined in Model 1.

The goodness-of-fit indices for the Model 1 were met: X^2 /df = 1.809, GFI = 0.91 RMSEA = 0.02, NFI = 0.91, CFI = 0.96, TLI = 0.92, AGFI = 0.886, and PNFI = 0.77. Overall, the fit indices provided evidence of a reasonably good model fit.

The results of the SEM for Model 1 are displayed in Table 3. Accordingly, CI has positive but not significant impact on PWOM (β = 0.18, p =0.25). CI has a significant positive impact on the DS of the tourist in Sri Lanka (β = 0.21, p < 0.03). DS has positive and statistically significant impact on the PWOM of the tourist in Sri Lanka (β = 0.478, p < 0.001).

Table 3. SEM Results for Model 1 (Full Mediation)

Hypothesized path	Standardized path estimates
CI→PWOM	0.18
CI→DS	0.21***
DS→PWOM	0.478***

*Note: ** p < 0.01; *** p < 0.001*

Model 2 (Direct Effect Model)

The Model 2 analyzes the direct impact of CI on PWOM, however the mediating variable DS is excluded. The Model 2 yields acceptable fit to the data: X^2 /df = 1.65, GFI = 0.97, RMSEA = 0.041, NFI = 0.98, CFI = 0.91, TLI = 0.95, AGFI = 0.86, and PNFI = 0.67 (Bentler 1992; Gerbing & Anderson 1992; Hair et al. 1995, 2006 & 2010; MacCallum & Hong 1997; Hu & Bentler 1999; Wu 2009). CI has significant positive direct impact on PWOM (β = 0.167, p < 0.05).

Table 4. SEM Results for Model 2 (Direct Effect Model)

Hypothesized path	Standardized path estimates
CI→PWOM	0.167****

*Note: **** p < 0.05*

The collective results of Model 1 and Model 2 assist to test the hypothesis which is predicted that DS has a significant mediates the relationship between CI and PWOM of the tourist Sri Lanka.

243

To establish the existence of mediation effect, four conditions should be satisfied (Baron and Kenny 1986) and meet in Model 1 and 2. Firstly, CI significantly influences the PWOM (model 2). Secondly, DS statistically significantly affects the PWOM (model 1). Thirdly, CI significantly influences the DS (model 1). Fourthly, the impact of the CI on the PWOM should be weakening in strength or should be insignificant (mediation), after control for the mediator DS. The standardized beta in Model 2 (direct effect of CI on PWOM) was 0.167 (p < 0.05) and in Model 1, after including of DS as a mediating variable it was not significant (β = 0.18, p =0.25). Thus, DS fully mediates the relationship between CI and POWM, and the hypothesis is supported at the 95% confidence level (model 1).

Discussion and Conclusion

This paper is aimed for investigating the mediating role of destination satisfaction on the relationship between country image and positive word of mouth communication of tourist in Sri Lanka. Utilizing the direct (CI on PWOM) and indirect models (CI on PWOM through DS) mediating role of the destination satisfaction has been examined. The former model reflects that country image of tourists in Sri Lanka significantly influence their positive word of mouth. This finding enriches the existing knowledge on how country image influence to have word of mouth communication in the tourism industry. For instance, Nicola and Heather (2009) claims that pleasant image on the country will not only increase the possibility of revisiting such country but also enhance the communication of such perception to the other visitors. This argument has been empirically supported by the current study by enriching such knowledge into a different context.

The study discloses that destination satisfaction fully mediate the influence made by country image on positive word of mouth of tourist in Sri Lanka. It reflects that even though tourists who visit have a good image about country the extent to which they spread positive word of mouth communication depends upon their extent of satisfaction in the country while their stay. It means that satisfaction the tourists experience while their stay in Sri Lanka is more influencing the positive word of mouth communication than their image on the country. Empirical and comprehensive investigation of mediating role of destination satisfaction on the relationship between country image and the positive word of mouth communication of the tourists is a paramount contribution to the existing knowledge.

Findings of the study imply that country image influences the positive word of mouth and then destination satisfaction influences the positive word of mouth even such two relationships have been taken separately. It further confirms the findings of Frias et al., (2007); Beerli and Martin, (2004a) that reflects the relationship between country image and destination satisfaction. Further, the current study supports Chaipakdee and Wetprasit (2011), Castro et al. (2007) studies in another developing country's context with more empirical evidence.

Such findings and the conceptual framework can be applied to examine the same theoretical association in other similar industries for instance hospitality industry as well as in similar context (other developing countries).

Findings provide valuable insights for marketers, managers and for companies at large to successfully design and maintain their competitive strategies in the tourist industry in Sri Lanka. Especially players in the tourism industry should make necessary actions to maintain the satisfaction of the tourists while they are in the country as it is more powerful in spreading the positive word of mouth, even more important than their image about the country. This can be used

as a productive strategy for developing the tourism industry of the country specially in the period of after war. Further, relevant policy makers should also facilitate this industry in all possible ways for instance, providing required infrastructure, to provide such satisfaction to the tourist while their stay in the country. Such insights might be mostly similar in other Asian countries and/or in other developing countries, explicitly finding, it is an avenue for future research though.

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Potential of Avitourism in Taman Negara Malaysia

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Abstract

Tourism has been described as the largest and fastest-growing economic sector in the world and avitourism (observing birds in their native habitats) has been identified as a growing trend in tourism. In fact, avitourism is believed to bring significant economic and conservation benefits to local communities. Despite the rapid growth of avitourism globally, the local market potential is yet to be further explored. The aim of this study is to investigate the personal engagement among the youth participants in avitourism activities. It is important to record their engagement because knowing the level of participants' engagement could help to predict the sustainability of avitourism activity or program. The data was collected using self-administered questionnaires distributed to youth participants who participated in Taman Negara Bird Count (TNBC2017) program. The results show that personal engagement among youth participants was high and this gives signal that avitourism could have a good future in Malaysia. The results can provide significant implication for both theory and practices. The results can also provide some guides to government and relevant agencies in drafting policies and strategies to further promote avitourism in Malaysia because with its abundant species of birds, Malaysia has a huge potential to be a significant spot for avitourism.

Keywords: bird watching, avitorism potential, personal engagement, youth participants

Introduction

Tourism has been described as the fastest-growing economic sector in the world (WTTC, 2011) and it keeps on growing. There are some special areas in tourism such as ecotourism, medical tourism, sport tourism and education tourism. Recently, avitourism has gained interests of many and it is classified as a sub set of ecotourism as it promotes conservation and environmental sustainability (Hvenegaard, 2002). Besides promoting conservation, avitourism can also bring significant economic benefits to local communities (Steven, 2015). In Malaysia, avitourism or birdwatching activity has increased in popularity which also contributes to the national economic growth (Gertrude David et al., 2017).

Malaysia also has a big potential in promoting avitourism because it is endowed with the beauty of biodiversity, ranked 12th globally in terms of megabiodiversity (Tourism Malaysia, 2015). Naturally, there is tremendous potential in eco-tourism with a particular focus on birdwatching (Tourism Malaysia, 2015). A total of 795 species of birds have been recorded in Malaysia with over 60 species considered to be endemic (Tourism Malaysia, 2015). Various bird populations combined with beautiful scenery and friendly people make such a visit to Malaysia a memorable experience for the veteran or first-time birders (Tourism Malaysia, 2015). With the natural asset Malaysia can be a potential market in avitourism (birding tourism).

247

As the Malaysian government regards tourism as an important vehicle to diversify its economic structure, venturing and promoting avitourism aggressively can also boost tourism Malaysia as a whole (Lean & Smyth, 2006). In the United States of America, in 2012, birding tourism recorded a dramatic increase in income generation. In Malaysia, that can also be possible since Malaysia is rich in various species of birds.

Background of the Study

Taman Negara, the world's oldest virgin rainforest, is located in Pahang, Malaysia and it covers a large area of rain forest that is very famous with its beauty nature especially its amazing flora and fauna. Increasing gaining popularity as ecotourism spot in Malaysia, Taman Negara National Park is the perfect place for local and international tourists who love jungle trekking, wild life viewing, camping, rock climbing, canopy walk, fishing, night safari, bird watching activities and many more adventurous activities. According to Kuala Tahan Tourism Operators Association president Abdul Jalil Abdul Rahman, Taman Negara's annual visitor numbers averaged between 80,000 and 100,000, with foreigners making up more than 50 per cent (Malaysiadigest.com, 2016).

Meanwhile, Ministry of Tourism and Culture Pahang office Director, Idros Yahya, said Taman Negara needed more diversified activities relating to eco and adventure tourism to rev up the tourist numbers (Malaysiadigest.com, 2016), and Taman Negara Bird Count (TNBC) is one of the events that can increase the arrival of tourists to Taman Negara.

Taman Negara Bird Count (TNBC) started in 2014, initiated by volunteers who really love nature. Initially, the objectives of TNBC were to promote nature and natural resources conservation, to promote birding tourism, to update data collection via citizen science and to educate young generation to manage resources effectively and efficiently. This program was conducted annually without fail and some interesting fact to be shared, majority of birdwatchers from this program have become nature lovers after joining the program. This is a good impact because generations who love nature were found to also care for the earth and fight to protect the environment.

The introduction of TNBC event in 2014 was very right decision since bird watching activities at Taman Negara has been gaining increasing interest among local and international bird watchers. This is due to many birds of various species are available there. From year to year, the number of participants and species of birds recorded were also increased. Below is the data on number of TNBC participants and species of birds recorded.

Table 1. Data of TNBC Participants and Species of Birds Recorded

Year	No. of TNBC participants	No. of species recorded
2014	120	76
2015	150	125
2016	200	150
2017	271	180

Source: Taman Negara Bird Count 2017

TNBC is still at infancy but the impacts that it has brought are tremendous. For example, TNBC has led to formal creation of Taman Negara bird group and the creation of Kuala Tahan Young Birder group by local secondary school students that have made birding as part of their sport activities. Besides, TNBC has also inspired the creation of local bird clubs and Bernus Bird Camp near Kuala Tahan which totally managed by the community. Last but not least, as shown in Table 1, more bird species counted with more participants and locations opened for bird watching. In

248

future, TNBC really hopes to increase its scopes and number of participants as well as to bring this program to the international level.

Literature Review

Ecotourism

Ecotourism is an alternative tourism that allows travellers to enjoy their vacation in a more environmentally responsible manner because ecotourism activities support environmental conservation with a more effective tourism management. It is said so because ecotourism is able to minimize waste, pollution, and other tourism by-products when it is properly and systematically managed. Thus, in that sense, ecotourism can be one of good means to conserve the environment. Besides conserving the environment, ecotourism can also sustain the well- being of local community by generating economic opportunities among the locals within the area.

There are many ecotourism activities that can be promoted by the participating ecotourism spots. Some examples are river rafting, canopy tours, visiting waterfalls or volcanoes, surfing and snorkeling, bird watching and many more. Recently, bird watching or so called avitourism is becoming increasingly popular among tourists (Steven, 2015) and is one of the fastest growing types of ecotourism activities.

Avitourism

Avitourism has been defined as a travel beyond one's usual situation undertaken overnight, to view birds in their natural habitat by using a binocular (Nicolaides, 2014). Bird watching or birding tourism, also known as Avitourism, which means that specific sector of nature-based tourism focused explicitly on looking at bird species (Biggs et al, 2011). Whereas according to Glowinski (2008) birdwatching defined as the lively observation, identification, and photography of birds for leisure purposes. Avitourism is categorized under a subcategory of nature-based tourism (Nicolaides, 2014). There are some past studies undertaken in relation to avitourism. Biggs *et al.* (2011) carried out a study to investigate 11 community-based avitourism projects in South Africa. They concluded that avitourism project can be a cost-effective way to create jobs and deliver conservation and human development benefits if the projects have adequate long-term support.

Nicolaides (2013) analysed the role and impact of avitourism in general economic advance in particularly rural areas in South Africa. Sustainable avitourism must initially promise the important link between the local community and avitourist. Nicolaides (2013) stated that avitourism is a division of ecotourism which has shown the high potential because birdwatchers are usually from the positions of the relatively well educated and wealthy individuals who love seeing birds in their natural habitats. Nicolaides also stated that avitourism also has a big potential to add value to local societies.

Personal Engagement

West and Dowson (2012) described personal engagement as a state where a person is highly engaged and feeling eager to perform their task and find it easy to stay focused and invite others to participate in the activity. Meanwhile, Macey and Schneider (2008) unveiled that personal engagement refers to psychological circumstances that are characterized by absorption, attachment and passion for something. Sharing the same notion, Schaufeli (2013) stated that engagement

249

requires involvement, commitment, focused effort, enthusiasm, passion, energy, zeal and dedication. Interestingly, Marcos and Sridevi (2010) claimed that engagement has a relationship with performance, and in this case we infer that engagement will relate to the final outcome of the program. By examining the level of participants' engagement, one can conclude the future of the program and can tell whether to program has a potential to sustain or not.

Intention to Participate in the Future

The potential of the program to be followed and chosen again by the participants can be predicted by knowing the participants' intention to participate in the future. As mentioned by Nur Aishah *et al.* (2014), there were several factors that associated with participation intention such as motivation, organizer, time and activities or program. These factors also apply to intention to participate again in the future.

Methodology

This research employed quantitative method to obtain the data by using questionnaire delivered to respondents during the three-day event. The questionnaire consists of three sections namely Section A (Respondent's Background), Section B (Personal Engagement) and Section C (Intention to Participate in the Future). All questions in Section B and C were five-point Likert Scale type of measurement ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree to 5 = strongly agree.

Sample

As mentioned earlier, there were 271 participants joined TNBC2017 program and they were all the potential respondents.

Data Collection

For data collection, questionnaires were distributed to any participants who were willing to participate in the survey by filling out the questionnaires during lunch hour and dinner. The respondents would complete the survey themselves while waiting for lunch and dinner. The survey had only 35 questions covering three sections, thus it took less than ten minutes to be completed.

Data Source

To measure self-engagement of the participants, measurement constructed by Schaufeli *et al.,* (2012) was adapted and adopted. There were 10 questions altogether and the questions measured three dimensions of self-engagement which are dedication, absorption and vigor. Examples of items are, "I am looking forward for bird watching activities for the next day.", "To me, the activities are challenging", and "When I was in the activities, I forgot anything else.".

To measure intention to participate in the event in the future, three items were adapted from the items used in Fang et al. (2009). Those 3 questions that measured intention to participate in such event in the future in this study are: "I will participate again in this kind of program in the future", "I will spread the words to others and viral to friends and the public", and "I would invite more friends to join this program".

250

Findings

Out of 271 TNBC2017 participants, 218 participated in the survey and all responses were usable for further data analysis.

Normality Test

Before conducting further analysis, Skewness and kurtosis were calculated to examine the normality of the data. According to Chua (2006), the distribution of data is considered normal when the value of skewness and kurtosis is close to -1 to +1. It was found that all the variables involved in this study (dedication, absorption, vigorous, and intention to participate in the future) have skewness and kurtosis values of less than ± 1. Hence, it can be concluded that the data is normally distributed.

Validity and Reliability

Table 1 below shows the results of reliability test for variables of intention to participate in the future, vigorous, dedication, absorption and self-engagement (total). The Cronbach alpha for intention to participate in the future is .732, vigorous .944, dedication .815, absorption is .861 and total self-engagement is 0.904 which are all above 0.70 and it indicated that the scales are acceptable and reliable (DeVellis, 2003).

Table 2. Reliability Analysis

Variables	N of Items	Cronbach's Alpha
Intention to participate in the future	3	0.732
Self-engagement	10	0.904
Vigorous	4	0.944
Dedication	3	0.815
Absorption	3	0.861

Demography Analysis

Majority of the respondents involved in this TNBC20177 were from Taman Negara Young Birder with 26.4% followed by UPM Serdang 1 (19.5%), UiTM Pahang (9.8%), UPM Serdang 2 (9.2%), SMK Inderapura (5.7%), SMK Jerantut (5.2%), SMK Pusat Penyelidikan Pertanian Tun Abdul Razak (PPPTR) 5.2%, KPTM Kota Baharu (5.2%), Kolej Komuniti Raub (4.6%), SMK Saujana (4.6%) and KPTM Kuala Lumpur (4.6%). In terms of gender most of the respondents were female with 61.5% and male were 38.5%. Majority of the respondents were university, college and high school students (52.9%) and secondary school and primary school students (47.1%). The highest number of respondents involved in this study came from Pahang (46%) and the lowest were from Sarawak, Malacca and Indonesia (0.6%). The results also indicated that most of the respondents age ranged from 10-19 years (47.7%) followed by those age 20-24 years (44.8%) and 25-40 years (7.5%). Most of the respondents who joined this TNBC were sponsored (44.8%), 28.7% were self-sponsored and 26.4% were with normal fees and discounted fees.

Descriptive Statistics

Table 3 shows the mean for items under intention to participate in the future for birdwatching program and the overall mean is 3.74 which is close to high intention to attend in the future. The mean for item 'I will participate again in this kind of program in the future' is 3.78, 'I will spread

251

the words to others and viral to friends and the public' (3.91), and 'I would invite more friends to join this kind of program' (3.53), all are close to high intention to attend in the future.

Table 3. Descriptive Statistics - Intention to Participate in the Future

Item	Mean	Std. Deviation
I will participate again in this kind of program in the future	3.78	.827
I will spread the words to others and viral to friends and the public	3.91	1.008
I would invite more friends to join this program	3.53	1.007
Overall	**3.74**	**.943**

Table 4 indicates the mean of items for Vigorous. The mean for item 'I am looking forward for bird watching activities for the next day' is 4.20, for item 'While doing the activities, I was energetic' is 4.21, for item 'During the activities, I was mentally ready' is 4.21, and for item 'During the activities, I was excited' is 4.21. Meanwhile, the overall mean for Vigorous is 4.28 with standard deviation is 0.623.

Table 4. Descriptive Statistics - Vigorous

Item	Mean	Std. Deviation
I am looking forward for bird watching activities for the next day	4.20	0.651
While doing the activities, I was very energetic	4.21	0.665
During the activities, I was mentally ready	4.21	0.665
During the activities, I was excited	4.49	0.711
Overall	**4.28**	**0.623**

Table 5 below shows that the mean of items for dedication variable is also high. The mean for item 'To me, the activities are challenging' is 4.73, the mean for item 'The activities are very inspiring' is 3.89 and the mean for item 'I enjoyed the activities very much' is 3.94. The overall mean for dedication variable is high which is 4.19 and the standard deviation is 0.595.

Table 5. Descriptive Statistics - Dedication

Item	Mean	Std. Deviation
To me, the activities are challenging	4.73	0.506
The activities are very inspiring	3.89	0.789
I enjoyed the activities very much	3.94	0.758
Overall	**4.19**	**0.595**

Table 6 shows the overall mean for absorption variable is 3.73 and standard deviation is 0.630. Mean for items in the absorption variable is close to 4 which is high (3.63-3.95).

Table 6. Descriptive Statistics - Absorption

Item	Mean	Std. Deviation
When I was in the activities, I forgot anything else.	3.63	0.814
I was really engrossed and did not think about other things.	3.63	0.807
I was really happy being in these activities.	3.95	0.454
Overall	**3.73**	**0.630**

Table 7 shows the mean for overall self-engagement is high with mean 4.07 and standard deviation 0.555. Meanwhile, mean for each dimension of self-engagement which are dedication, absorption and vigorous are also high with mean 4.19, 3.73, and 4.28 respectively.

252

Table 7. Descriptive Statistics - Self – Engagement

Item	Mean	Std. Deviation
Dedication	4.19	0.595
Absorption	3.73	0.630
Vigorous	4.28	0.623
Overall	**4.07**	**0.555**

Avitourism and Its Potential

Due to the richness of the bird species available in Malaysia, bird watching activity has a huge potential to be a popular activity in many potential avitourism spots, whether in Peninsular Malaysia or in Sabah and Sarawak. The results of self-engagement and intention to participate in future in this research have also revealed positive attitude towards avitourism among youth participants. The findings reveal that youths who participated in the TNBC2017 showed high scores in terms of self-engagement and intention to participate in the future. Since the participants of TNBC2017 came from many states in Malaysia, this also indicated that there is high potential in developing birdwatching activity as one of ecotourism activities in Malaysia.

Based on the findings, it is clear that avitourism has a very good potential especially in attracting the young too. This is a very positive sign because past literature revealed that avitourism in some other countries like Africa and Australia has attracted mainly those of middle aged and middle class participants. In fact, in general, avitourism nowadays has a huge potential because over the globe more and more people are looking for activities to engross themselves in nature, and at the same time to study local cultures and view exotic bird species at the locations they visit.

Conclusions

Past studies stated that birding community is diverse (Connell, 2009) in terms of sex, education levels, as well as income levels. More and more females involve in birding and birding is no longer dominated by middle-aged, white males with high salaries and education levels (Jones & Buckley, 2004). In fact, the motivations, commitment level and birding methods also vary (Kim et al., 2010; Connell, 2004).

The results of this study revealed that avitourism not only attracts the middle aged avitourists as claimed by some authors in past studies, but also attracts the young avitourists. Thus, avitourism should be seriously promoted because it can also make a significant contribution to overall tourism growth in Malaysia since almost all states in Malaysia have rich virgin forests that are rich with their own bird species. Other than Pahang, there are some states like Terengganu, Kelantan and Kedah that can also promote their virgin forests with avitourism. As for Terengganu, the TNBC2017 can be a good model to be applied to Kenyir Lake that has tremendous species of birds including rare species, to be one of the avitourism destinations for local and international avitourists to enjoy. As revealed by Sharoum et al. in their book published in 2015, Kenyir Lake has 360 species of birds. In fact, nine out of ten species of hornbills that have been recorded in Malaysia, are found in Kenyir Lake.

As disclosed by past researchers, avitourism is supposed to be one of the most responsible and sustainable subsectors of tourism that is based on nature. This is because avitourism gives low impact on the natural environment and its contributions to conservation (Steven, 2015) which in the end also promotes environmental sustainability.

Many studies have also indicated that when local community and stakeholders participate in the tourism initiatives, rural economic development is promoted and this would benefit the community and society a well. Economics benefits gained by local communities would encourage communities to conserve and protect bird habitats. Thus, avitourism should be widely promoted because besides being one of tourism products, it also offers a number of important economic, social and environmental benefits to community as well as to the nation. However, proper management of natural resources is important to ensure that this avitourism activity would be sustained.

The results of this study could also provide guidelines for effective planning, management and marketing of avitourism and help tourism agencies to develop products that meet the needs of avitourists. Activities offered in avitourism program should be wisely drafted to suit the specific market segment; the youth, the middle aged avitourists and other segment of avitourists.

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254

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Acknowledgements

Part 7: Management, Finance &. Banking

The Mediating Role of Personality Traits in the Effect of Social Isolation on Loneliness at Work

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Abstract

The purpose of the research is to determine the mediating role of personality traits in the effect of social isolation on loneliness at work. The universe of the research is the bank employees operating in Konya (in Turkey) and 265 bank employees whose sample is determined by simple random sampling method. In the evaluations, central tendency measures and descriptive statistics were used, correlation, regression and hierarchical regression tests were performed. According to the findings of the research, it was determined that social isolation has a statistically significant and positive effect on loneliness at work, and personality traits have a partial mediating role in these relation.

Keywords: social isolation, loneliness at work, personality traits

Introduction

Loneliness at work can be defined as people lives in business sense of loneliness that they lives in their daily life. Researches on the concept emphasize that loneliness at work was emerged in the workplace due to was effected of environmental, organizational and individual factors. Studies carried out in order to examine the factors affecting the concept more deeply provide important messages especially for the managers and these researches continue increasingly in terms of organizational behavioral literature. Because one of the goal of organizational behavior is to understand the behavior of employees in the organization. Accordingly, an in-depth examination of behaviors that adversely affect employees' productivity will lead to the development of strategies that can prevent them. From this point of view, it is very important to determine the factors that cause loneliness at work and to determine the variables have mediating role in the effect of the relationship between loneliness at work and factors effect it. In this research, it was aimed to determine the effect of social isolation levels on the loneliness at work of the employees. Although research in the literature emphasizes this relationship, no research has been conducted directly on this relationship. It is also assumed that if social isolation has an effect on loneliness at work, it is aimed to determine whether personality traits are mediating role in this relationship, and if so, what mediating role it has. In this context, this research contributes to the literature of organizational behavior.

Literature Review

Social isolation can be expressed as that experience in which a person feels like they are sitting alone at the bottom of the well and they feel as if no one knows they are suffering; no one cares; if they call out they cannot be heard; they are invisible and outside all circles of concern (Samuel et all., 2014: 3). When people lack meaningful social contacts they stay alone and find themselves in a position of social isolation. Enduring loneliness often results in serious problems such as depression and poor self-esteem (Hortulanus et all., 2006: 37). The concept of social isolation has

been used mostly in the fields of health sciences and educational sciences in the literature. The use of the concept in the field of social sciences is rather limited (Erbasi and Zaganjori, 2017: 41). One of the concepts associated with the concept of social isolation in the literature is loneliness at work.

Loneliness at work can be defined as people lives in business sense of loneliness that they lives in their daily life. Loneliness at work emerges as emotional loneliness and social loneliness. When emotional loneliness is related to the feelings of a person, social loneliness refers to the problem that the employee is experiencing about his participation in the social network at workplace (Demirbas ve Hasit, 2016: 139). Given that workplace relationships underlie many important organizational phenomena, it is important to understand whether and how loneliness at work affects employee behavior (Lam and Lau, 2012: 4265). In this respect, in the recent years the number of research in the literature about loneliness at work is increasing. But Wright et al. (2006), it may not be enough to see the concept of loneliness at work as merely a lack of employees' ability to establish social relations. For this reason, we find several studies that investigate the relationship between concept of loneliness at work and other variables of interest in organizational behavior. These researches emphasize the meaningful relationship between loneliness at work and various variables such as organizational citizenship, organizational commitment, intention to leave, organizational cynicism, psychological capital, burnout, bullying, mobbing, organizational trust, performance, job satisfaction.

Employees who are one of the organizational analysis units of organizational behavior, tend to see themselves differently from the social structures they are in is one of the important organizational problems in recent years. Employees who are experiencing this problem do not see themselves as a part of the organization. This situation can turn into an employee's conscious or unconscious preference. In any case, the employee may begin to feel lonely after a while. This brings about the relationship between social isolation and loneliness at work.

In fact, the relationship between loneliness at work and social isolation concepts is a pattern. In such a way that the worker becomes isolated under the influence of various elements, he starts to isolate himself from the social point of view. Conversely, an employee who has been exposed to social isolation will begin to feel lonely in the workplace. Hence, the relationship between the two concepts can be regarded as bidirectional.

Loneliness is not a new phenomenon to study empirically, nor is loneliness at work a new concept for journalists to report on. For instance, the words 'loneliness' and 'isolation' are often mentioned in the popular media. However, loneliness at work remains a nebulous and under-examined construct, both empirically and theoretically (Wright, 2009: 11). Wright et al. (2006) expressed that loneliness at work is remaining alone, isolation and the feeling of being alone, originating from several social environments. Hogh et al. (2012) emphasize that social isolation was positively related to direct harassment at work and work related harassment. Eroglu (2018) founded that the loneliness at work experienced by the employees decreased when the managers were supportive. In this study, the H1 hypothesis was developed to test the effect of employees' social isolation levels on the perceptions of loneliness at work:

H1. Social isolation has an effect on loneliness at work.

Of course, there are many factors that can affect such a relationship. Loneliness at work is decribed as a situation that arises from poor interpersonal relations at the workplace and one that creates distress (Karakaya et al., 2015: 79). The focus of the concept of loneliness at work is the personal

258

characteristics of employees (Wright, 2007: 2). In this sense, individuals who are lonely in the workplace are often stigmatized by other employees as persons who have failed to maintain and continue social relationships, are low self-esteem and sometimes incompatible. Personality traits are one of the main factors that are undoubtedly influential in individuals' experience of loneliness. However, many organizational factors such as the highly competitive organizational culture in business life, and therefore the low level of solidarity, the forms of communication within the organization, the level of organizational formation, and the human resources politics are also significantly influencing the individual's loneliness at work (Eroglu, 2018: 7). The individual's personality can effects on loneliness at work as effect many behaviors (Çetin ve Alacalar, 2016: 194). Parlak ve Sazkaya (2018), Cetin and Alacalar (2016) and Teppers vd. (2013) were emphasize the effect of personality traits on loneliness at work. There are quite a number of organizational behavior elements in the literature that affect personality traits. For example, work values, psychological resilience, performance, innovative behavior, social relationship, cyberloafing, leadership style. The research surrounding loneliness tends to focus almost exclusively on personal characteristics as the primary determinant of the experience, and largely ignores the workplace as a potential trigger as the potential causes of loneliness (Wright, 2009: 11). In this context, the H2 hypothesis has been established to examine whether personality traits has an intermediary role in the effect of social isolation on loneliness at work.

H2. Personality traits has a mediating role in the effect of social isolation on loneliness at work.

The research model established in the direction of the two hypotheses developed is shown in Figure 1.
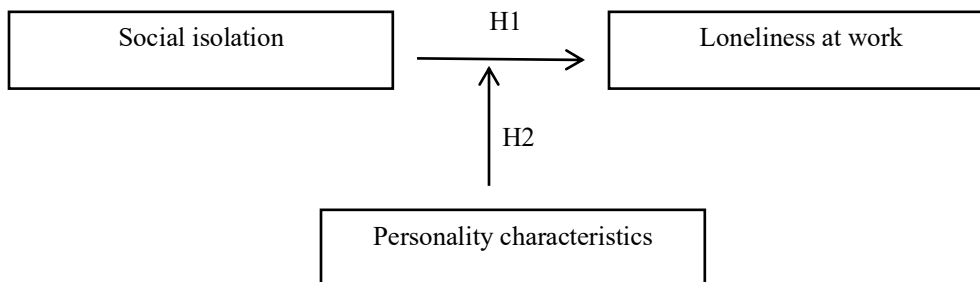

Figure 1. Model of the research

Material and Method

In this study, the answer to the main question being sought "Is there an effect of employee' social isolation level on loneliness at work and in this effect is there a mediating role of personality traits?". The universe of the research is bank employees in Konya (in Turkey). A simple random sampling method was used in the sample of the study and 265 banks selected randomly as the sample. When the demographic characteristics of the participant sample were examined, it was found that 70.6% of the participants were male, 63% were single, 59.2% were university graduates, 66.4% were in the age range of 18-29 years (young) of them, have monthly income in the range of 1301-4000 Turkish Liras and 43.4% of them have 4 years experience in the sector.

In the research, a questionnaire consisting of four parts was designed. In the first part of the questionnaire, Loneliness at Work Scale developed by Wright et al. (2006) and was validated and tested for reliability in Turkish form by Dogan et al. (2009). In the second part of the questionnaire, social isolation scale, one of the subsection 6 of the questionnaire developed by the Nottingham

259

Health Profile (NHP) to assess the quality of life of the patients, was used. Expressions of the scale translated into Turkish by Kucukdeveci et al. (2000) and used Kılıç's (2009) dissertation thesis. In the third part of the questionnaire, it was used to five personality domains has developed by Gosling et al. (2003). In the fourth and final part of the questionnaire, 6 questions were asked to examine the demographic characteristics of the participants. 5-point likert scale was used in the study, depending on the original use of the scales.

Explanatory factor analysis was applied to measure the validity of the scales used in the research. Within this scope, KMO and Bartlett tests were performed separately for three scales. When the KMO values were examined, it can be seen that data sets are suitable for all scales (social isolation scale 0.871, loneliness at work scale 0.795, personality traits scale 0.764). When Bartlett values were examined, it was determined that there was a relation between variables and normal distribution of data according to all scales (social isolation scale x^2= 880,588, df = 10, p= 0,000; loneliness at work scale (x^2= 1690,870, df = 120, p = 0,000; personality traits scale x^2= 759,250, df = 45, p = 0,000). Confirmatory factor analysis was also applied to the scales and it was determined that the compliance index values were within acceptable ranges.

To determine the reliability of the scales, cronbach alpha values were examined. The values obtained were higher than the acceptable level of α = 0,70 for all scales and sub-dimensions (social isolation scale α = 0,913, loneliness at work scale α = 0,723, personality traits scale α = 0,729).

Findings

Pearson correlation analysis was conducted to reveal the relationships among the variables used in the research. The findings were shown in Table 1.

Table 1. Variables Average, Standard Deviation and Correlation Findings

Scales	Average	Standard deviation	Social isolation	Loneliness at work	Personality traits
Social isolation	2.1194	1.1242	1		
Loneliness at work	3.2828	0.6624	0,267*	1	
Personality traits	3.0979	0.6154	0,207*	0,296*	1

*p<0,001

According to Table 1, employees have low level of social isolation, low level of loneliness at work and positive personality traits.

Moreover, there was a statistically significant positive and low relationship between social isolation and loneliness at work (r = 0,267; p = 0,000) and low relationship between social isolation and personality traits (r = 0,207; p = 0,000) In addition, there was a statistically significant and low positive correlation between levels of loneliness at work and personality traits (r = 0.296, p = 0.000).

In the study, to test the H1 hypothesis, regression analysis was conducted to examine the effect of social isolation on loneliness at work. The results are presented in Table 2.

Table 2. Results of Regression Analysis of the Effect of Social Isolation on Loneliness at Work

Dependent variable	R²	Independent variable	B	Std. error	t	p	F
Loneliness at work	0.267	Stationary	0.611	0.343	1.781	0.076	20.118
		Social isolation	0.487	0.109	4.485	0.000	

260

According to this, it was determined that the social isolation levels of the employees had a positive and significant effect on loneliness at work (p<0,05). In this context, "H1. Social isolation has an effect on loneliness at work" hypothesis is accepted. According to the data, it is seen that social isolation explains the variance of loneliness at work by 26.7%. If the relationship between the variables is to be formulated; "F (1, 263) = 20,118; p<0,05 "equation can be created.

Developed within the scope of "H2. In social isolation, the causal role of personality in the influence of loneliness at work has an intermediary role". To test the hypothesis, the Causal Step Approach called Baron and Kenny method was applied. The findings are presented in Table 3. According to the findings, significant relationship between social isolation and loneliness at work, social isolation and personality traits, loneliness at work and personality traits were found. In the last stage of the model, when the personality traits effect was included in relation to social isolation and loneliness at work, there was a decrease in the relationship between variables. According to this, it can be said that personality traits have a partial mediating role in effect of social isolation on loneliness at work. As a result of the Sobel test, the mediating role was found to be statistically significant (z = 0.64, p<0.05). Hence, the H2 hypothesis is accepted.

Table 3. Results of Hierarchical Regression Analysis of Personality Traits in the Effect of Social Isolation on Loneliness at Work

Steps	Regression Coefficients			Model Statistics
	B	**Std.Eror**	**B**	
1. Step	0.487	0.109	0,267*	R^2= 0.071
I.V.: Social isolation				F(1.263)= 20.118;
D.V.: Loneliness at work				p = 0.000
2. Step	0.349	0.087	0,207*	R^2= 0.051
I.V.: Social isolation				F(1.263)= 13.038;
M.V.: Personality traits				p = 0.043
3. Step	0.275	0.055	0,296*	R^2= 0.088
D.V.: Loneliness at work				F(1.263)= 25.220;
M.V.: Personality traits				p = 0.000
4. Step				
I.V.: Social isolation	0.130	0.031	0,238*	R^2= 0.143
D.V.: Loneliness at work	0.251	0.053	0,270*	F(2.262)= 21.921;
M.V.: Personality traits				p = 0.000

Note: I.V. = Independent variable; D.V.= Dependent variable; M.V. = Mediating variable
* p<0,05

Conclusions

The purpose of the research is to determine the mediating role of personality traits in the effect of social isolation on loneliness at work. As a result of the analysis made by using the data obtained from 265 bank employees, it was determined that social isolation has a statistically significant and positive effect on loneliness at work, and personality traits have a partial mediating role in these relation. The results obtained were not subject to comparison because no previous studies on the same topic were found. However, as expected, it seems that an employee who has isolated himself from the social point of view and thus is isolating himself from the society, is in a sense of loneliness at work. Moreover, it is positive that the personality traits that the individual possesses are positively and significantly related to the effect of social isolation on loneliness at work. It is expected that the results obtained from the research will make significant contributions to the decisions that the bank managers will make about the employees and the strategies they will

implement and also to the academicians working on this field. It is also suggested to conduct research in a way that makes it possible to compare the results obtained by applying the research in wider and/or different universes and samples. In addition, efforts to identify other factors that determine the impact of social isolation on the sense of loneliness at work may make the results of this study more meaningful.

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262

Brand Value and Financial Performance Relationship: BIST 30 (Istanbul Stock Exchange) Application Analysis

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Abstract

In today's competitive environment, companies continuously release new products of good quality; and they need brands in order to represent that they are different from their competitors by distinguishing from them, and to maintain this difference. Because of that reason brands and branding are particularly for companies. At this study we intended to estimate the brand equity of the banks Akbank, Garanti, Yapı Kredi, and İş Bankası by using panel regression method with reference to the brand equities of the concerned banks between the years 2010 and 2016 those we obtained from Brandfinance and their profitability, liquidity, capital, and activity ratios those we obtained from the Turkish Banks Association. As we examine the coefficient and the relevance values of each variable, we identified that the variables of S1 (Capital Adequacy), S2 (Equities / Total Assets), S3 (Equities / (Deposits + Non-Deposit Resources) represents the best estimation equation according to the random effects model.

Keywords: brand, brand value, BIST 30, Istanbul Stock Exchange

Introduction

Today, brand and brand value is a very important concept both for producers and consumers. In the 1980s, with the increase of the company merger, over the company value began to be paid. This situation has brought the brand value to the agenda. How the brand value will be calculated has begun to be discussed. Trademark valuation is a complicated process, and many methods have been developed in this regard. Each method is designed to serve different purposes and there is no generally accepted brand valuation method. However, companies express their brand values in terms of the numbers disclosed by independent brand valuation companies using mixed models.

Brand and Value

The Definition and History of the Brand

The concept of brand has entered the Turkic language from the Italian word "marca" and many people or institutions have developed different definitions. Brand is a proprietary name or mark that distinguishes a commercial property from any other entity (TDK, 2018).

American Marketing Association brand defines "a name, a symbol, a term, a mark, a pattern, or a combination thereof" to describe the products or services of a group of sellers or sellers and distinguish them from their competitors (Karacan, 2006: 6). Therefore, the seal also comes in the form of emblems, stamps, symbols, logos, patents. However, the brand is more than them, and it contains them. A trademark is a picture, letter or the like, which is chosen by an institution or

organization, which is placed on a commodity, which produces or sells the item. is a special sign (Kaypak, 2013: 340)

As a necessity of trade, the search for a concept that differentiates producers or sellers from each other in order to distinguish them from each other has led to the conception of what is now called a brand. The marks claimed to be used as trademarks were first seen in ancient Egyptian pots. In the Middle Ages, markers used by European merchants to show trade areas and protect their competitors and differentiate their products from other products are also examples of the first brands used. (Basci, 2009: 4)

The Importance of Brand

The main reason why products have a kind of trademark like brand is that branded products are separated from other products. The fact that the origin of the word "branding" (in English) comes from the stamps of the peasants to separate the cattle from each other in meralard (Bişkin, 2004: 415).

Consumers learn to evaluate goods and services through their own experiences, their social environment, groups of friends, or advertisements. In this interaction, the consumer carries a sense of the brand of goods or services, and makes the purchase decision process easier with this brand. The most obvious benefit of the brand name is that it helps the consumer determine the goods or services he will buy (Bişkin 2004:415).

In addition to being a sign, the brand carries many features with it. The responsibility under the name implies the responsibility for maintaining this reputation and ensuring the continuity of its quality. According to Don Schultz; "In the twenty-first century, the importance of brand and brand management will grow even more. In the new period, the definition of the brand will also show significant changes. Brand management will focus on creating brands, uploading images and content to the brand. " According to Schultz, "the importance of reaching out to customers with these will also matter. The brand will now be defined by its image, content and enthusiasm. More institutions will discover the differences created by their customers in the mark they own "(Demirel, 2003, 76).

Brand Benefits

The brand is important not only for the producer or service provider, but also for the consumer. We will list the important points of having a brand (Sarı, 2009: 7);

- Ensures that the company legally protects its product features and appearance. The brand name can be protected through production process and packaging design, marking, patenting and copyrights. With these rights, the company can continue to invest in the brand, and it can generate returns from this valuable asset,
- Brand loyalty is an element of trust in the company. It serves as a barrier to prevent other companies from entering the market,
- Brand loyalty also enables the consumer to buy the product at a higher price,
- Rakipli can easily mimic the production process and product design but can not easily meet the impressions of the brand in the minds of individuals,
- Companies with strong branding will have higher revenue and profits,

264

- In the case of a merger or acquisition of a company with a strong brand, the revenue it will earn will be higher,
- The brand is a sign of quality so satisfied customers can choose the same product again,
- Allows the brand consumer to organize his or her knowledge of products or services and make his decision clearer,
- It is natural that consumers should be short on time searching for products or services, the brand makes it easier to choose between many similar products,
- In addition to the concrete benefit that the product provides to consumers, brands can also be status and reputation symbols for the consumer.

Brand Value

Brand value has been an important research topic in marketing since 1990's. The concept of brand value has more than one definition like brand concept. There are three different perspectives on brand value in literature.

1. Customer-oriented viewpoint
2. Financial perspective
3. The combination of these two approaches

Brand value, customer-oriented view of suffering; brand awareness and sense of brand awareness, brand awareness, brand awareness, customer loyalty, perceived quality, and so on, which increase the value provided by the brand or product or service, in the marketing of the brand, in the marketing of the brand, .

From a financial point of view, the current value of brand value, cash flow from a branded product or service is defined as the value of the additional cash flow that a branded product provides for an unbranded product, the current value of the brand's future expected revenue.

In the combination of these two approaches, brand value; market share and profitability can be defined as how the brand is perceived as the sum of the quality of products and services, financial performance, customer loyalty, customer satisfaction and general respect to the brand, or the consumer's feelings towards the brand, feelings, attitude and additionally value added to the brand (Sarı, 2009: 11).

Benefits of Value of Mark

Benefits of brand value can be summarized as follows;

- To influence the choices of customers, employees, investors and decision makers,
- Promotion,
- Helping to promote and create demand,
- Making more profit with higher price,
- Protecting and developing market share,
- Providing prestige to the user, increasing the proportion of loyal customers connected to the brand,
- Having the bargaining power against the distribution channel members,
- Allowing the positive image of the brand to be carried to other products / services
- Prevent competitors from entering the market

Methods of Brand Evaluation

Behavioral Based Methods
We can collect behavioral methods in three categories.

1. Kapferer Method
2. Aeker Method
3. Keller Method

Kapferer Method; Developed by J.N. Kapferer. In this method, it is assumed that there is a signed contract between the consumer and the customer thanks to the value of the mark. It is assumed that due to this agreement the consumer shows the desire to purchase the object again. As long as the customer has the desire to purchase again, the cost of the producer firm is minimized, such as customer search or customer retention. For this reason, Kapferer argues that the risk of purchasing from the customer drops to the minimum level with brand value. According to Kapferer, advertising encourages consumers to experiment with brands, but the consumer's purchasing of the product plays an important role in the decision to buy, experience, product quality and price (Başcı, 2009: 78).

Aaker Method; In this method developed by David Aaker, brand value is determined by brand loyalty, brand awareness and perceived quality items. According to Aaker, brand loyalty is the heart of the brand. The introduction of new customers to the system is more costly and difficult than keeping existing customers. At the same time, it is difficult and costly to attract new customers who are loyal to the brand of the established companies with the brand loyalty of the established customers. Brand awareness is highly influential on the purchase decisions made by the consumer, which is recognized by the consumer, and acts more easily on purchasing because the consumer is confident in the quality of the mark. Consumers will be forced to buy a product for which they do not have experience, name, quality. Therefore, brand awareness has an important place in brand value. If the perceived quality does not have enough knowledge about the product that the consumer will buy, the overall quality perception that the brand implies will be effective in the purchasing decision of the consumer. In addition, perceived quality affects brand loyalty in consumer purchasing decisions (Gödren, 2010: 22)

Keller Method; This method, developed by Kevin Lane Keller, is formed by the conceptualization of brand value brand knowledge. Brand knowledge is divided into two parts. These are; brand awareness and brand image. Brand awareness; the brand finds more space in consumers' minds and consciousness. It is increasing the probability of the brand taking place in consumer considerations. Even if there is no connotation about the brand, brand awareness affects consumer decisions. Brand awareness affects the formation and power of brand associations within the brand image and directs consumer decisions. Brand image: defined as perceptions about the brand, reflected in the consumer mind through brand associations. The positive image of the brand creates powerful and unique associations of the brand in the consumer mind. Creating a positive brand image not only increases the brand's preference but also increases consumer loyalty and dependency. (Gödren, 2010: 27)

Mixed Methods
These methods have been developed to remove the drawbacks of monetary and non-monetary methods. The most common uses are Interbrand and Brand Rating.

266

- Interbrand Method
- Financial World Method
- HUNGRY. Nielsen Method
- Brand Finance Method
- BBDO Method
- Brand Rating Valuation Method
- Semion Method

Interbrand Method; Interbrand method consists of 4 stages; financial estimation, brand's role, brand power, brand value calculation. The problems encountered in the Interbrand method are:

- Forecasting income for the future related to the brand, selection of the criteria selected for measuring brand power, scoring them, weighting the given scores are the result of subjective evaluations. (Kaya, 2002: 27)
- Many of the criteria used are interdependent and their measurements are inextricably intertwined. This leads to the miscalculation of brand value by causing the same items to participate in various calculations under different names.
- Linking advertising spending with brand value can lead to dubious results, such as increased advertising spending.
- The power of brands is not the same in every product and market. A brand that is very strong in one brand, or brand that is strong in another country, can be weak in another country.
- It is costly to obtain the necessary data in the calculation of brand value. (Firat & Badem, 215)

Brand Rating Method; The Brand Rating Method is a 3-part valuation method aiming to determine the brand value from a customer's point of view. According to Aysberg model, which is the first part of the method, it tells how the image of the brand, which is the visible part of the iceberg, is perceived by the customers. In the second part, the price difference created by the brand is calculated. The price difference is determined by comparing the prices of the same brand in the last three years with a non-branded product in the same industry. The last part of the method is to predict how the brand's performance will be in the future. The aim of all methods is to quantify the brand value and transfer the brand value to the financial statements.

Financial Methods
In the literature, financial methods are generally examined under five headings. These methods (Sevinç, 2013: 7);

- Cost Based Brand Valuation Method
- Market Value Based Brand Valuation Method
- Price Value from Brand Value Method
- Capital Market Based Brand Valuation Method
- Future Earnings-Based Brand Valuation Method

Cost Based Brand Valuation Method; Firms are taking many costs such as advertising, promotion, introducing during the time able to create a brand. With this method, for calculating to brand value, all expenditures made for the brand are collected, and they calculated with the present value of

267

these expenditures is meaning brand value. However, this method has some uncertainties, such as which period will be covered, which costs will be added to the account, what is the appropriate discount rate. Another disadvantage of the cost method is that there is no direct correlation between the costs incurred to create the brand and the brand power (Lindemann, 2003). For example, a brand with a high brand name may have little marketing activity. Despite these weaknesses, these methods are suitable for marketers who only get their power from advertising and marketing (Kapfefer, 2008).

Market Value Based Brand Valuation Method; This method determines the value of a mark by comparing the market prices of similar brands traded on the same market lately or the royalties paid to buy similar brands' patents. It is difficult to implement this method because many brands are handed over or bought and sold (Farquhar, 1992). It may also be misleading to refer to the price of the mark without knowing the specific reasons behind the sale of the similar mark. Because a significant portion of the price is determined by the buyer's own goals and the interaction between the buyer and the brand (Kapferer, 2008). Patenting is quite common in industries such as toys, chemistry and clothing. For certain product categories, it is significant to decide on brand equity depending on the royalty rates of similar brands, as long as comparative information on royalties is available (Özsevin, 2013: 8).

Price Value from Brand Value Method; According to Aaker (1991), brand value assets such as brand awareness, perceived quality, brand associations, and brand loyalty enable that brand to be purchased at higher prices. In the literature, this is a plus price premium. The additional cash flows provided by the brand value can be determined by research methods such as customer surveys. For example, American Motors searched for Renault Premier and a brandless car to test how much they wanted to pay two cars separately to their customers, in order to test the car named Renault Premier. Customers are willing to pay $ 10,000 for the brand-free car. At the same time they were willing to pay $ 3,000 more for the Renault Premier. In the formula, the brand value of the branded product depends on the current revenue of the brand, the unit prices of the branded and unbranded products, the cost of capital and the growth rate of output. The disadvantages of this method are that similar products that can be compared with the cash flows provided by the brand name do not always exist, and that they do not consider the cost of production, distribution network and competitive pricing (Farquhar, 1992).

Capital Market Based Brand Valuation Method; This approach, which can be calculated on the basis of capital markets, argues that the firm with the mark operates in the capital markets and that the firm's branding strategies will be reflected to the stock market and that the value of the firm and thus the brand value can be affected as a result of reflecting the positive or negative news about the brand. In this method, which expresses that this value can be formed in the stock market, especially when the brand value is calculated in mergers and acquisitions, it means that the firm, and especially the brand, will also include information such as future expectations, change in market share, and transfer of value to shareholders. For this reason, it is argued that the actual performance of the mark can be realized on the market. Methods that calculate brand value based on capital markets are Fernandez Method developed by Fablo Fernandez with Simon and Sullivan method developed by Carol J. Simon and Marry W. Sullivan (Başcı, 2009: 60).

Future Earnings-Based Brand Valuation Method; With this method, brand value is found by reducing the future benefits of the brand to today. According to Aaker (1991), it is best to reduce future earnings of brand value to its present value. According to Kapferer (2008), in order to be able to implement this method, relevant revenues from the brand should be determined, future cash

268

flows should be estimated, and a discount rate and the number of periods should be determined to reduce future cash flows today. The problem with this method is the difficulty in determining the future cash flows, the number of periods and the discount rate (Sevinç.2013: 12).

Financial Performance Relationship With Market Value

Today, brand and brand value is a very important concept for both producers and consumers. Businesses are constantly driving the market for quality and new products in a competitive environment. They need brands to show that they are different from their competitors and to maintain that difference. For this reason, branding and branding are very important for companies. For this reason, branding and branding are very important for companies. Trademark valuation is a complicated process, and there are many methods in this regard.

Literature Review

When the literature is examined, there is a lot of work on brand evaluation. Some of these studies are listed in belongs.

Mirgen (2017) investigated brand equity and stock relationship in terms of behavioral finance in their studies in Stock Exchange Istanbul. Brand Finance method was used in the study. Between 2010 and 2016, 44 companies from 100 firms that entered into the Brand Finance rankings were taken into consideration. Mirgen used to these companies' stock returns in the study. In the study panel regression analysis and Driscoll-Kraay Test method were used. According to the results obtained, it is concluded that there is a positive relationship between the brand value and the stock market.

Arıkuşu (2017) has searched for the causal relationship between Brand Value, Financial Value and Sales Volume. He did his work in the Automotive Sector. In the scope of the study, Interbrand and Brandfinance, which have ISO certificate, used the data of 7 car brands in their organizations. With the brand values determined by the mixed methods, the companies examined the average stock price values of the last 13 years. In the study, companies sales volumes in Europe, China, United States and Turkey, has examined the causality between sales volume and market value. The data were analyzed by panel data analysis and granger causality analysis was applied. As a result of the research, it has been determined that changes in China, USA and European automobile sales directly affect brand value. But it has been determined that no causality between brand value with car sales figures in Turkey. Brand equity and stock value analysis did not find causality.

Demir (2016) in his study, he discussed about brand concept, differences between brand and product, and brand evaluation methods. He applied a brand valuation application at the end of study. He has calculated the brand values of companies operating in metal goods, machinery and materials production sector (BIST Metal Sector) by Hirose method.

Brand Finance calculated brand value of results of Turkey's most valuable 100 brands of which was published in 2014 is consistent with the research. According to the results obtained, brands with high brand value are ALCAR (ALARKO CARRIER), ARCLK (ARCELIK), FROTO (FORDOTO), OTKAR (OTKAR OTOMOTIV), TOASO (TOFAS), TTRAK (TURK TRAKTÖR), VESTL (VESTEL) companies listed in this list. In both methods, the first order is ARCLK firm and the second order is FROTO. The third order is TOASO at Hirose Method and VESTL at Brand Finance Method.

269

Göker (2014) investigated the effect of brand valuation and brand value on the shareholder value in the Stock Exchange in Istanbul. In the study, it investigated whether the brand value had an effect on shareholder value. The result is that brand value has a positive effect on each shareholder value indicator. According to the results obtained, brand value, active profitability, economic value added and market value are affecting positively.

Batıbay (2013) explored the role of Brand Value in Industrial Markets in the construction companies operating in Ankara. The role of the brand in industrial marketing has been examined in the study. Within this scope, 32 construction companies operating in Ankara were surveyed. In the questionnaire, questions were asked about brand identity, brand image, brand value, brand loyalty, perceived quality and brand awareness. Obtained the questionnaire data in the SPPS program. As a result of the research, seven dimensions of the brand identified in the survey were determined. These are listed as "brand identity", "brand image", "brand value", "brand awareness", "perceived quality", "brand loyalty" and "brand loyalty". According to the results obtained from the study, it has reached the conclusion that the sustainability of relations in industrial markets is a significant contribution to the brand value.

İşgör (2011) has studied the relationship between brand value and market value in his work. Within the scope of the study, 15 textile firms traded in the ISE and 22 firms operating in the chemical sector were used. Regression analysis was used as a method in the study. It has been found that the brand value has a positive relationship with the market value. However, it has come to the conclusion that there is no meaningful relationship between active profitability, return on equity, profitability of sales, operating margins and market value.

Aydin (2009) investigated the effect of consumer-based brand value on the financial performance of firms. In the study, it aimed to measure the effects of brand value on the financial performance of firms. In the study, the contribution of the brand value to the company and the extent to which it contributed was analyzed. In Turkey, the consumer eye is a survey was conducted to determine the brand value has reached the conclusion that the relationship between financial performance and brand value.

Başçı (2009) has studied on the determination of the brand value and the application on the ISE. In the study, he took the data between 2003-2007 years. And the firms were located in the food industry in ISE. The firms of ISE food sector was evaluated. As a method of valuation, the brand values are determined by Hirose method and applied regression analysis. As a result of the regression analysis, the brand value calculated by Hirose method reached to the result which is announced with 63.7% market value.

Yörük and Erdem (2008) investigated the effect of intellectual capital and elements on financial performance in their work. Within the scope of the study, companies in the automotive sector traded in the ISE have been included. In the study, taking advantage of the financial statements of 12 automotive companies operating in Turkey, profitability, relationship between excess returns of index and stock market value was measured. Linear multiple regression analysis was used as the study method. They have come to the conclusion that there is a strong correlation between market value and added value created by intellectual capital.

270

Evaluation Method

In the study, Panel Data Analysis Method was used. Within the scope of the study, it was determined that the most appropriate analysis method is the random effects model. In the study

Akbank, Garanti Bank, Yapı Kredi Bank and İşbank entered the list under Brandfinance. In the study, data between 2010-2016 was used as the data set. Within the scope of analysis, brand values and profitability, liquidity, capital and activity ratios of banks were used. The data used in the study taken from, Turkey Banks Union web pages that announced by the and they are the official data of the banks which are announced at the web page of Turkish Banks Union.

Selected Model: S1, S2, S3 variables are the best variables that can be used to estimate the bank's brand value.

Random-effects GLS regression				Number of obs	=	28	
Group variable: Yl				Number of groups	=	7	
R-sq: within = 0.5321				Obs per group: min =		4	
Between = 0.4440				avg =		4.0	
Overall = 0.4962				max =		4	
				Wald chi2(3)	=	25.42	
corr(u_i, X) = 0 (assumed)				Prob > chi2	=	0.0000	

MD	Coef.	Std. Err.	z	P>|z|	[95% Conf. Interval]	
S1	-199.9214	72.17248	-2.77	0.006	-341.3769	-58.46598
S2	761.2747	159.4847	4.77	0.000	448.6903	1073.859
S3	-437.75	97.17248	-4.50	0.000	-628.2046	-247.2954
cons	2216.186	685.112	3.23	0.001	873.391	3558.981
sigma_u	179.71025					
sigma_e	275.4188					
rho	29861663	(fraction of variance due to u_i)				

Results and Conclusion

Today, companies are constantly driving the market for quality and new products in a competitive environment, and they need brands to show their differentness from their competitors and to maintain that difference. For this reason, the brand has a very important place for companies. In this study, the relationship tried to exemine to between of the brand values with the profitability, liquidity, capital and activity ratios of Akbank, Garanti Bank, Yapı Kredi Bank and İşbank. The banks list has builded by the Brandfinance list. The list of banks taken from the Brandfinance. The datas are belongs to the years of 2010-2016. The data used in this study was supplied from Turkey Banks Union web pages. In the analysis study, it is desired to estimate the brand value of banks by panel regression method. In order to estimate the brand value of the banks by panel regression method, the group ratios were analyzed according to the fixed and random effects model in groups. When the model explanatory power, WALD statistic, coefficient of each variable and significance values are examined, it can be seen that S1 (Capital Adequacy), S2 (Equity / Total Assets) and S3 (Equity / (Deposits + Deposits Outsourcing) , is the best guessing equation. Looking at the literature, it is seen that the results obtained are in accordance with Migren's (2017) study. According to the results of this study, a positive relationship was found between brand value and stock return. In this study, there is a positive relationship between brand values and ratio groups which ones are create by us. Thsese groups integridents are S1 (Capital Adequacy), S2 (Equity / Total Assets) and S3 (Equity / (Deposits + Deposits Outsourcing).

271

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272

Factors Affecting Active Quality of Banks

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Abstract

Banking sector, as a result of its structure and operations, is quite a fragile sector. Little fluctuations and failures those may take place at the banking sector may effect both the financial and real sectors within a short time and adversely. Since the place of banking sector at the economy is particularly important, the negativities at this sector directly affect the economy. Asset quality takes place within the bank failures, and it is an important factor for the banks to maintain their profitability and activities. Because of that reason asset quality has an important place at the success of the banks. At this study we dealt with the non-performing loans of the banks named Akbank, Denizbank, ICBCT, Garanti, ISCTR, QNBFB, SKBNK, YKBNK between the years 2008 and 2017; and the income charts and the balance sheets of the same for the same period 2008 and 2017. At the analysis we made for the purposes of stability test we used Im-Pesaran, and reached the result that the series are stable.

Keywords: banks, active quality, banks active assets

Introduction

The active quality of banking is affected by problem loans significantly. Its active quality means that the assets of the banks are efficient and functional. Active quality is a desirable condition for all companies. At the same time, its contribution to profitability in terms of its active quality, in terms of banks from major institutions of financial markets, has an important place in terms of the regular execution of banking activities and the functioning of the financial system. A large part of the Bank's assets consists of loans. One of the most important factors determining the asset quality of the banks is the quality of the credits disbursed by the bank. (Kadıoğlu, Telceken, 2017, p.8)

Bank Active Quality

The quality of the asset structure is very important so that the profitability and activities of the banks can be maintained. The quality of the active structure of the banks is important from the following topics. 1 - how it obtains its resources, 2 - whether it uses it effectively, 3- how much it fits into the competition, 4- its ability to continue its activities and 5- in terms of its place in the sector. (Babuşcu, 1997 p.122)

In this context, the conditions that need to be questioned in terms of the active quality are as follows (Ayvalı, 2015, p.11);

- Developments to be examined in determining the active structure of banks
- Development of assets according to previous turnover

- Periodic course of securities portfolio
- Distribution of loans according to sectors
- Number of customers and development according to credit limits
- The effectiveness of the credit evaluation system
- Loan interest rates
- Diversity of loans granted

Risk Concept and Risk Management in Banks

There are multiple definitions of risk in the banking sector. Some of them are like this;

Risk in banking is the probability of losses due to the transactions the banks make. (Yalvaç, 2002: 459).

Risk is the uncertainty that arises in relation to the uncertainty of a transaction, its economic value, or an operation. The risk is, in the simplest case, the possibility of a loss. Risk in banking is the emergence of monetary loss in a transaction. There is a possibility that the economic benefit will decrease because of an expense or a loss (BDDK, 2001: p.1)

Risk Management in Banks

Risk management in banks is an important concept. Risk management; can be defined as policies applied against risks to ensure that bank operations remain both liquid and profitable (Kaval, 2000: 24). The main purpose of risk management in banks is to protect the capital and increase its profitability. (Akgün, 2007: 4). In addition to these objectives (Serdar 2005: 34):

- To increase the quality of existing information on risks.
- Accept risks at the portfolio level.
- Measurement and classification of risks and performances.
- Ensuring consistency between risks and strategic objectives.
- To provide effective and effective management processes and procedures.
- Manage risks from a control perspective.
- It is to optimize the capital resources.

Banking is a sector that requires a wide range of risk purchases. In terms of banking, the risk is the loss of the bank. These risks can be examined in eight categories.

- Credit Risk
- Country and Transfer Risk
- Market Risk
- Interest Risk
- Liquidity Risk
- Operational Risk
- Legal Risk
- Reputation Risk

274

Credit Risk

Credits are the most basic duty of the banks. However, it is important in terms of the concentration in the active group and the risk involved. Deposits collected by the banks, after a certain period of interest, by offering loans to the needy is to give, that is the giving kredit. Credit risk is the risk that the bank faces as a result of the contract between the borrower and the bank, at the time of the borrower's debts and not fully paid. The bank is in a bad situation in this case. Under normal circumstances, the bank expects the borrower to pay the loan. The bank will sign a credit agreement with the customer, believing that. The fact that this expectation of the bank is not realized is a result of deviation from expectation (Altıntaş, 2012. 16).

All the risks that banks are exposed to are as important as the credit risk. Failure of the bank borrower to pay the loan, to reconstruct the credit, to extend the return term. They are the causes the bank's asset quality to deteriorate and turning the short-term receivables into long term credits. These problems can lead to liquidity problems, slowing down cash inflows and outflows, reducing profitability, not collecting new deposits and depleting resources (Yarız, 2012 p.84).

If the asset quality of banks is very low or the number of problem loans is high and the amount is high, it can go to banks failure. In other words, the main problem that reduces the active quality of banks is the problematic credits. The fact that the amount of problem loans is too high will affect the active quality of banks in the negative direction.

Country and Transfer Risk

Country risk is important in loans given to foreign governments and public institutions. Care should be taken that loans granted abroad are granted to the public or private sector. The transfer risk is also linked to the country's risk. These risks arise because the borrower's liability is not fulfilled when it can not be identified in the national currency (Aslay, 2006: 88)

Market Risk

Risks arising from financial price and movement in rates. It can be also defined that, as a result of the changes in the market risk factors, the increase and decrease in the net income (Özdemir, 2005: 8). The most important of the market risks is foreign exchange risks.

Interest Rate Risk

The risk arising from the movements in the interest rates, depending on the financial condition of the bank. Interest rate risk affects the bank's income, balance sheet and off-balance sheet items. The interest risks the banks are exposed to can be listed as follows;

- Due to differences in maturity, bank balance sheet items are priced from scratch
- Yield curve risk
- Basic interest rate risk

The interest rate risk is also very important for the profitability of the banks and capital structures (Aslay, 2006: 89).

Liquidity Risk

The risk that the bank is facing due to the negativity in the liquidity situation. In this case, the bank can not fulfill its obligations on time. When it fulfills its obligations, it is exposed to significant loss. Because of these reasons, it can be defined as the risk of loss on bank revenues and capital (Arslan, 2008: 5).

Operational Risk

It is caused by the delays in the internal controls of the bank and the mistakes in the management. Failure to carry out internal controls on time will cause the bank to suffer a criminal loss as it will lead to fraud (Arslan, 2008: 5).

Legal Risk

It expresses that the receivables will lose value due to insufficient information. At the same time, existing laws may not be sufficient to solve the legal problems of banks. Or it can adversely affect. Moreover, legislation regarding the banking sector may change (Akçay & Bolgün, 2005: 200). These can be expressed as legal risks.

Reputation Risk

It is due to the failure of the banks. The acquisition of the trust of the bank's customers and the protection of this trust are very important for the banking sector. For this reason, risk of reputation may cause serious damage to the bank (Akçay & Bolgün, 2005: 200).

Problematic Credits

The problematic loans are due to the significant deterioration of the repayment agreement between the bank and the borrower. Problematic credits arise when the agreement is broken, when the payment is delayed and the possibility of damage is revealed (Çiftçi, 2016: 42). Delayed repayment of the loan does not make the loan problematic. However, if the loan is never paid and the signed agreement is not followed, the loan becomes problematic. Banks may encounter the following situation after their loan (Takan et al., 2011);

- The bank may allocate in accordance with the terms of the contract
- The bank may re-arrange the loan terms and payment plan again in accordance with the customer and himself
- The bank may not be able to collect the loan from the customer.

In the emergence of problematic loans, the banking sector also has some mistakes. At the beginning of these mistakes is inadequate intelligence. In addition to this, the fact that the purpose of the loan is not examined sufficiently, the financial statements of the company are not examined sufficiently, the hasty act of using the credit, fear of not giving credit will lead to customer loss, insufficient or incomplete guarantees taken in case of non-repayment of the credit, are also mistakes originating from the bank (Şahbaz, 2010, .56).

Problematic loans require close attention. This negatively affects the increase of administrative expenses, damaging the bank's image, spending time for managers and staff and causing the

276

increase in banking law costs. It also negatively affects the creation of liquidity and new resources (Kavcıoğlu, 2003: 49).

Problematic loans also affect the country's economy negatively. As the banks profits are affecting in to the negative direction, the interest rates of the banks are increased. This leads to an increase in cost inflation. At the same time, the banks are in a situation where they can not respond positively to any operation that requests credit. This situation affects the country's economy negatively. As the financial performance of banks deteriorates, they want to collect their receivables from existing customers earlier. Along with early repayments, they want to offer new credit facilities. As a result, this leads to economic stagnation (Şahbaz, 2010, p.65).

The problematic loans also affect the asset-liability items of the banks at the same time. By changing the perception of the bank from the outside, it will decrease its credibility. Increasing the ratio of overdue receivables to total loans will lead to deterioration in the quality of the loan portfolio. In other words, it causes deterioration in the quality of the asset (Aloglu, 2005, p.45). To what extent the credit portfolio is robust, the active structure of the bank will be robust. The Problematic Credits / Total Credits ratio gives the share of problematic credits in total credits. Banks want this ratio to be as small as possible (Milli, 2008, p.57). Therefore, the increase in the amount of problem loans in banks leads to deterioration of asset quality.

Factors Affecting Active Quality of Banks

The active quality of banking is affected by problem loans significantly. Its active quality means that the assets of the banks are used efficiently. It has a significant impact on the profitability of the banks. A large and important part of the assets of banks consists of loans. At the same time, the active quality of loans granted by banks is of the utmost importance. Nevertheless, the banking sector is bigger in the economy and the negativities in this sector directly affect the economy. The factors affecting asset quality in the banking sector can be evaluated under two main headings. These are; Micro factors, (factors originating from the bank and sector), Macro factors (factors originating from the system in general).

Micro Factors

- Some developments that the operator has experienced in itself may cause a loan that he / she has received to turn into a problematic loan.
- -Sales and marketing problems: The company's problems in sales and marketing can affect its sales, sales and profitability.
- Malice: One of the problems of asymmetric information, malicious intent is one of the causes of problematic loans arising from the company.
- Inadequate intelligence: The bank may have missed the necessary intelligence on the credit customer.
- Failure to adequately examine the credit: The persons responsible for the credit allocation may misjudge matters that require the correct timing, such as cash flows related to the current credit, maturity adjustments, etc., which may lead to problems in the repayment of the credit.
- Inadequate monitoring: In order for the bank to be informed of the change in the quality of a given loan, it is necessary to monitor the loan effectively. If this monitoring process does

277

not take place effectively, some problems related to the credit may not be recognized on time.

- Uncontrolled rapid growth can not be monitored: The borrowing bank customer may have entered a rapid, uncontrolled and unhealthy growth process. At the end of such a company there is the possibility of experiencing significant cash strains.

Macro Factors

- Social impact: Sometimes, for religious, ethnic, geographical, cultural or political reasons, the firm may develop on demand for the market in which it operates. These developments can affect the financial structure of the firm and credit repayments.
- Macro economic factors: Some developments in the economic conjuncture can negatively affect the cost and demand conditions of firms.
- Competition structure: Competition conditions of the market in which the firm is located can influence the profitability and financial structure of the company.
- Technological impact: Firm may need to innovate in order to avoid negative developments in the market conditions of the products it produces.

Literature Review

The most important factor affecting asset quality in Banking sector is problematic loans. From a literary perspective, while there is not too much study on problematic loans, but we can summarize the study done as follows. Çiftçi (2016) investigated the causes, development and solutions of the problematic loans in his study entitled "Problematic loans and macroeconomic conjuncture in the Turkish banking system". He aimed to investigate the effects of problem loans on banking and the economy of the country. In the study, VAR analysis method was used. He found out that, the response rate of problematic loans to macroeconomic variables is changing to variable returns and the results of the bank's capital structure change. Ayvalı (2015) mentioned the methods used to determine the quality of the asset structure by giving information about the asset structure in its study entitled "The role and evaluation of asset quality in bank failures". He talked about the effect of asset quality on the bank's success in the study. As the analysis method, VAR model analysis method was used. As a result of the study, the role of asset quality in bank failure, and that the role of lending and securities in asset quality is quite large. Şahbaz (2010) aimed to investigate the causes of the problematic loans in the Turkish banking system, the effects on the banking and the country's economy, in his study on "problematic loans and macroeconomic effects in the Turkish banking sector". Granger causality test and VAR model method were used in the study. The rate of increase in problematic loans and the rate of growth in the economy, domestic credit volume, private capital expenditures and the relationship between private consumption expenditures has been analyzed in the study. In the crisis period, the relation between growth and loan growth could not reach a definite result, according to the results of the impulse response function applied with the VAR model method, the changes in the rate of increase in the number of problematic loans have reached the conclusion that the banking sector has contributed positively to the loan volume growth rate in the first two quarters.

Arslan (2008) made analysis about operational risk, emergence and method in his study on "Risk management and evaluation of operational risk processes in banks". Aimed to determine the activities related to operational risk management of the banks in the Turkish banking sector. In the study, a survey was conducted with 84 people in order to determine the operational risk of bank personnel. Aslay (2006), has examined The World and Turkey's financial scandals, legal

278

arrangements in Turkey, the capital adequacy ratio and the concept of value at risk, in the study entitled "Bank in Risk Management and Value at Risk-VaR (Value at Risk-VaR)",. Suadiye (2006) dealt with the causes of bank failures in "bank failures and banking regulations: the prediction of the probability of failure of Turkish trading banks traded in the ISE". In the study, the Bank conducted research on the stocks of the banks to evaluate the risk of the Turkish banks traded in the ISE. In the study, data were used between 1997-2006. Within the scope of the study, 9 Turkish banks whose shares are traded on ISE have been analyzed. In the study, Merton Option Pricing Model is used. In the analysis, the relationship between the risk taking of the banks and the level of capital was tried to be estimated. The panel for forecasting has benefited from data analysis. As a result of the study, it is concluded that there is a positive relationship between default and asset risks and capital levels.

Methodolgy

Panel Data Method

Panel data; (Baltagi, 1995), where the horizontal cross-sectional observations of individuals, countries, companies, households, etc., are assembled at a certain time. In statistical analysis, the data can be divided into three classes as time, horizontal cross-section, and mixed data from the combination of these two data sets. If the same cross-sectional unit is being monitored over time, such mixed data is called panel data (Gujarati, 1999). Panel data analysis takes into account individual observations for different time points in the sample and allows for multiple observations for each individual data in that sample (Kennedy, 2006). While the horizontal cross-sectional data provides information for only one period for many units, the time series data only gives information for a unit according to periods. Panel data should be used if information is requested according to both periods and units (Baltagi, 1995). Panel data analysis provides the opportunity to work as a researcher on economic issues that can not be analyzed by horizontal section or time series methods. In addition, panel data analysis stands out with its superiority without testing complex structures and complex behavioral models. When the model is estimated, various assumptions are made regarding the model's steady-state, slope coefficients and error. Models obtained with different assumptions are "Constant Effective" and "Random Effect" models. In both models, it is assumed that equality errors are distributed independently for all time periods and for all individuals.

Models where coefficients are supposed to change with units or units are called "Fixed Effective Models". The random effects model assumes that each individual is the same as the fixed effects model in the sense that a separate number of cross sections is defined but that this approach can be considered random and can be treated as a part of the error term by perceiving it as withdrawing from a bag containing fixed terms (section coefficients). As a consequence, we obtain a specification consisting of a set of integral coefficients, a set of independent variables and a combined error term that we are interested in.

In our study, we used to "Fixed effect model" for analyze the data's.

Within the scope of the study, data of Akbank, Denizbank, ICBCT, Garanti, ISCTR, QNBFB, SKBNK, YKBNK banks were used. Within the scope of the analysis, data between 2008-2017 were evaluated. The data subject to analysis are taken from the following loans, income statements and balances of the banks. Interest income, interest expenses, net fees and commissions income, other operating income and expenses, net profit and loss for the period, total assets, loans total and

deposits were used as variables in the study. These variables, which are obtained from the bilge, constitute independent variables. The dependent variable is designated as the following loans.

Fixed-effects (within) regression	Number of obs = 80
Group variable: year	Number of groups =10
R-sq: within = 0.7461	Obs per group: min = 8
Between = 0.8924	avg = 8.0
overall = 0.7950	max = 8
	F(5,65) = 38.21
corr(u_i, Xb) = 0.1962	Prob > F = 0.0000

TK	Coef.	Std. Err.	t	P>|t|	[95%	Conf. Interval]
Fgelir	.5533452	.1733387	3.19	0.002	.2071638	.8995265
fgider	-.2412569	.2744962	-0.88	0.383	-.7894637	.30695
kz	-1.26224	.2394101	-5.27	0.000	-1.740375	-.7841051
aktif	-.050198	.0202909	-2.47	0.016	-.0907218	-.0096742
mevduat	.0966911	.0354764	2.73	0.008	.0258398	.1675424
cons	1.89e+08	1.81e+08	1.04	0.301	-1.73e+08	5.50e+08
sigma_u	4.035e+08					
sigma_e	8.244e+08					
rho	.19328053	(fraction of variance due to u_i)				
F test that all u_i=0:	F(9, 65) =	1.38		Prob > F = 0.2165		

Im-Pesaran-Shin unit-root test for TK (Subscribers)

Ho: All panels contain unit roots	Number of panels = 10
Ha: Some panels are stationary	Number of periods = 8
AR parameter: Panel-specific	Asymptotics: T,N -> Infinity
Panel means: Included	sequentially
Time trend: Not included	

ADF regressions: No lags included

			Fixed-N exact critical values		
	Statistic	p-value	1%	5%	10%
t-bar	-4.5610		-2.320	-2.060	-1.930
t-tilde-bar	-2.1960				
Z-t-tilde-bar	-4.3655	0.0000			

Results and Evaluation

A large and important part of the assets of the banks consists of loans and the active quality of the loans extended by the bank is extremely important. At the same time, the position of the banking sector in the economy is great and the negativities in this sector directly affect the economy. The active quality of banking is significantly affected by problem loans. Its active quality is part of the bank's failures and is one of the important factors for the banks to maintain their profitability and activities. For this reason, its active quality has an important place in the success of the banks. In this study, the following loans between Akbank, Denizbank, ICBCT, Garanti, ISCTR, QNBFB, SKBNK and YKBNK banks between 2008 and 2017 and the income tables and balances between 2008-2017 of the same banks were taken.

In the analysis, Im-Pesaran Shin was used in the stationarity test. The series were decided to be stationary and fixed effects and random effects model were tested to determine the variables affecting the following loans. The best result panel regression result was obtained with Random Effects Model and it was determined that interest income, profit-loss, asset size and deposit size

statistically significant variables. When we look at the literature it is not seen that we work in the same way. In the next work, factors affecting credibility in private and state banks can be examined.

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Part 8: Marketing

The Quasi-Placebo Effect of Brand Name: The Magic of 'Mommy Hands' and 'Good Effect'

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Abstract

Korean market is importantly considered as a test market for global companies to succeed in Asian market. Korean market is very attractive to target by global companies in terms of not only consumer's purchasing power and tastes but also its geographical advantage. In spite of the importance of understanding Korean consumers' expectations and perceptions, the relevant studies are still very limited. Therefore, the present research intends to investigate the quasi-placebo effect of brand name with global and stereotypical beliefs. Specifically, this paper attempts to show that the brand names ('Mommy's hands' and 'good') containing global beliefs have the quasi-placebo effect. Next, we test that the brand name (Holika Holika) containing stereotypical beliefs have the quasi-placebo effect. Moreover, how the global and stereotypical beliefs on brand names facilitate the quasi-placebo effect will be discovered. That is, it is found that both product efficacy expectancy and perceived product quality together mediate the effects of the brand name on brand's product efficacy perceptions. We report three studies that support our predictions. These findings are of immediate relevance to practitioners who wish to effectively manage brand strategy.

Keywords: placebo effect, signaling, priming, brand name

Introduction

Consumers have certain beliefs or expectations on marketing actions of companies. They establish the beliefs by experiencing products. It is generally deemed as the placebo effect in marketing actions. Previous studies indicated that the product's extrinsic cues such as price, design, package and so forth could produce the placebo effect (Irmak et al., 2005). Then, here is an important question. Among the diverse extrinsic cues, which one is influential to evoke the placebos in marketing actions? To address this question, we draw on the research of the placebo effect to predict how the specific beliefs and expectations coming from brand names may produce the placebo effect.

'The money spent on cheap merchandise ends up being wasted' is used all over the world, but particularly in the Korea market, this global belief works more strongly. In the Korean market, even if luxurious cosmetics of foreign brands cost at about 6 times higher in price than its imported cost, people willingly buy the high-priced cosmetics. Such facts may present well that the global beliefs might work importantly in daily lives of Korea (Kim, 2013).

Korea has become a major growth engine for the world economy of coming decades (Sung, 2013) and this growth has attracted many global companies. However, global companies need to understand the distinctive characteristics of Korean consumers and target them properly. In Korea,

Confucianism strongly influenced to establish the stereotypes on genders; males never should wear women's clothes (Kim, 2014). Accordingly, males and females should wear differently as a way of fitting their gender. Such unique stereotyping of Koreans needs to be well considered to succeed in the Korean market. Based on the understanding the stereotype, global companies need to take appropriate strategy by effectively allocating their resources. Since the placebo effects has become the important research agenda in 2005 in marketing, so relevant studies have been increasing (Wright et al., 2013; Berns, 2005; Borsook & Becerra, 2005; Irmak et al., 2005; Shiv et al., 2005a). The existing studies verified the placebo effect mainly focusing on price factors and non-price factors. In aligning with the current research flow, this current research also investigate the placebo effect in the Korean market. Therefore, this research will contribute to the current research stream, and is expected to help global companies entering the Korean market create brand name.

Literature Review

The Placebo Effect in Marketing

The placebo effect refers to a beneficial response produced by placebo drug or treatment, which cannot be attributed to the properties of the placebo itself (Fox 1803). In other words, when a person takes a medication that he or she perceives it will help, although it actually has no proven therapeutic effect for the particular condition, the person's condition can be simply improved because the person has the beliefs and expectations that it will be helpful (Shiv et al., 2005a).

The placebo effect has been used in many fields other than medicine (Berns, 2005; Borsook & Becerra, 2005). Particularly, in marketing, the placebo effect of marketing actions has been investigated since 2005. The placebo effect in marketing refers to "the influence of consumers' beliefs and expectations, shaped by experiences in their daily lives, on product judgments" (Shiv et al., 2005a; Wright et al., 2013, 197p). The placebo effect in marketing is a response arising from consumers' beliefs and expectations about external cues (Shiv et al., 2005a). That is, the placebo effect in marketing actions means a phenomenon in which marketing actions such as price, advertising, sales promotion and packaging change consumers' beliefs or expectations of products or services and then ultimately influences a subjective or objective consumption experience (Wright et al. 2013).

Existing research presents diverse views about the mechanism of the placebo effect. Recently, a dominant view is that expectations mediate the placebo effect (Kirsch, 2004; Rescorla, 1988). Expectations can be mainly classified into two types. One is an expectation that a good response will be produced by direct influence of external cues (expectation by beliefs), and the other is the self-efficacy expectations, which means that the placebo effect is created by self-efficacy beliefs and related expectancies (Bandura, 1977).

Priming Effect and Signaling Effect

Consumers' judgments and behaviors are influenced by concepts activated in their minds (Chartrand & Bargh, 1996). A phenomenon in which consumers judge or behave in terms of concepts activated in their minds is deeply connected with unconscious or automatic cognitive process (Park et al., 2001; Dijksterhuis & Knippenberg, 1998). Priming effect refers to a phenomenon in which a concept in a person's memory structure unconsciously affects the person's subsequent judgments or behaviors. It also automatically influences even behaviors as well as

284

judgments. Accordingly, in marketing, extrinsic cues such as brand name and advertising messages become a source of priming effect (Martin & Gnoth, 2009).

Signaling effect emerged from the asymmetric information in economics. Economists have investigated the implications of signals such as price (Milgrom & Roberts, 1986; Wolinsky, 1983), warranties (Grossman, 1981; Lutz, 1989; Riley, 1979), and advertising (Boulding, 1993; Ippolito, 1990; Kihlstrom & Riordan, 1984; Milgrom & Roberts, 1986; Nelson, 1974).

Attributes of signal quality are divided into intrinsic and extrinsic cues (Olson & Jacoby, 1972). Intrinsic cues refer to the physical composition of product and it cannot be changed without altering the nature of product itself (Olson & Jacoby, 1972). On the other hand, extrinsic cues are product-related ones such as price, brand name, and advertising. As an extrinsic cue, branding components (e.g., brand name) can give the signal to consumers' perceived quality and influence consumers' subsequent behaviors.

Stereotypes in Korean Consumers

Stereotypes, as a type of schema, can be defined as the beliefs that people have about characteristics and attributes of certain group members (Hilton & von Hippel, 1996). Stereotypes are formed based on inferred attributes not observed attributes, and also formed based context-dependent attributes and attributes changed by category members, not attributes not changed by situations (Taylor, 1981). Moreover, when the stereotypes are formed, they are unchangeable (Fisk, 1998; Hamilton & Sherman, 1994).

As the strong stereotyping-related beliefs of Korean consumers, there are some beliefs based on Confucianism and collectivism: males should never wear women's clothes; people use products fit for ages (e.g., cloth, cosmetics) to keep their face (Kim, 2014). In other words, this means, it is desirable that middle-aged adults use merchandises for the middle age and young adults use merchandises for the young age. When the unique stereotyping-related beliefs of consumers are well understood, the global brands are highly likely to succeed in Korean market.

Methodology

Objective of Studies

Existing studies (Irmark et al., 2005; Shiv et al., 2005a; 2005b) indicated that the product's extrinsic cues such as prices and packaging could produce the placebo effect. When consumers do not have enough information to judge product quality, they tend to infer quality based on extrinsic cues (Rao & Monroe, 1988). In addition to price and packaging that have mainly studied in the existing research, brand name and country of origin, among extrinsic cues could work as quasi-placebos in marketing. In other words, when a product's brand name is famous, or a product is produced in a certain country (e.g. Japan, Germany), consumers buy the product because they remember the product's good quality in view of consumers' previous consumption experience, and have high beliefs and expectations about the product before using the product. Such beliefs and expectations produce the quasi-placebo effect. In this research, we use quasi-placebo effect instead of placebo effect in that 1) we could not test the actual physical product efficacy, and 2) instead we just investigate the consumers' perception on brand's product efficacy, that is, perceived product efficacy.

In each country, there exist global beliefs fit for the country's characteristics. Especially, in Asia, there are relatively strong global beliefs: mommy's hands are capable of healing; mommy's food is the best. In reality, Korean products have brand name with global beliefs (e.g. Mommy Hands Pie). In addition, because the product efficacy expectancy and response may be different according to Korean demographic characteristics (e.g. age) although it is the same product, the desirable (or undesirable) quasi-placebo effect is likely to be produced in brand name which activates Korean consumers' stereotypical beliefs. That is, Korean people have relatively strong stereotypical beliefs about merchandises fit for ages (e.g. clothes, cosmetics). Sometimes, the product's target customer could be deduced from brand name itself. For example, vogue words or neologism that young people are mainly speaking are recently more often used as brand name (e.g., Holika Holika). But, the problem is that if the brand targets normal adults, brand name made of vogue words or neologism that young people use will have a negative influence on normal middle-aged adults.

In other words, for middle-aged people (Age 30~40), brand name could be utilized as a signal about brand's targets, and they can guess like "this product's brand name seems to tell that the product's targets are young people aged 10~20. This product is not useful for me because I am middle aged (Age 30~40)." Such deduction from brand name will influence consumers' product efficacy expectancy and perceived quality, so that it will have the negative influence on product efficacy perceptions.

Thus, when consumers encounter with the brand name containing global beliefs or stereotypical beliefs, it would work as a signal for quality and will influence quality evaluation. This brand name could be considered as a suggestive brand name, so that the positive consumer associations and responses are expected. Also, from the perspective of priming theory and associative memory networks, when consumers meet with the brand name containing global beliefs, consumers' global belief will be automatically and unconsciously activated, and such activated global beliefs will influence the subsequent judgments and behaviors toward the brand. Therefore, we verify these in Study 1 and 2. The quasi-placebo effect of 'Good' will be verified in study 3. The quasi-placebo effect of 'Good' (hereafter referred to as 'Good effect') is explained by various theories: memory association networks & priming theory, and signaling. First, from the perspective of memory association networks and priming, the associations related with 'Good' are generally positive. Such positive associations will have a positive effect on product expectancy or evaluation, and will also influence product efficacy perceptions. In terms of cue utilization theory & signaling effect, brand name itself delivers the product-relevant quality information. Accordingly, it has the positive influence on the consumer responses because of the superiority or benefits compared to the product not containing 'Good'.
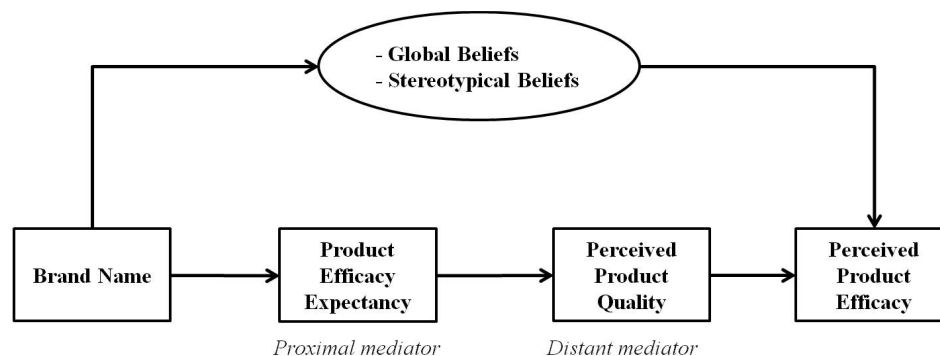

Figure 1.

286

In summary, we intended to attain the research purposes mentioned above through three studies, and attempted to improve the generalizability of research by using various range of samples (university students to adults).

In three studies, one manipulated factor was brand name. Our stimuli for each study were developed from interviews with brand managers and pretests. Respondents rated candidate brand names on a seven-point scale: brand meaning, brand name image, brand name attitude, and persuasion strength. We selected two brand names in studies that have similar results in above control variables. The questionnaire contained a scenario and a description of brand products. After reading through the scenario and seeing the description of brand, participants rated the dependent variables, mediators, and manipulation checks.

We used the same measures for mediating variables (product efficacy expectancy and perceived product quality) and dependent variable (product efficacy perception) in three studies. The measures were adapted from existing scales in the literature: product efficacy expectancy (Irmak et al., 2005); product quality (Lee, Lee, & Yoo, 2000); and product efficacy perception (Shiv et al., 2005a). The measure for manipulation checks were developed by us. All manipulations of brand name in three studies were successful.

Data analysis was conducted in an ANOVA and Baron and Kenny (1986)'s multi-step mediation analysis. Cronbach alphas for reliability met the acceptable cutoff of $> .8$ in all studies.

Study 1

In Study 1, one manipulated factor was brand name (with global beliefs vs. without global beliefs). We used two products (sport massage shop and Korean restaurant) to increase the generalizability of the results based on pretests. The questionnaire contained a scenario: You meet with new sports massage shop near your home by accident. Brand name is as following. We used fictitious one ('Mommy's hands' for both products) with global beliefs and a real unknown one ('Longevity' for Sports massage shop and 'Ambrosia and health' for restaurant) without global beliefs. 81 adults were surveyed to examine whether Korean consumers have higher product efficacy perception with the brand name with global beliefs related to 'Mommy's Hands'. In addition, it tests that product efficacy expectancy and perceived quality proposed in existing studies works as the mechanisms.

Results of Study 1

We found that participants in the brand name with global beliefs (M = 4.91) condition perceived brand's product efficacy higher than ones in the brand name without global beliefs (M = 2.95) condition (p < .000). Figure 1 indicates that the brand name as an external cue influence product efficacy perceptions and that this influence is mediated through product efficacy expectations and through perceived product quality. Following the multistep mediation analysis process (Baron and Kenny 1986), we find support for partial mediation.

First, product efficacy expectancy partially mediates brand name on perceived brand's product efficacy perceptions. Product efficacy expectancy and product efficacy perceptions are correlated (p =.000), and brand name influenced Product efficacy expectancy (p = .000). Furthermore, when product efficacy expectancy is included in the regression analysis for product efficacy perceptions

287

on brand name, the F-statistic is significantly reduced from 8.71 (p = .000) to 6.59 (p = .000) and there is a 21% reduction in MS error.

Second, perceived product quality partially mediates brand name on perceived brand's product efficacy perceptions. Perceived product quality and product efficacy perceptions are correlated (p = .000), and brand name influenced perceived product quality (p= .000). When perceived product quality is included in the regression analysis for product efficacy perceptions on brand name, the F-statistic is significantly reduced from 8.71 (p= .000) to 5.64 (p=.000), and there is a 20% reduction in MS error.

Third, product efficacy expectancy mediates brand name on perceived product quality. Product efficacy expectancy and product quality are correlated (p= .000), and brand name influenced product efficacy expectancy (p= .000). Also, when product efficacy expectancy is included in the regression analysis for perceived product quality on brand name, the F-statistic is significantly reduced from 8.71 (p =.000) to .36 (p = .719).

Fourth, both product efficacy expectancy and perceived product quality together mediate the effects of the brand name on brand's product efficacy perceptions. Finally, after partialling out both product efficacy expectancy and perceived product quality, the effects of the brand name are reduced from 8.71 (p= .000) to (5.60 (p= .000) without the mediators). Further, the effects of perceived product quality remain significant as the distal mediator (p =.02), but the effects of product efficacy expectancy, the proximal mediator, disappears (p=.30). Additionally, we tested brand name with 'Mommy Hands' using Korean restaurant. There were similar results in ANOVA and mediation analysis like above sport massage shop.

Study 2

One manipulated factor was cosmetics brand name: with stereotyping beliefs vs. without stereotyping beliefs. The questionnaire contained a scenario: While you read a magazine in a beauty shop, you see the below cosmetic brand by accident. Brand name is as following. We used a real unknown English name ('Holika Holika') with stereotyping beliefs and a fictitious English name ('Real Holic') without stereotyping beliefs. Through pretests, brand name with new and unique words used by young Korean people aged 10~20 were selected for brand name with stereotyping beliefs. From Korean pronunciation, Holika has a similar meaning with lure.

53 Korean adults aged 30~40 were surveyed to examine whether they have lower product efficacy perception with the brand name with stereotyping beliefs related to 'cosmetics products unfit for their age group'. Also, it tests that the product efficacy expectancy and perceived quality work as the mechanisms.

Results of Study 2

We found that participants in the brand name with stereotypical beliefs (M = 4.23) condition perceived product efficacy lower than participants in the brand name without stereotypical beliefs (M = 3.54) condition (p =.014). This finding suggests that when consumers are given a brand name embedded with stereotypical beliefs, these beliefs about 'products unfit for their age group' activate negative/low response (product efficacy) expectancies and product quality, which in turn should decrease perceived product efficacy, that is, producing the undesirable/negative quasi-

288

placebo effect of brand name. Following the multistep mediation analysis process, we find support for partial mediation of product efficacy expectancy and product quality similar to study 1.

Study 3

One manipulated factor was brand name: with 'Good' vs. without 'Good'. The questionnaire contained a scenario: While you read a health magazine, you meet with the pillow brand. Brand name is as following. We used two real unknown pillow brands: 'Good sleep' vs. 'Deep sleep'. 82 Korean adults aged 20~50 were surveyed to examine that they have higher product efficacy perception with the brand name with 'Good'. Also, it tests that the product efficacy expectancy and perceived quality works as the mechanisms.

Results of Study 3

We found that participants in the brand name with 'Good' (M = 3.70) condition perceived brand's product efficacy higher than participants in the brand name without 'Good' (M = 3.01) condition (p = .009). This finding suggests that when consumers are given a brand name with 'good', the positive associations and beliefs about 'Good' activate positive response (product efficacy) expectancies and product quality, which in turn should increase perceived product efficacy, which is producing the desirable quasi-placebo effect of brand name. Following the multistep mediation analysis process, we find support for partial mediation of product efficacy expectations and perceived product quality similar to study 1 and 2.

Conclusions

Brand name is the most important one in new product marketing (Klink, 2000; 2003). It is an extrinsic cue being the most common followed by price in consumer's product evaluation (Zaichkowsky, 1995). Good brand name increases brand awareness and forms the positive image (Aaker, 1991). This research verified the quasi-placebo effect of brand name through three studies. Specifically, Study 1 investigated that brand name (Mommy's hands) with global beliefs of Korean consumers works as a quasi-placebo and produces marketing placebo effect. In Study 2, we verified the undesirable quasi-placebo effect of stereotypical beliefs in brand name (Holika Holika). In Study 3, we tested the desirable quasi-placebo effect of brand name containing 'Good'.

This research extends the scope of placebo effect of marketing actions. It contributes to the managerial side by providing a useful guideline on how to manage a brand for the global company launching a new brand in Korea. First, marketers can succeed in launching a new brand by considering Korean specific global and stereotypical beliefs. We found the placebo effect of mommy hands, and our results could be explained with a concept of 'mom'. It is expected that the vocabulary 'mom' will also bring about the placebo effect of brand name, as it is connoted with a mother's love, heart, and cares. Accordingly, global companies who are preparing for Korean market (e.g. medical device, health food) will seem to attract Korean consumers' attention and gain the positive attitude toward the brand, if they make the brand name by utilizing Koreans' global beliefs in 'mom'.

Second, suggestive brand name would influence the perception of product quality in branding and positioning strategy by taking into consideration of targeted customers. Finally, marketers can be successful with marketing communication strategy using a word 'good' for brand naming, brand slogan, and advertising messages. The word 'Good' is the most commonly used all over the world.

We revealed that Korean customers recognize that the brand containing the word 'good' has better quality than other brands. We verified the partial mediation effect of product efficacy expectations and perceived product quality, so future study should investigate the alternative mechanism for Good effect. If a reason why the word 'Good' induces consumers to have forms the good attitude toward the brand is clarified through mechanism verifications, the research will become very significant, in that the research provides some hints to global companies in determining the brand name which produces such mechanisms. In addition, future research need to extend by verifying whether or not the vocabulary like 'Best' or 'Premium' has the similar effect.

Although the research on placebo effect has been extensively conducted, especially in medical fields, we believe that there is still much more to be discovered in marketing fields. Therefore, we believe our framework a starting point for the further research. Exploring various placebos in marketing actions is necessary for extending the research streams. We hope that research on placebo effects of marketing will also help extend what is known about placebo phenomena in general. In addition, there is much more to investigate when, why, and how placebo effects of marketing actions can happen.

This research has the limitations as follows. First, this research verified only consumers' perceived product efficacy, not the actual efficacy of product by using only consumers' self-report measure. Future study need to investigate whether brand name also influence the actual efficacy of the products. Second, this research focused on quasi-placebo effect of brand name, that is, the influence of brand name on perceived quality and perceived product efficacy, and this research will need to be extended to identify the moderating variables. Third, study 2 use a stimuli (Holika Holika, Real Holic) embedded in non-suggestive brand name while study 1 and 3 use suggestive brand names (Good sleep, Deep sleep). Future study should use other various stimuli to increase the generalizability of the results.

In conclusion, marketers can take the findings of this research and use it to improve the real experiences of consumers by creating factors which double the positive expectations with brand names. These can be visually appealing packaging- premium quality image glass packaging (e.g., crazy water) or an aesthetically designed box (e.g., Vasilissa organic honey). Now that through prior and current studies, it is found that the expectations of consumers can shape perceptions of customer's real experience, it is right time to search for various placebos in marketing to improve customer experience.

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292

Marketing Performance Based on Argo Value Co-Creation

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Abstract

This study analyzed and found empirical evidence of market orientation, ergo value co-creation, network accessability, and competitive advantage of marketing performance. The implications for managerial and policy as a basis for solving marketing performance problems in furniture SMEs that export with argo value co-creation. The market orientation, value co-creation, network acessability, competitive advantage are used to measure marketing performance. Based on the empirical study of the results of this study that market orientation has an effect on argo value co-creation of 0.914, the value of co-creation has an influence on network accessability of 0.951, the value of co-creation has an influence on the competitive advantage of 0.914, network acessability has an influence towards marketing performance of 0.210 and competitive advantage has an effect on marketing performance of 0.767. This shows that market orientation, aro value co-creation, network acessability, competitive advantage give impact and become a very important role in improving marketing performance. This research still has limitations for only examining five variables market orientation, argo value co – creation, network acessability, competitive advantage and marketing performance. This empirical research will support the theory that market orientation, value co-creation, network acessability, competitive advantage have an important role in improving marketing performance. This research give a valuable contribution toward marketing performance theories and practices in business.

Keywords: marketing performance, market orientation, argo value co-creation, network accessibility and competitive advantage

Introduction

Business growth in the globalization era was followed by competition, business performance, and marketing performance by companies increasingly dynamic. The competition in the furniture industry is heavy with a fairly high level of competition. This encourages every company to develop and maintain the company's position so that it can compete in the global market, and can seek better market opportunities in the future. Furniture companies in the marketing process must improve marketing performance so their objectives are achieved. The development of the furniture industry in Indonesia in the last five years experienced fluctuating dynamics from 2011-2015, but in 2016 experienced a decline (Disprindag Jepara, 2017). Market conditions also occur because of the of consumer behavior, which currently consumers tend to save (saving) to meet primary needs. Consumers prefer not to be consumptive, resulting in low demand. The furniture industry must be able to compete in the global market by following technological developments, marketing orientation, network access, and competitive advantage to improve marketing performance. The furniture industry has the advantage of competitiveness in the global market, but the marketing performance in the furniture industry is still low and has not been able to take advantage of huge market opportunities. Phenomenon like the above if left in the long run furniture companies in Jepara can be deteriorated, due to tight competition. This phenomenon needs firmness of entrepreneurs in running their business, so the accuracy of the creation of shared values (Argo value co creation) is needed continuously for achieve good marketing performance. Market

293

orientation, arousing value co-creation, network access and competitive advantage will play a role in improving marketing performance.

Argo value co-creation is very important the customer realizes that business is open to each other in reaching agreement with each other rather than solely the price sought but more rationality namely comfortability as expected and the quality of products. With technology communication, social media networks and competition, customers have a high awareness in meeting their needs. The marketing performance as a supporting process from managerial discipline and marketing effectiveness (Abdul, 2010). The improvement of marketing strategies among organizations increase the effect on organizational performance and corporate strategy. Although organizations want to implement marketing strategies for the survival of their organizations, they are not yet supported by a sophisticated understanding of the relationship between marketing decisions and marketing performance. The marketing performance of SMEs as a successful company size, however the development of marketing performance, customer value creation, external factors also affect the business (Suwandari, at.al, 2017). Customer participation and the quality of the relationship have a value that is felt by the customer (Yeh, at.al, 2015). Market orientation and service innovation are positively related to customer advocacy (Yeh.at.al.2015). as a factor in improving business performance and market orientation has a positive and significant relationship to business performance (Wilson, et. al. 2014) and Juian (2010) and market orientation has a significant influence on marketing performance. Market orientation improves marketing performance and corporate probability (Chaudry, 2016). Market orientation contributes to business performance (Dubihlela, 2015) and customer orientation is committed to providing superior customer value (Schwepker and Igram. 2016), has an impact on logistics development (Clark, et. al. 2013) and has product value and satisfaction with products that customers know (Tournois, 2013). Market crossing in the company's statement consistently improves marketing performance and has the effect of customer value (Tournois, 2013). Market orientation variables are not accepted in relation to company performance and do not significantly influence marketing performance (Matanda: 2009). However, it is also said by other researchers that overall market orientation variables are not accepted in relation to the company's performance, except partially it has very little influence on the company's performance (Eshlania 2014). Market orientation does not affect global thinking and export performance (Astini, at.al, 2017). Internal market orientation plays a conditional role with the customer (Fang. et.al. 2014). The customer orientation, market orientation, competitor orientation, social profit orientation and coordination between functions (Gunarathne, 2016). Overall market orientation has an influence on company performance (Kazakov, 2016). Learning orientation, market orientation and capacity are related to organizational performance (Kharabsheh, 2016). Product development, product differentiation, competitive advantage will lead to the continued success of the company (Earsakul and Ussahawanitchakit, 2016).

The results of previous studies that market orientation and marketing performance show inconsistent results. With this statement there is still a research gap (research gap), it needs further research on marketing performance. To complete the resarch gap, a process is taken to explore a new concept to fill the gap, which is to bridge the influence of market orientation on marketing performance. From the perspective of the process based on in-depth literature review presented a new concept proposition of argo value co creation. Argo value co creation is the ability of a company to convey the creation of shared values to maintain customer satisfaction, to maintain relationships with customers in improving marketing performance.

294

Literature Review

Organizational performance in a long-term business environment must know and build mutually beneficial relationships between the company and its customers. The marketing mix strategy between supply and demand plays a role in marketing performance (Payangan, at.al. 2017). In to create an effective management there must be accountability for each segment in all parts of the marketing process. Ability and measurement for segment-based marketing performance processes are very important for marketing strategies (Dempster and Lee, 2015). Doing business must put consumers as kings in the organization means that companies want to give more value to customers in the hope of obtaining long-term competitive advantage, so it can give superiors benefits (Limakrisna and Yoserizal, 2016). Marketing performance is something that must be implemented in business processes that are part of organizational performance. The entire corporate strategy process is always directed to produce marketing performance, namely sales volume, market share, sales growth and marketing performance as an effort to measure performance levels including sales turnover, number of buyers, profits and sales growth (Ferdinand, 2006).

According to Pribadi and Kanai (2011) marketing performance is an achievement obtained by the company from the marketing activities carried out. Marketing performance is more precisely measured through customer perspectives, namely customer satisfaction, customer profitability, and new customer acquisition (Abdul, 2010). The company's marketing performance is still relatively low, especially in the elements of increasing customer satisfaction that can increase customer loyalty. At present, there is a model for performance evaluation of marketing art that is explicitly based on both available ideas and relational art views (Toepoel 2008). The company's marketing and barometer performance for success, development of marketing performance, all creativity value and control of internal factors influence business people (Suwandari, 2017). Value creation is the expertise to create value for marketers, including identifying new customers from the customer's point of view; utilization of business competencies; and the selection and management of business partners from the collaborative network (Kotler and Keller, 2009: 49).

Several studies underline market orientation as a company's ability and prioritize superior organizational performance and profitability (Akimova, 2000; Clulow et al, 2007; McGuinness & Morgan, 2005). The idea of market orientation has been presented in the literature as the core of the marketing strategy (Guo 2002; Sørensen, 2009; Voola and O'Cass, 2010) is seen as one of the most creative strategic choices in satisfying more efficient market needs (Grinstein 2008, Nwokah, 2008) This efficiency is achieved by the process of gathering information on overall market / marketing research, which is then disseminated throughout the organization in order to facilitate the decision-making process that will affect the market and generate profits in the long run (Kohli and Jaworski, 1990; Narver & Slater, 1990). The researchers argue that there is a relationship between three Porter competitive strategies and market orientation (Slater and Narver, 1996; Olson et. al., 2005). Hari (1990) states that market orientation as a company's ability mainly consists of two interrelated parts: customer orientation which is represented by differentiation or focus strategy, and competitor orientation is represented by a low cost strategy. In addition, there has been a lack of clarity regarding the relative contribution of orientation and learning to organizational performance. Meanwhile, market orientation is seen as one of the main drivers of customer value (Cravens et. el, 1997; Woodruff, 1997). Organizational-oriented markets seek to provide superior customer value and satisfaction (Caruana et. al., 2000; Narver and Slater, 1990). Existing literature shows mixed results on the relationship between market orientation and business performance. Market orientation itself does not always lead to business performance. Other factors such as customer value may actually mediate between market orientation and

business performance. The main objectives of market-oriented organizations are the creation of value and the retention of satisfied customers (Agarwal et al., 2003; Hari, 1994; Hooley et al., 1990). Market orientation influences company performance (Chang, at. al., 2014). Customer value orientation, brand value and business ethics influence the organization (Fernández and Pinuer, 2016). Market orientation and service innovation related to customer advocacy (Yeh.at.al, .2015), as a factor in improving business performance and market orientation have a relationship to business performance (Wilson, at., al. 2014) and Juian (2010) and improve probability of the company (Chaudry: 2016). Market orientation contributes to business performance (Dubihlela, 2015) and customer orientation is committed to providing superior customer value (Schwepker and Igram, 2016). Market orientation has an impact on logistics development (Clark, et. al. 2013) and has product value and satisfaction with products that are known to customers (Tournois, 2013). Market crossing in company statements consistently has an effect on customer value (Tournois, 2013) and internally plays a conditional role in customer relationships (Fang. et,.al., 2014), focusing on customer orientation, competitor orientation, social profit orientation and coordination between functions (Gunarathne., 2016). Customers have hopes for productive acceptance, service and innovation to meet the desires of consumers. Industrial companies must continue to develop quality, reduce costs, and improve work effectiveness, confirmed by Kholi (1999). From other studies related to important topics are Nasri Aldeen and Mansouri Zein, Murad (2010) and Sarhan (2005). Innovation shows that every company needs innovation to succeed and survive (Jimenez and Sanz-Valle, 2011).

Understanding access is the ability to get benefits and something or the right to obtain power (Ribot and Peluso, 2003). The definition of access is the right to enter, use and utilize certain zones or zones (Schlager and Ostrom, 1993). Access means roads or entry permits from a place / area that can be seen or not where we can relate to the resources in the area in accordance with the permit. Network management is intended to reduce the chances of failure, especially through planning and control. Failure is any error in the data that is communicated such as a non-functioning communication connection or other conditions that make the data not arrive correctly. Network marketing business or network marketing turns out to have many great advantages. Even the author of the famous book "Rich Dad Poor Dad", Robert T. Kiyosaki, undermines the prejudices of many people who consider the marketing business is a pyramid-based business that only benefits people who are at the top of the business. Based on Kiyosaki's experiences and observations of successful business people, character factors and emotional intelligence are the main factors of their success. Once they have the character of being successful, business success comes naturally. For this reason, Kiyosaki advises people to enter a network marketing business that provides good education to develop emotional intelligence, as well as your business skills.

Competitive advantage achieves excellence through superior customer value in creating competitive strategies to achieve profit and business growth. The concept of competitive advantage comes from Porter's generic strategy. The company's strategy is directed at winning competition in the target market. A competition will win if it is able to create a business strategy through competitive advantage (Suryaningsih and Abdul, 2010). Competitive advantage is very important for business development and sustainability in the market (Awuah & Gebrekidan, 2008).. Customers are the core of the business (Alharthi, 2012). Therefore, a high response rate requires companies to identify and fulfill customer desires, and consequently perceived customer value will bring competitive advantage to the company. Customer satisfaction can be achieved through high quality, product and product innovation and services. This dimension produces loyalty (Hill & Jones, 2009). In a competitive environment, a natural income maximization strategy requires an

296

increase in good market share by cutting costs, increasing productivity or designing and introducing other related products of profit (Gonzalez-Perez & Gutierrez-Viana, 2012). Despite the fact that it is very difficult to identify strong conceptually defined definitions for competitive advantage in the literature, Sigalas et al. (2013) recently created a definition that determines that it combines all the latent characteristics of the competitive concept of excellence and it truly separates competitive advantage from its source and from the concept of superior performance. In particular, Sigalas et al. (2013, p. 335) states that competitive advantage is "the industry average above realized the exploitation of market opportunities and neutralization of the threat of competition. Furthermore, competitive advantage is not equivalent to superior performance, which according to Amit and Schoemaker (1993) is average average above financial and operational performance.

A company is said to have a competitive advantage when the characteristics or attributes that are not owned by its competitors, it does something better than its competitors, or being able to do something that cannot be done by other industries with the same market (Porter, 1998). The paradigm that changes from competitive advantage in a different era complements one another with regard to organizational resource differentiation as a source of competitive advantage. Competitive advantage is obtained by utilizing a unique blend of activities, assets, attributes, market conditions, and relationships that differentiate organizations from their competitors (Ling, 2014).

Methodology

Sample

The population used in the study was furniture SMEs which conducted exports in Jepara Regency totaling 307 companies (Disperindag Jepara, 2017). The sample of 171 samples. The sample selection technique in this study was carried out with probability sampling techniques. In this study, simple random sampling was chosen.

Data Collection

The data obtained in this study were obtained by filling out questionnaires by respondents, collecting data using a combination of open questions and closed questions, to avoid excessive simplification, so as not to lose the spirit of social interaction in the management entity (Ferdinand 2013). The respondents in this study were leaders and managers of furniture SMEs who export and are registered at the Industry and Trade Agency in Jepara Regency.

Data Source

in this study, the primary data taken were export furniture SMEs registered in the Department of Industry and Trade, Jepara Regency, Central Java, and secondary data sources included statistical bulletin, publication from Disperindagkop, Jepara Regency. In this study secondary data needed include data on the number of export furniture SMEs registered in the Department of Industry and Trade of Jepara Regency

Empirical Model

The variables and the influence between the independent variable indicators and the dependent variable are the influence of market oreintation (MO) on argo value co-creation (AVCC), the influence of argo value co-creation (AVCC) on network accessability (NA), the influence of the argo value co-creation (AVCC) on Competitive advantage (CA), the effect of network accessability (NA) on marketing performance (MP) and the effect of competitive advantage on marketing performance (MP). The influence between variables and indicators of each variable can be seen in Figure 1.
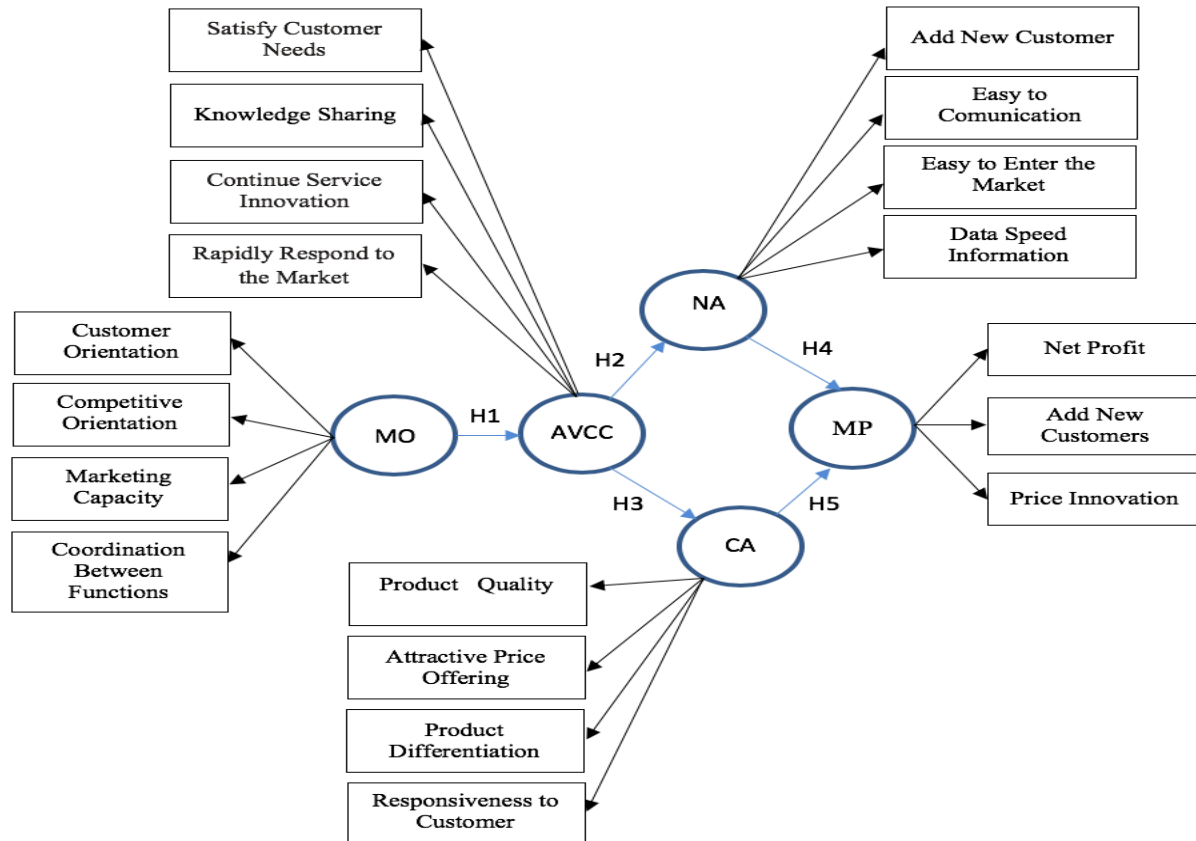

Figure 1. Variable constructs and influences between independent variable indicators and dependents

Description:

- MO   : Market Orientation
- AVCC : Argo Value Co – Creation
- NA   : Network Accessability
- CA   : Competitive Advantage
- MP   : Marketing Performance

Findings

The results of this study are processed with SmartPLS 3 and with the calculation algorithm can get the following values:

298
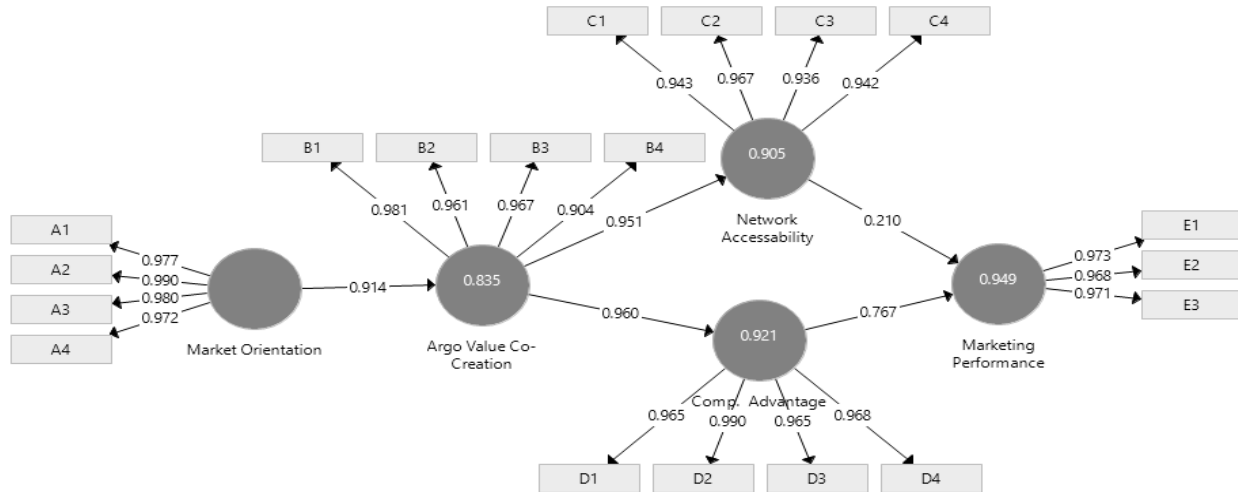
Picture 1. Output calculate algorithm

Output that explains the relationship between latent variables and the indicators as follows.

Table 1. Outer Loadings

	Argo Value Co-Creation	Comp. Advantage	Market Orientation	Marketing Performance	Network Accessability
A1			0,977		
A2			0,990		
A3			0,980		
A4			0,972		
B1	0,981				
B2	0,961				
B3	0,967				
B4	0,904				
C1					0,943
C2					0,967
C3					0,936
C4					0,942
D1		0,965			
D2		0,990			
D3		0,965			
D4		0,968			
E1				0,973	
E2				0,968	
E3				0,971	

- A1 (customer orientation) has a relationship of 0.98 to market orientation.
- A2 (design orientation) has a relationship of 0.99 to market orientation.
- A3 (marketing capacity) has a relationship of 0.97 to market orientation.
- A4 (Coordination between functions) has a relationship of 0.97 to market orientation.
- B1 (satisfy customer needs) has a relationship of 0.98 against the value of co-creation.
- B2 (knowledge sharing) has a relationship of 0.92 to the value of co-creation.
- B3 (continue service innovation) has a relationship of 0.97 against argo value co-creation.
- B4 (rapidly respond to the market) has a relationship of 0.90 to the value of co-creation.
- C1 (add new customer) has a relationship of 0.94 to network accessability.
- C2 (esay to comunication) has a relationship of 0.97 to network accessability.
- C3 (easy to enter the market) has a relationship of 0.94 to network accessability.
- C4 (data speed information) has a relationship of 0.96 to network accessability.
- D1 (product quality) has a relationship of 0.96 to competitive advantage.

- D2 (attractive price offering) has a relationship of 0.95 against competitive advantage.
- D3 (product differentation) has a relationship of 0.96 to competitive advantage.
- D4 (responsiveness to customers) has a relationship of 0.97 to competitive advantage.
- E1 (net profit) has a relationship of 0,.97 toward marketing performance.
- E2 (add new customers) has a relationship of 0.97 towards marketing performance.
- E3 (price innovation) has a relationship of 0,97 towards marketing performance.

Argo value co creation affects network accessability and competitive advantage, and the influence of network accessability and competitive advantage on marketing performance.

Table 2. Latent Variable Correlations

	Argo Value Co-Creation	Comp. Advantage	Market Orientation	Marketing Performance	Network Accessability
Argo Value Co-Creation	1,000				
Comp. Advantage	0,960	1,000			
Market Orientation	0,914	0,952	1,000		
Marketing Performance	0,944	0,974	0,943	1,000	
Network Accessability	0,951	0,989	0,949	0,967	Sebesar 1,000

Market orientation affects the Argo Value Co-Creation by 0.91. In this study the value of Co-Creation value also has an effect on network accessability of 0.95 and a competitive advantage of 0.96. Network accessability affects the marketing performance of 0.97 and the competitive advantage affects the marketing performance of 0, 97. This means that each variable has a contribution in improving marketing performance.

Table 3. Path Coefficients

	Argo Value Co-Creation	Comp. Advantage	Market Orientation	Marketing Performance	Network Accessability
Argo Value Co-Creation		0,960			0,951
Comp. Advantage				0,767	
Market Orientation	0,914				
Marketing Performance					
Network Accessability				0,210	

Market orientation has an effect on argo co-creation value of 0.91, the value of co-creation has an influence on the network accessability of 0, 95, the value of co-creation has an influence on the competitive advantage of 0.96, network accessability has an influence on marketing performance amounting to 0.21 and competitive advantage has an effect on marketing performance 0.77. Judging from table 3, each variable has a significant influence.

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Argo Value Co-Creation	0,967	0,967	0,976	0,910
Comp. Advantage	0,981	0,981	0,986	0,945
Market Orientation	0,986	0,987	0,990	0,960
Marketing Performance	0,969	0,969	0,980	0,942
Network Accessability	0,962	0,962	0,972	0,897

Discriminant validity is comparing the value of the square root of average variance extracted (AVE) for each construct greater than the correlation with all other constructs, so it is said to have good discriminant validity. Recommended measurement values must be greater than 0.050. Composite reliabilty is a group of indicators that measures a variable of composite reliability that is good if you have a composite reliability ≥ 0.7 absolute standard even though it is not an absolute standard. The results of the study produce discriminant validity and good composite reliability.

300

Table 5. R Square

	R Square	R Square Adjusted
Argo Value Co-Creation	0,835	0,834
Comp. Advantage	0,921	0,921
Marketing Performance	0,949	0,948
Network Accessability	0,905	0,904

The good of fit model is measured using the R-Square dependent latent variable with the same interpretation as the pridictive Q-Square regression relevant for the structural model, measuring how well the observation value is generated by the model and its parameter estimation. The value of Q-Square > 0 indicates the model has pridictive relevance. Conversely if the value of Q-Square ≤ 0 shows the model is less pridictive relevance. In this study the model has a relevant priditive.

Conclusions

This study found empirical evidence of market orientation has an influence in the marketing process of Jepara furniture SMEs that export. It is proven that from this research, market orientation has an influence on the value of co-creation. Argo value co-creation for customers is a desired expectation for customers. To improve marketing performance, Jepara furniture SMEs must meet customer needs, one of which is to pay attention to the value of co-creation. A good argo value co-creation will increase network accessability and competitive advantage towards sustainable business development. The findings of this study network accessability and competitive advantage have an influence on marketing performance. The implication of managerial and policy as a basis for solving marketing performance problems in furniture SMEs that export with a basis of metered value co-creation that can be adopted by Jepara furniture SMEs that export as completion of marketing performance whose development has not been good. in Jepara furniture SMEs. With market orientation methodology, value co-creation, network acessability, competitive advantage is used to measure marketing performance. Based on empirical studies of the results of this research that marketing orientation, value co-creation, network acessability, competitive advantage have an influence on marketing performance. This research still has limitations that only examine five variables, namely market orientation, aro value co-creation, network acessability, competitive advantage. The results of this empirical research will support the theory that market orientation, value co-creation, network acessability, competitive advantage have an important role in improving marketing performance. This research contributes to valuable marketing performance theories and practices in business. From the contribution of the theory is the concept of argo value co creation that enriches the literature study for researchers. From a practical point of view, Jepara furniture SMEs can develop argo value co-creation in improving marketing performance.

For future research, it is still necessary to examine the relationship between the variable value value co-creation and the performace marketing variable to enrich the study. Besides that, researchers can add new variables, namely new customers to strengthen support for marketing performance.

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302

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Part 9: Service Management

Factors Affecting the Satisfaction of Outpatients in the General Hospitals in Hochiminh City, Vietnam

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Abstract

The quality of hospital services remains a concern of both the manager and the patient. The study aims to identify factors affecting outpatient satisfaction in HoChiMinh City, establishing a scale for measuring them. 457 out-patients in Nguyen Tri Phuong Hospital, Van Hanh General Hospital, and Medic Medical Diagnostic Center were interviewed to obtain the information. The SERVQUAL model, together with the SPSS 17.0 software, has been used to process information, scale, factor analysis, and model testing. The results of the regression analysis show that there are five factors influencing outpatient satisfaction, in which four factors affacts positively: medical outcomes, performance of physicians and nurses, facilities and environment, the care of the hospital; and the time factor affects negatively. The results of the study provide hospital managers with a number of tools to increase the level of outpatient satisfaction.

Keywords: satisfaction, outpatients, hospital

Literature Review

In this study, the author investigates based on a number of theories of quality service measurement, customer satisfaction, patient satisfaction.

The Healthcare Situation in the Whole Country and in HoChiMinh City (HCMC)

Since the mid-1990s, the Government has advocated for the socialization of healthcare in order to mobilize many resources of society to invest in the field of people's healthcare. Private hospitals are established and are defined as a conditional business establishment established under the Enterprise Law, and must comply with the Ordinance on Private Medical Practice and Health Act. By 2018, there were 212 private hospitals in the 43 on 63 provinces/city in the wholw country; Private hospitals account for about 16% of the national hospitals.

HCMC has many medical facilities with diversified forms, the city health sector not only serves the people in the area but also serves the people in the southern provinces. HCMC has 92 hospitals, accounting for 10% of the whole country, of which 62 public hospitals including general and specialized hospitals, accounting for 67% and 30 private hospitals, accounting for 33%. Many hospitals in the city are large-scale with modern medical equipment, a team of doctors, specialized in modern techniques to bring high results in medical examination. Therefore, hospitals in the city always attract patients from all southern provinces. In the general condition of the health sector, some of the city's public hospitals continue to suffer from overcrowding, although private hospitals and some public health clinics required by public hospitals are still low.

Many studies have shown that satisfaction of service recipients is a good condition for maintaining a long-term relationship with a service provider (Cronin et al., 2000; Choi & ctg, 2004; Anderson & ctg, 2004; Sweeney & ctg, 2007). On the medical side, World Health Organization- WHO

(2000) states that patients who are satisfied, they will cooperate more closely to monitor and implement regimens. Over the past decade in Vietnam, researches on patient satisfaction have been rare, hospital managers often rely on experience to make decisions that improve patient satisfaction.

Quality Service and Quality Service Measurement

Zeithaml & Bitner (1996) defined services as behaviors, processes, and ways of working to create value for customers. Thus, the service has features that distinguish it from tangible products. Kotler & Armstrong (2004) argued that services are activities or benefits that businesses can offer to customers to establish, strengthen and extend long-term relationships and partnerships with customers. Services have the characteristics: Invisibility, Heterogeneity, Inetivity, Ease of disruption. Given the above characteristics, the service is difficult to measure, researchers have made great efforts to discover ways to measure service quality, service satisfaction.

There are different views on the quality of service, but the service is dedicated to customer service, so the quality of service viewed from the perspective of customers is very interested by business managers and researchers. Gronroos (1983) introduced two components of service quality: functional quality and technical quality. Functional quality is considered as the process of service and technical quality is considered to be the result of the service. Gronroos (1998) explained customer expectation as a promise from the market, company image, word of mouth, and customer demand.

The most common service quality measurement tool, SERVQUAL, was introduced by Parasuraman & GCG in 1985 and revised in 1988. SERVQUAL is based on the distance between Perceived quality of service (P) and Expected quality of service (E), service quality (Q) is calculated as the difference between P and E ($Q = P - Q$). Primarily SERVQUAL (Parasuraman & ctg, 1985) had 10 components, then Parasuraman et al.(1988) reduced to five components: reliability, responsiveness, empathy, service capacity and tangible meanswhich were measured by 22 questions. This model has five specific gaps whereby quality of service is a function of the fifth distance, and this distance depends on the previous distance, and the quality function is defined as follows:

$CLDV = F \{KC\_5 = f (KC\_1, KC\_2, KC3, KC\_4, KC\_5)\}$ (3)

In particular, CLDV is service quality and KC_1, KC_2, KC_3, KC_4, KC_5 are quality distances 1, 2, 3, 4, 5.

SERVQUAL service quality model and scale (Parasuraman & ctg, 1988) have been used to measure service quality in many different areas such as dental (Carman, 1990), hospital (Babakus & Mangold Higher Education (McElwee & Redman, 1993), Auditing Services (Freeman & Dart, 1993), Architectural Services (Baker & Lamb, 1993), Banking (Spreng & Singh, 1993) . . .

Some researchers have questioned the validity of the SERVQUAL scale, including the definition of expectation. For example, Cronin & Taylor (1992) argued that the quality of service based on the gap between expectation and performance in the method of Parasuraman et al. (1985, 1988) was not appropriate, because many empirical studies have supported the measurement based on the perception of service quality. According to Cronin & Taylor (1992), quality is a variable concept, and defines the quality of service in its operation, based on value, perception and attitudes.

It is mainly aimed at the efficiency of services that meet or do not meet the expectation of customers. Cronin & Taylor (1992) used the 5-component model of quality of service of Parasuraman et al. (1988), but only measured service quality on customer perception, the model and scale in the case is called SERVPERF. This method has the capacity to explore more and more measurements based on the distance between expectation and perception (Cronin & Taylor, 1992; Babakus & Boller, 1992; Teas, 1993; Strandvik & Liljander, 1994).

Overview and Measurement of Customer Satisfaction

One of the definitions of customer satisfaction was cited by many researchers as Oliver's definition (1981), Oliver's definition of satisfaction is the result of emotional state, which reflects the expectations satisfied through the consumer experience that consumers feel. According to Kotler (2001), satisfaction is the level of a person's sense state that results from comparing the results obtained from the product when compared to his or her expectations.

In addition to service quality research from customer perception, customer satisfaction measurement has been debated in many decades. In the study of service quality, Parasuraman et al (1985, 1988) measured customer satisfaction, but the prefixes of satisfaction were not specified. Dabholkar (1995) found in empirical studies that satisfaction and quality of service are two distinct constructs in a short period of time, but there is a convergence of satisfaction and quality of service when consumers regularly use the service for a long time.
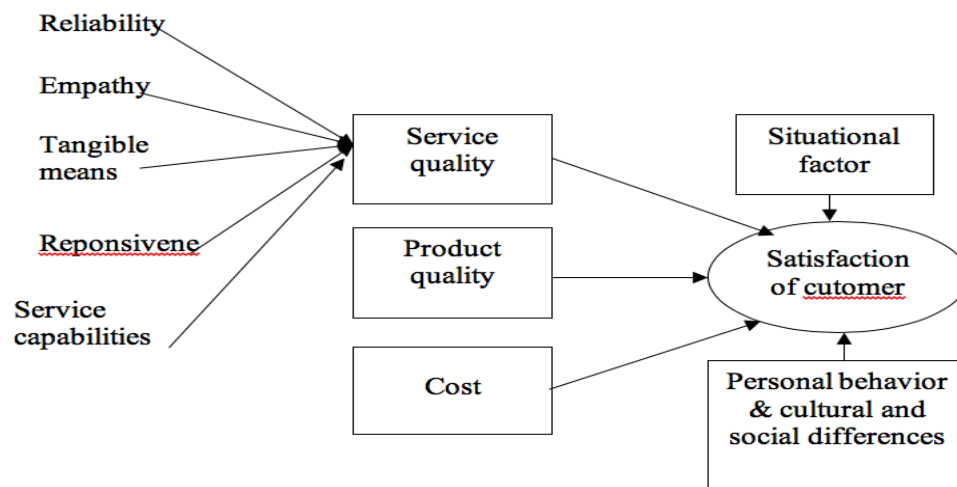
Source: Zeithaml et al. (2000): Services Marketing, McGraw – Hill
Figure 1. Satisfaction model

Cronin & Taylor (1992) conducted empirical research and found that perceived quality leads to satisfaction. Zeithaml et al. (1993) explained: "Satisfaction is the difference that comes from the evaluation of service quality." Teas (1993) argued based on the concept that satisfaction is a function of service quality, which derives from customer perception on a particular transaction. From this important observation, Parasuraman et al. (1994) developed two structures of satisfaction in both contexts: (1) in a particular transaction and (2) in all transactions. Satisfaction in a particular transaction means satisfaction "here and now" (Gronroos, 1998), while the satisfaction in all transactions is derived from the accumulation of each transaction through time. Parasuraman et al. (1994) added in the model two more factors affecting satisfaction: product

quality and price; At the same time, Parasuraman et al. (1994) exemplified the customer satisfaction model for a company through the accumulation of numerous transactions.

The satisfaction model (Parasuraman & CTG, 1994) was validated in automobile maintenance services (Bei, 2001), restaurant service (Andaleeb & Conway, 2006), health care services (Andaleeb & ctg, 2007), aviation services (Rizan, 2010), but the model has been adapted to suit each specific field.

Another model for measuring customer satisfaction is the ACSI model, which has been standardized and applied to measure customer satisfaction in the United States since 1994. The purpose of measuring the satisfaction index is practical in the company while the Zeithaml et al. (1996, 2000) models a theoretical coverage of the factors that affect satisfaction, the model is used in some studies to explore the factors that impact on customer satisfaction.

Health Care Services and Patient Satisfaction

Health care is essentially a service, so service theories, quality of service and customer satisfaction can be applied to the healthcare field. The medical environment is influenced by the law of supply and demand as well as the regulation of the state, and is always dominated by traditional values. There are two types of services: inpatient and outpatient. It depends on the target and the research target for which the scope of the service is focused on the care process or outcome, or both. Various studies have shown that the components of the quality scale of health care are a combination of two SERVQUAL models (Parasuraman et al, 1985, 1988) and Gronroos (1983). From these theoretical outlines, the theoretical model of outpatient satisfaction is shown in Figure 2.
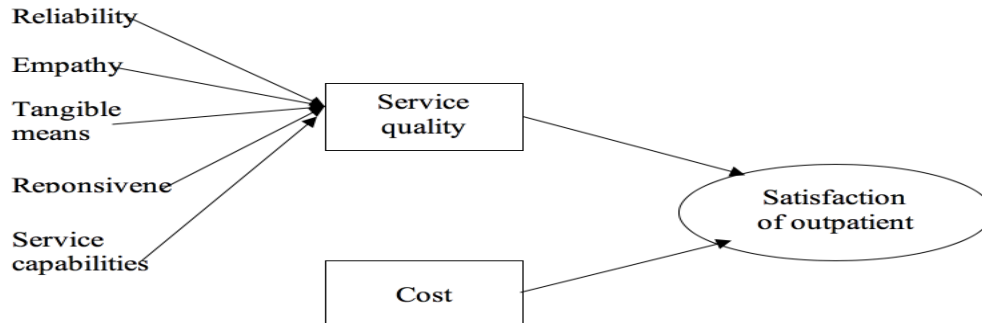
Source: Parasuraman et al. (1994) and Zeithaml et al. (1996, 2000)
Figure 2. Theoretical model of outpatient satisfaction

Factors affecting patient satisfaction from research findings by marketing researchers and medical literature are also consistent with the satisfaction model of Parasuraman et al. (1994) and Zeithaml et al. (1996, 2000). Factors affecting patient satisfaction include: quality of service, cost, personal factors and situational factors in which quality has the most significant impact. Andaleeb et al. (2007) put the hypotheses from each attribute of the quality of treatment directly influencing the satisfaction of the patient and the researchers have found some meaningful models.

The objective of this study is not to measure high or low quality, high cost or low cost but to focus on the causal relationship between factors and patient satisfaction. Thus, based on the view of Cronin & Taylor (1992), Teas (1993) and Zeithaml et al. (1993), the expectation is not measured but only measured the patient's perception through a specific treatment. And in the manner of Andaleeb et al. (2001, 2007), the elements of the quality scale are directly linked to satisfaction.

308

Methodology

The author uses two methods: qualitative research and quantitative research to carry out this study.

Result of Qualitative Research

By interviewing 10 patients with nine in-depth interview questions and a number of flexible questions in each case, the patients' opinions were very diversed. Through interviews, highlighting the details that every patient is concerned about is the role of the physician during outpatient visits and treatment.

Through in-depth interviews, the "results" component satisfies the patient's desire not merely to improve the health status of a patient after treatment, but also to determine the outcome of medical examination. In addition, the time of medical examination is an important factor, the length of medical treatment has a negative impact on the psychology of patients. Thus, together with components such as reliability, empathy, tangible means, responsiveness, service capabilities, medical cost, this study proposes a "treatment outcome" and "medical treatment time" into the formal model of outpatient satisfaction.

Official Research Model

The formal research model proposed for dependent variable is satisfaction and seven independent variables include: (1) trust, (2) empathy, (3) tangible means, (4) responsiveness, (5) service capabilities, (6) medical treatment time, (7) treatment outcome, and (8) treatment cost.
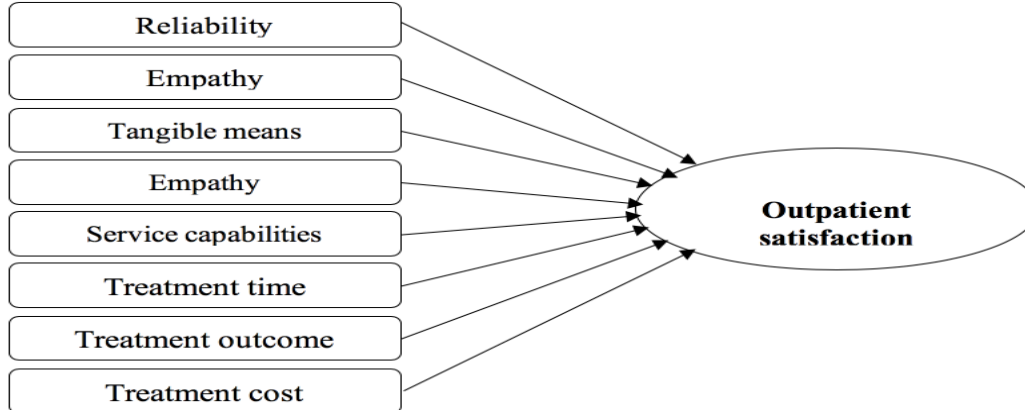
Source: Suggested by the authors
Figure 3. Official study model

Findings

The characteristics of 457-observation sample are shown in Tables 1 and 2. Samples obtained meet the sampling requirements using a stratified sampling method based on the hospitals and diseases.

Table 1. General Information About the Sample

Characteristics	Sample n = 457	
	Frequency	Percentage
Treatment location		
Nguyen Tri Phuong Hospital	187	41%
Van Hanh Hospital	96	21%
Medic Medical Diagnostic Center	174	38%
Gender		
Male	191	43%
Female	266	57%
Age		
20 to less than 30	135	30%
30 to less than 39	64	36%
40 to less than 50	69	15%
50 to less than 60	48	10%
60 or more	41	9%
Qualification		
Primary school	40	9%
Secondary school	172	38%
High school	152	33%
Professional secondary school	63	14%
College and post-graduate school	30	6%
Occupation	7	1%
Officials and employees	61	13%
Office staff, teachers, medical staff	19	4%
Technical staff	77	17%
Business man	172	38%
Officials and employees directly produce	64	14%
Retire	30	7%
Housewife	27	6%
Other occupations		
Income		
Under 2 million	101	22%
From 2 to under 4 million	233	51%
From 4 to less than 6 million	82	18%
From 6 to under 8 million	17	4%
From 8 million or more	15	3%
No income	9	2%
Health insurance		
Treatment with health insurance	194	42%
Treatment without health insurance	263	58%

Table 2. Sample Information by Hospital and Specialty

Hospital Disease	NTP Hospital	VH Hospital	MEDIC	Total Number	Percent.
Respiratory	61	32	59	152	33%
Cyclic	23	19	42	84	18%
Digest	33	26	45	104	23%
Urology	11	9	18	38	8%
Nerve	13	5	3	21	5%
Musculoskeletal joint	20	5	7	32	7%
Other diseases *	26(*)	0	0	26	6%
Total number of patients	187	96	174	457	100%

(*):Diseases: goiter, diabetes, dermatitis, infection and eye disease

Evaluation of the Scale by Cronbach's Alpha

In the full sample with n = 457, nine scales have a Cronbach's alpha of 0.7 and correlate with the sum of all observed variables greater than 0.3 (Table 3). Thus, the scales are credible and all the observational variables are further used in the exploratory factor analysis.

310

Table 3. Cronbach's Alpha of the Scales (n = 457)

Scale	Observed variables	Average scale if eliminating variables	Scale variance if eliminating variables	Correlation of total variables	Alpha if eliminating this variable
TAN	TAN1	17.49	8.264	0.708	0.839
Tangible means	TAN2	16.96	8.261	0.720	0.837
Cronbach alpha=0,868	TAN3	17.23	7.526	0.756	0.829
	TAN4	17.30	8.445	0.566	0.865
	TAN5	17.03	9.151	0.563	0.863
	TAN6	17.34	7.958	0.702	0.839
REL	REL1	11.21	2.859	0.586	0.719
Reliability	REL2	11.31	2.648	0.642	0.688
Cronbach alpha=0,776	REL3	11.54	3.064	0.384	0.826
	REL4	11.38	2.605	0.744	0.638
RES	RES1	7.07	2.070	0.705	0.633
Responsiveness	RES2	7.03	1.618	0.707	0.624
Cronbach alpha=0,786	RES3	6.73	2.445	0.501	0.832
EMP	EMP1	10.78	3.651	0.645	0.762
Empathy	EMP2	10.65	4.092	0.685	0.743
Cronbach alpha=0,813	EMP3	10.85	4.320	0.607	0.778
	EMP4	10.94	4.021	0.607	0.777
ASS	ASS1	14.60	5.596	0.711	0.806
Service capabilities	ASS2	14.43	5.422	0.624	0.825
Cronbach alpha=0,847	ASS3	14.63	5.263	0.645	0.820
	ASS4	14.73	5.021	0.685	0.809
	ASS5	14.70	5.572	0.634	0.822
OUT	OUT1	10.60	2.806	0.788	0.750
Outcome	OUT2	10.98	3.041	0.730	0.778
Cronbach alpha=0,843	OUT3	11.01	3.761	0.422	0.897
	OUT4	10.84	2.689	0.795	0.745
TIME	TIM1	7.19	2.413	0.713	0.874
Time	TIM2	7.14	3.160	0.688	0.874
Cronbach alpha=0,870	TIM3	6.90	2.587	0.891	0.692
COST	COS1	6.07	2.241	0.681	0.694
Cost	COS2	6.09	2.088	0.707	0.665
Cronbach alpha=0,802	COS3	6.18	2.680	0.566	0.810
SAT	SAT1	10.39	4.423	0.679	0.837
Satisfaction	SAT2	10.35	4.587	0.676	0.840
Cronbach alpha=0,862	SAT3	10.91	3.536	0.760	0.806
	SAT4	10.40	3.784	0.753	0.805

Exploratory Factor Analysis- EFA

The coefficient KMO = 0.912 and Bartlett's test for significance less than 0.01 which is necessary and sufficient to analyze the exploratory factor (Table 4). The factor analysis on the sample n = 457 with the principal component extraction method and the perpendicular rotation resulted in seven factors being extracted and each component factor had a higher factor loadings of 0.5 (Table 5). Of the seven factors, four factors remain intact: tangible means, treatment outcome, treatment time. The "trust" has only three components, the third has been separated from the factor and the other elements that make up the second. The components of the three elements: "responsiveness", "empathy" and "service capabilities" have been rearranged to form Factor 2 and Factor 4.

All seven factors have an Eigen value which is greater than 1 and a total variance of 68.8%, both of which meet the requirement for factor analysis. New factors were recalculated using Cronbach alpha, and all factors have Cronbach's alpha greater than 0.7 (Table 4).

Table 4. Values of Each Factor

Factor	Eigen value	Extracted variance	Cronbach alpha
1	11.078	12.365	0.868
2	2.802	12.159	0.881
3	2.287	11.022	0.843
4	1.803	10.552	0.899
5	1.618	7.865	0.870
6	1.327	7.791	0.802
7	1.099	7.043	0.826
		Total: 68.8%	

KMO coefficient = 0,912
Bartlett's Test of Sphericity with Sig = 0,000

Table 5. Factor Analysis (n=457)

Variable	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7
TAN3	0.796						
TAN2	0.787						
TAN6	0.750						
TAN1	0.737						
TAN4	0.679						
TAN5	0.610						
EMP1		0.653					
EMP3		0.647					
RES3		0.634					
ASS2		0.615					
EMP2		0.597					
ASS3		0.583					
ASS1		0.550					
REL3		0.508					
OUT1			0.79				
OUT4			0.75				
OUT2			0.64				
OUT3			0.57				
RES2				0.798			
RES1				0.730			
EMP4				0.701			
ASS4				0.636			
ASS5				0.631			
TIM3					0.934		
TIM1					0.850		
TIM2					0.843		
REL2						0.87	
REL4						0.79	
REL1						0.69	
COS2							0.87
COS1							0.85
COS3							0.75

Extraction method: Principal Component Analysis.
Rotation method: Varimax with Kaiser Normalization.

In order to carry out the regression analysis, components were renamed to fit the elements in each factor, and the research model was modified with new names or new factors in place of an original element.

Factor 1: Facilities and hospital environment, TAN symbol

- The appearance of the hospital looks very beautiful
- The staff's clothes are neat and clean
- Hospitals are always clean and neat

312

- Patients easily find the office room such as: doctor room, laboratory room, x ray room, ultrasound room,. . .
- The hospital seems to have modern medical equipment
- Waiting room for medical examination and waiting for medicine are always fresh

Factor 2: Doctors and nurses' professional capacity, PRO symbol

- The doctor examines the patient very carefully (eg, examining, observing, listening to the heart, and examining others for a diagnosis ...)
- The doctor consults the patient before appointing the test, x - ray, ultrasound, minor surgery.
- Doctors seem to have a lot of experience.
- The doctor clearly answers the patient's questions about the condition.
- The doctor clearly explains the result of the examination, treatment and return.
- Doctors are concerned about what the patient is most worried about
- Nursing counseling for patients with peace of mind before taking blood test, x-ray, ultrasound, minor surgery. . .
- Nurses are well versed in performing medical procedures.

Factor 3: Treatment outcome, OUT symbol

- The patient's health has improved over the course of the treatment.
- Patient trust the medical profession will bring high efficiency
- Patients trust the hospital's medical machinery for accurate results
- Patients believe the hospital has brought the best treatment outcome

Factor 4: Hospital care, CARE symbol

- When the patient needs, the hospital staff are available to help
- The hospital staff are happy to guide patients on where to go and what to do
- Simple and accurate administrative procedures (check-in, bill payment)
- Hospital staff treat patients very well.
- Patients feel secure when communicating with hospital staff.

Factor 5: Treatment time, TIME symbol

- Patients have to wait too long at some stages of the hospital (for example: registration of the examination, waiting for the doctor to wait for the results of the test)
- The communication time between the doctor and the patient is too small
- Patients spend too much time for a medical examination

Factor 6: Patients' reliability on the hospital, REL symbol

- The hospital ensures the patient's privacy (eg confidential clinics, medical information exchanged with the physician)
- The hospital always performs tasks on time
- The file is free of errors (for example: medical records, results card, prescriptions, invoices)

Factor 7: Cost of treatment, COST

- The cost of medical treatment exceeds the cost that the patient can pay.
- The cost of medical examination and treatment is higher than the patient's estimated cost.
- The cost of medical examination and treatment at hospitals is reasonable.

Table 6 shows that, with the exception of the cost variable (COST), the variables in the regression model are significantly correlated at less than 0.05. Correlation coefficient between variables is less than 0.85, it can be said that the independent variables in the model guarantee distinct values.

Table 6. Correlation Between Study Concepts (N=457)

	SAT	TAN	PRO	OUT	CARE	TIME	REL	COST
SAT	1.000	0.569**	0.724**	0.669**	0.712**	-0.273**	0.500**	-0.091
TAN	0.000	1.000	0.456**	0.413**	0.501**	-0.130**	0.344**	0.006
PRO	0.000	0.000	1.000	0.615**	0.693**	-0.276**	0.548**	-0.140**
OUT	0.000	0.000	0.000	1.000	0.591**	-0.119*	0.378**	0.000
CARE	0.000	0.000	0.000	0.000	1.000	-0.273**	0.523**	-0.093*
TIME	0.000	0.005	0.000	0.011	0.000	1.000	-0.112*	0.231**
REL	0.000	0.000	0.000	0.000	0.000	0.016	1.000	-0.088
COST	0.053	0.903	0.003	0.996	0.047	0.000	0.060	1.000

** *Spearman's correlation was statistically significant at 0.01 (2-tailed)*
* *Spearman's correlation was statistically significant at 0.05 (2-tailed)*

Analysis of Regression Model

The linear regression model followed the Enter method, the dependent variable was satisfaction and the five independent variables, with a value of F = 167.5, corresponding to a significance level less than 0.001. Independent variables are less than 0.01 and all have a partial correlation with the dependent variable. This model accounts for 71.9% of the variance of the dependent variable due to the effect of the five independent variables.

Table 7. Regression Model With Full Sample (n=457)

Variable	Beta coefficient (*)	T value	Level of significane	Partial r
Independent variables				
Facilities and environment of the hospital	0.196	6.511	0,000	0,294
Doctors and nurses' professional capacity	0.269	6.437	0,000	0,291
Treatment outcome	0.315	9.098	0,000	0,395
Hospital care	0.178	4.714	0,000	0,217
Treatment time	-0.093	-3,493	0,001	-0,163
Dependent variable: Outpatient satisfaction				

Adjusted R2 = 71,9%   F value = 167,5   Level of significane of F = 0,000
Regression model by Enter method.   (*) Standardized beta coefficient

Standardized regression equation is as follows:
SAT = 0,196*TAN + 0,269* PRO + 0,315*OUT + 0,178* CARE – 0,093*TIME

From standardized regression coefficients and partial correlation coefficients in the general model, it is found that factors affecting outpatient satisfaction are as follows: (0.315), doctors and nurses' professional capacity (0.269), hospital facilities and environment (0.196), hospital care (0.178), treatment time (-0.093)

The results of this study have similarities with the results of studies in Asian countries (Korea and Bangladesh), such as: (1) tangible means, (2) service of doctors, (3) service of other employees. The treatment cost has an impact on the satisfaction of the inpatients of public hospitals in

314

Bangladesh. In HCMC, outpatient treatment cost has no impact on satisfaction with hospitals in general and public and private hospitals in particular.

One particular problem in this study is that the "treatment outcome" appears most important. This is a different result compared to previous studies, particularly the satisfaction of outpatient study in Korea that primarily measures the functional factors of the service. The "outcome" scale of Sweeney et al. (2007) has six components, of which only one is retained in this study. "Patients believe the hospital has brought the best treatment outcome". Unlike the study by Sweeney et al. (2007), the "outcome" factor is the most important factor in the model.

"Time" is a characteristic of HCMC general hospitals in qualitative and quantitative research. This finding is consistent with the results of the study by Linh et al. (2002), a time-consuming medical examination that has a negative impact on patient satisfaction, which has long been presented and so far has not been overcome.

Conclusion and Managerial Suggestions

After the research results, based on the practical conditions, the author made a number of recommendations as follows:

Managerial Suggestions

In the trend of health socialization in general and financial autonomy in public hospitals in particular, the health care environment has changed, the administrators are under more pressure, the activists have to bring about the result which is not only professionally effective but also financially effective and brand value. This research helps hospital managers better understand the client's perspective and provides some tools to improve patient satisfaction with the hospital.

Firstly, this study shows that the treatment outcomes are the most important factor affecting outpatient satisfaction. This depends on the technical team, the technical means and the operation of the professional processes. In fact, there is no significant difference in outcomes between outpatient clinics in general-sized hospitals. Cured illness is the desire derived from human instinct, which does not change over time, and is also the primary goal of every hospital. Therefore, improving outpatient treatment outcomes is a must, but it is not a long-term competitive advantage between general hospitals. Strategically, hospitals need to create a sense of satisfaction that is appreciated by patients and the community, thereby building a lasting relationship with the community.

Secondly, on the "doctors and nurses' professional capacity", this factor is formed by two groups: (1) professional competence, (2) communication capacity. The traditional view is often concerned only with the first group, so many of the patients' opinions reflecting on the attitudes of health care workers remain. Professional competence can be considered as a technical competence, while the basis of communicative competence is the attentive and sincere attention of the physician and the nurse to the patient, and soft skills are extremely important to increase patient satisfaction, thereby attracting customers to choose hospitals for health care. Therefore, the hospital needs to have a reasonable staffing policy and ensure consistent and appropriate implementation of the policy, which requires time, cost, consensus in the organization, and the heart of hospital management.

Thirdly, other factors influence patient satisfaction, such as hospital facilities and environment, patient care, time saved for patients, etc. should perform synchronously to achieve high resonance. One thing to note, the cost of outpatient care does not have an impact on patient satisfaction, but in Viet Nam is classified in middle-income category, people have sensitivity to cost when deciding on a hospital, managers should develop a pricing policy that is appropriate for the hospital's target customers.

Conclusion

This study has achieved its initial goal of developing and validating scales of factors that affect outpatient satisfaction, developing and validating an outpatient satisfaction model at general hospitals in HCMC. This research aims to provide hospital managers with appropriate approaches to improve outpatient satisfaction, thereby maintaining a good relationship with the community and bring effectiveness for the hospital. This study has developed a range of factors affecting outpatient satisfaction in general hospitals in HCMC. In the general model, five factors influence the satisfaction of outpatients in HCMC General Hospitals: the hospital's infrastructure and environment; doctors and nurses'qualifications, hospital care for patients, treatment outcome, treatment time.

The sample was selected from three general hospitals, so the results may not fully reflect the satisfaction of outpatients at the general hospitals in HCMC. This study is based on the patient's point of view, the patient's perception of quality of care is always limited. The model in this study reflects the large number of out-patients with middle-income outpatients, and the model for high-income groups should be studied in the future. This study may serve as a basis for the study of repeat use behaviors, hospital choice behaviors, or price acceptability in outpatient clinics. In addition, the inpatient satisfaction model should be studied.

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316

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Part 10: Technology/E-Business/Social Media

The Cinema as an Art Form: An Analysis of the Concept of 'Sculpting in Time'

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Abstract

The Cinema is not merely a genre of art which consist a very long history like poem, art or drama. Though the drives and instincts of cinema represent an ancient picture, it was born in 1895 as a synthesized media with the high contribution of the technology. Famously the cinema is considered as the art of 20th century. It empowers that argument over the 21st century also not only as an art form but a tool of socio-political sense for organizing people to change the political consciousness of the society. This paper does not intend to investigate all the engraved qualities in the cinema but it considers the cinema as a form of art and some complex interpretation that cinema has been sculpted in time. The cinema is generally appeared consisting with the shots, frames and scenes. But Andre Tarkovski (1932-1986) a Russian film maker who has made his major creations in exile constituted that the fundamental unit of cinema is the time. The thesis which was formed revealing the correlations between the cinema and the time by Tarkovski is an advanced platform that the cinema is an art form. Because the comprehensive discussion furnished by this film academician prolifically says that people can read and realized the cinema which is made in "time" as a second reality. It is the same sense confers to people from a well -crafted art work. Because of Cinema and the art both mirror the human life themselves.

Keywords: art form, cinema, time, sculpting in time, andre tarkovsky

Introduction and Literature Survey

"The real primitives of cinema, existing only in the imaginations of a few men of the nineteenth century, are in complete imitation of nature. Every new development added to the cinema must, paradoxically, take it nearer and nearer to its origin. In short, cinema has not yet been invented" (Bazin, 1967).

Andrew Bazin's this argument is very broad and keen one. It denotes the authentic quality of cinema again. The possibility of portraying the deep secret of humanity in structural manner is far ahead. That is why he has stated that cinema has not yet been invented. Then what does it mean by the concept of cinema? The relationships between the human being each other and the social interactions flux is the cinema. Andre Tarkovsky constitutes that it is hardly defined the meaning of cinema. "Juxtaposing a person with an environment that is boundless collating him with a countless number of people passing by close to him and far away, relating a person to the meaning of cinema" (Tarkovsky, 1989).

The major objectives of this examine are to be rethinking of cinema, a genre of art with special dialogue to its form and philosophy. Under the 'Soul of Film Theory' Sarah Cooper has emphasized the "Politics and Aesthetics" (Cooper, 2013) as couple of basic elements. Quoting like Douglas Kellner and Julia Kristeva, active critics on film and philosophy some researchers has discussed those elements broadly (Kelly, 2013). It is worth to reinvent that what are the

circumstances caused to film as an art work? Though the many of film scholars have counted this phenomenon with multi-faceted perspectives (Bolton, 2011), (Wall, 2013), (Flisfeder, 2012)and (Bordwell, 2008) this effort takes opportunity to re-contextualize the map with a new light. That is 'time'.

The man reads, investigates the world through the five senses. The cinema contains the skills of so called five senses like seeing, hearing or feeling. The cinema can select a particular segment of time and space from the realistic world. It distinguishes "a lump of reality" elaborating with length and width. "The point it is to pick out and join together the bits of sequential fact, knowing, seeing and hearing precisely what lies between them and what kind of chain holds then together. That is cinema. Otherwise we can easily slip onto the accustomed path of theatrical playwriting, building a plot structure based on given characters. The cinema has to be free to pick out and join up facts taken from a "lump of time" of any width or length" (Tarkovsky, 1989)

The pioneering film theoretician and film director Sergie M Eisenstein writes this genre is the most effective international way of art, as its unique features. The cinema is undoubtedly the most international of all arts…I am speaking of what might have done and what cinema alone can do. I mean those specific and unique things that can be done and created only in the realm of the cinema" (Eisenstein, 1959).

It is highly necessary to quote the film theorists such as Andrew Bazin, Sergie Eisenstein, VI Pudovkin and Andre Tarkovsky or DW Griffith. On the other hand, the interpretations composed by philosophers and cultural critics like Jacques Derrida, Jacques Lacan, Gilles Deluze, Theodor W Adorno and Slavoj Zezek are very significant. But it is a more practical truth senses from the explorations by the above filmologists who have performed empirically in the film media. "The guiding myth, then, inspiring the invention of cinema, is the accomplishment of that which dominated in a more or less vague fashion all the techniques of the mechanical reproduction of reality in the nineteenth century, from photography to the pornography, namely an integral realism, a recreation of the world in its own image, an image unburdened by the freedom of interpretation of the artist or the irreversibility of time" (Bazin, 1967).

The filmologist uses a more freedom in his expressing than the other type of artists. Even though the cinema had been the consisted with the technology, it traces a wonderful ability to mastering the world. The film, the media authorizes as a philosophy, an ideology or a world vision. "Cinema was the first art form to come into being as a result a technological invention, in answer to a vital need. It was the instrument which humanity had to have in order to real world" (Tarkovsky, 1989). In this case, the cinema embraces the power lines which have been discovered individually by other art streams for defining the world. Tarkovsky further more adds facts to determine this synthesizing quality of cinema. "Cinema is said to be a composite art, based on the involvement of a number of neighbor art forms: drama, prose, acting, painting, music…in fact the 'involvement' of these art forms can, as it turns out, impinge so heavily on cinema as to reduce it to a kind of mishmash or at best to a mere semblance of harmony of in which the heart of cinema is not to be found, because it is precisely in those conditions that it ceases to exist. It has to be made clear once and for all that it cinema is an art it cannot simply be an amalgam of the principles of other contiguous art forms" (Ibid :).

320

Hypothesis

This paper articulates two main poled hypotheses strongly related to the cinema's conceptual framework. Firstly, the cinema is a pictorial text which is sculpted in time. A well-made film has endorsed 'time' in various modes and layers. The 'time' can be considered as the basic material of a film. Secondly when cinema enriches the societies' political, cultural and spiritual consciousness then, that kind of cinema work can be realized as an art work.

Methodology

This paper initially intends to use the analytical methodology for constructing the argumentation. The basic theoretical approach is formed with the assistance of Andre Tarkovsky's initiations about cinema and the concept of 'Sculpting in Time' is tried to be interpret as the key philosophy in the cinema. The paper hopes to utilize primary source from Andre Tarkovsky and many of secondary data which have been constructed by various veteran academics of film, humanity, politics and cultural reading fields. Since the research furnishes a qualitative based approach the analytical perspective can obviously be utilized for coining some new horizons. Though the researcher did not make any sort of sample, the realization earned watching unlimited number of advanced films made in all over the world since many years. But the special attention was focused on Tarkovsky's all admired feature films (07) which were consisted the so called theory 'sculpting in time'. All the sources referred have been confirmed by the APA reference style.

Results and Discussion

Since this endemic strength, the cinema is again able to act a multifaceted role of an entertaining tool, a political apparatus, an ideological weapon and a cultural manifestation. "Cinema is best understood as a central practice in which the artistic, entertainment, industrial, economic, political, ideological and technological dimensions are inextricably linked, each interacting with and influencing the other" (Dissanayake, 2000). Then the cinema is an art, since that, so called energy can be used to recreate the keen issues and complicated social stratifications in our time. Tarkovsky again mention that the cinema is able to key the interior world of a person from that social exposure. "Cinema should be a means of exploring the most complex problems our time, as vital as those which for centuries have been the subject of literature, music and painting. It is only a question of searching, each time searching out afresh the path, the channel to be followed by cinema. I am convinced that for any one of us our filmmaking will turn out to be a fruitless and hopeless affair if we fail to grasp precisely and unequivocally the specific character of cinema, and if we fail to find in ourselves our own key to it" (Tarkovsky, 1989).

Why people go for cinema? In the cinema, a person is mirrored himself or herself. Sometimes, the man very often misses the reality which is concealed the social stratification he lives in the day today rat race. This missed reality is to be a crystal clear penetration in the cinema. This bitter truth is internalized by the five senses through the cinematic language. It is recaptured marvelously as a second reality in one's life cinema. "Cinema is the one art form where the author can see himself as the creator of an unconditional reality quit literally of his own world. In cinema man's innate drive to self-assertion finds one of its fullest and most direct means of realization. A film is an emotional reality, and that is how the audience receives it as a second reality" (Ibid :).

"People say that music is the most abstract of all the arts. Though I am a disciple of one of the greatest Gurus of India-Ustad Alauddin Khan- I think that filmmaking can be and is more abstract"

321

(Ghatak, 1987).This sentence emphasizes the gravity of cinema. The film director is the author of this advanced media. The author seems to be a producer. He projects the world over the images in a more subjective manner. The film, the poem is composed by the poet who is called film director. He has the particular decision to reinvent the world by which kind of scale. That is why the cinema is titled as the director's art also. "In cinema, work of art seeks to form a kind of concentration of experience, materialized by the artist in his film: as it was an illusion of the truth, its image. The director's personality defines the pattern of his relationship with the world and limits his connections with it, and his choice of these connections only makes the world he reflects the more subjective" (Tarkovsky, 1989).

What is film directing? It is not necessary to requite the utterances of Kurosawa, Bergman or Hitchcock because of they are well known. The director constitutes the enthusiasm and keenness on each and every shot which is equivalent to the poet's consideration of his craftsmanship. "To the film director each shot of finished film sub serves the same purpose at the world to the poet. Hesitating, selecting, rejecting and taking up again, he stands before the separate takes, and only by conscious artistic composition at this stage are gradually pieced together the "phrases of editing" the incidents and sequences, from which emerges , step by step, the finished creation, the film" (Pudovkin, 1933).

The seed of a successful cinema is basically rooted in the respective film script. A novel, a literary genre begins with words and ends also with the linguistic narration. But a script starts with language; it finishes by a pictorial narration. The picture consciousness is the fuel of a script writer. There is a certain transformation in between two different medium." To transform literary scenario into a new fabric which at a certain stage in the making of the film will come to be called the shooting script. And in the course of work on this script, the author of the film is entitled to turn the literary scenario this way or that as he wants. All that matters is that his vision should be whole, and that every word of the script should be dear to him and have passed through his own creative experience. For among the piles of written pages, and the actors, and the places chosen for location and even the most brilliant dialogue and the artist's sketches, there stands only one person: the director and he alone, as the last filter in the creative process of filmmaking" (Tarkovsky, 1989).

A film is a result of a collective labor. Though the director is the ultimate decisive character, script writer, cinematographer and editor or including up to the clapper boy is to be breathed by a single heart. Otherwise multi-coloured life styles might be imprinted on the celluloid. As well as these agreements, the value of descent is also randomly may be fruitful for a creation sometimes. Anyhow finally, the cinema is an absoluteness of a centralized movement. "When the director is handed the script and starts to work on it, it always happens that however profound its conception and however precise its objective, the script invariably undergoes some sort of change. It never materializes on the screen literally, Word for word, mirrored; there are always distortions. Collaboration between script writer and director therefore tends to be beset by difficulty and argument. A valid film can be realized even when the original conception has been broken and destroyed during their work together, and a new idea, a new organism, has emerged from the ruins" (Ibid:). On the other hand, "when a writer and a director have different aesthetic starting points, compromise is impossible. It will destroy the very conception of the film. The film will not happen" (Ibid :). Not only the script, but the individual contribution of the rest of all sub units also has to be depended the holistic improvement of a film.

A film can be signified as a text. The process of comprising clear text should convey the clarity of meaning by amalgamating of letters, words and syntaxes. This is highly equivocal to build up the

322

text called cinema through the images, scenes or sequences. A text demands the readers. The film reader should interpret the film text. "The individual work, the work of culture, our acts of looking, understanding and participating can all be read as interacting texts. The very interaction of viewer and film is a kind of text that can be interpreted" (Kolker, 2006).

The both of film spectator and film critic have to read the text of film. James Monaco has compiled a book named "How to read a film" for discussing this matter extendedly. "We would need to address the thematic structure of a film, what is saying. We would want to place the film in the context of other films of its kind and examine its inter-textual structures. We would then need to talk all of this and look at film through eyes of the period in which it was made, as well as the period in which is being analyzed…. We would have to place all these information in line with larger social issues: technology, politics, questions of gender, race and class, of ideology and how the film in question fits or contradicts those general ideas and images we hold about ourselves and our place in the world" (Ibid:). This text reading or analyzing is located over the signs. "Film may not have grammar, but it does have system of 'codes'. It does not, strictly speaking, have a vocabulary, but it does have a system of signs" (Monaco, 2000).Though it merely says film does not have a 'grammar', the system of signs of the film can have considered the grammar, the vocabulary or the common accepted regulations. The cinema enthusiast has to accommodate this grammatical awareness. A general film gore is promoted to the film reader with the habit of severely seeing cinemas. This film reader having more perceptions than the other enthusiasts from any other art stream is facilitated since the identity of this media. The cinema is fortune to incorporate the high proportion of human perceptions through the eye oriented communication. The proportion rates of human perception are listed below. "It is estimated that each sense monopolizes man's attention in the following proportions.

- Sight   70%
- Hearing   20%
- Smell   5%
- Touch   4%
- Taste   1% " (Heilig, 2005).

The silent cinema was born in 1895. Then it marked the farewell to the silent cinema in 1927 with 'the Jazz Singer'. The sound gave a new born to cinema. While an action film likes 'Ben Hur' was screening at *Maradana*, Sri Lanka, simultaneously someone could have generated sounds by knocking few coconut shells on each other for matching the audio of galloping horses. It gives a satirical sense today. The sound is scheduled in cinema next to the images only. "In point of fact, now that sound has given proof that it came not to destroy but to fulfill the old testament of the cinema; we may most properly ask if the technical revolution created by the sound track was in any sense an aesthetic revolution. In other words, did the years from 1928 to 1930 actually witness the birth of a new cinema" (Bazin, 1967).The effect of sound cinema spread out rapidly in all over the world. "In the words of Daniel Blum in his 'Pictorial History of the Talkies', "the success of The Jazz Singer was the signal for sound. Talkies were on their way". William Fox, with his Fox-Movie tone, was the first to join the bandwagon. On July 15, 1928 Warner's released 'Lights of New York' –the first all talking feature film ever made. By the fall of 1929, nearly five thousand exceptions, silent films were a thing of the past" (Peries, 1978).

The cinematic images are written by rays of light. That is cinematography. This is called the amazed project of imprinting the director's world on the celluloid tape. As the records of cinema

history, it was born as a mixed result of art, mainly through the Still Photography and the shadow shows of Muppets. "So, photography is clearly the most important event in the history of plastic arts. Simultaneously liberation and an accomplishment, it has freed Western painting, once and for all, from its obsession with realism and allowed it to recover its aesthetic autonomy" (Bazin, 1967). A photograph contains a potential in every angle than a word or an utterance in literature. An image is very close to the reality. In this regard, the filmologist is facilitated to work with the reality, sometimes than the novelist.

"The image- its plastic composition and the way it is set in time, because it is founded on a much higher degree of realism-has at its disposal more means of manipulating reality and modifying it from within. The filmmaker is no longer the competitor of the painter and the play writer, he is, at last, the equal of the novelist" (Ibid :). Tarkovsky takes the assistance from Nicolai Gogol, a literary expert to distinguish the role of an image. An image consist an inherent condition to symbolize the life, to produce a sign being with its existence. "The function of the image, as Gogol said, is to express life, itself, not ideas or arguments about life. It does not signify life or symbolize it, but embodies it, expressing its uniqueness" (Tarkovsky, 1989).A cinematic image expresses a high degree relationship to the truth. The formation of film audience is shaped almost by the interconnectivity of cinematic images and the truth. It is no any different from cinema theoricians like Andrew Bazin to very general film craziest (*Pichchar Pissa*). "The image is an impression of the truth, a glimpse of the truth permitted to us in our blindness. The incarnate image will be faithful when its articulations are palpably the expression of truth, when they make it unique, singular- as life itself is, even its simplest manifestation" (Ibid:).

The film images should not be pretty. The beauty depends on the truth. What it means as truth is not regional or personal but it has to be an active and practical truth. The cinematic images cannot be fabricated. Only sequences of images can be arranged in montageal pattern as generating a third dimension. The montage process textualizes creativity and a vision into the artwork. The cinema is able to capture the pure existence of the world through this stability and directness of images. "The purity of cinema, its inherent strength, is revealed not in the symbolic aptness of images (however bold these may be) but in the capacity of those images to express a specific, unique, actual fact" (Ibid:).

When any artist begins his artwork, the main issue is to be focused to sole out the decision about time and space. There should be a certain space for living characters and offer a period of time for them. "In real life every experience or chain of experiences is enacted for every spectator within definite limits of time and space….there is no jerks in time or space in real life. Time and space are continuous. Not so in film, the period of time that is being photographed may be interrupted at any point…and the continuity of space may be broken in the same manner" (Arnheim, 1933). But this consideration is centered somewhat advance point about 'time'. The exploration of cinema is the conquering the existence of time by the man. The time fact can be utilized in the cinema as a liquid. Otherwise the time is a kind of hard substance. Accordance with the formulas in the cinema, the tone and pitch of time can be managed in equal to the real time; suddenly it can be disturbed or disintegrated. One who takes in the flight from the US and wearing the seat belt in real time, in the next moment enters to a taxi in front of the Colombo airport. Mixing the real time and the liquidated time, the cinema prepares its endemic rhythm of time engagement. In this case, a sufficient and academic research has been conducted by Russian prominent filmmaker Andre Tarkovsky. "Cinema came into being as a means of recording the very moment of reality; factual, specific, within time and unique: of reproducing again and again the moment, instant by instant,

in its fluid mutability that instant over which we find ourselves able to gain mastery by imprinting it on film. That is what determines the medium of cinema" (Tarkovsky, 1989).

Time is said to be irreversible. But the cinema breaks the floating of time and its existence. Tarkovsky argues that the image is not the basic raw material of cinema. That is 'time'. "Time is a condition for the existence of our 'I'. History is still not time, nor is evolution. They are both consequences. Time is a state. Time and memory merge into each other; they are like the two sides of a medal. It is obvious enough that with our time, memory cannot exist either… the time in which a person lives gives him the opportunity of knowing himself as a moral being" (Ibid:). Though the basic argument of cinema with this new invention does not vastly change, the major philosophy lying beneath them is significantly moved. The cinema is merely the time. "For the first time in the history of the arts, in the history of culture, man found the means to take an impression of time. And simultaneously, the possibility of reproducing that time on screen as often as he wanted, to repeat it, and go back to it. He acquired a matrix for actual time. Once seen and recorded, time could now be preserved in metal boxes over a long period (theoretically forever)" (Ibid :). If somebody examines the cinema works of Andre Tarkovsky, the mostly acclaimed top seven feature films (Ivan's Childhood-1962, Andre Rublev- 1966, Solaris- 1972, The Mirror- 1975, Stalker- 1979, Nostalgia- 1983 and The Sacrifice- 1986) can be understood as the creations on said theoretical approach about time. Some long takes and time consuming stagnated frames have been sculpted by incident wise and phenomenon wise multi-layered time materials.

We paid a sufficient attention for revealing that why people go for cinema? At this point, Tarkovsky suggests that the people seeking for cinema means seeking for time. With the cinema's time is spent parallel to the respective audience's time is also spent. It is very live experience. A particular lump of time in once life is being spent at a certain film theatre. While he or she is spending time in such manner, it is gazed at the time on the screen. Sometimes, that time is nominated as flashbacks or in other hand, a flash-forward on future time. Tarkovsky rationally develops his theory in a broad manner. "Why do people go to cinema? What takes them into a darkened room where, for two hours, they watch the play of shadows on a sheet? The search for entertainment? The need for a kind of drug? All over the world there are, indeed, entertainment firms and organizations which exploit cinema and television and spectacle of many other kinds. Our starting point, however, should not be there, but in the essential principles of cinema, which have to do with the human need to master and know the world. I think that what a person normally goes to the cinema for is time: for time lost or spent or not yet had. He goes therefore living experience, for cinema, like no other art, widens, enhance and concentrates a person's experience and not only enhance it but makes it longer, significantly longer. That is the power of cinema: stars, story-lines, and entertainment have nothing to do with it" (Ibid :).

Building up the film with this material called time, can be recognized as sculpting the cinema in time. The certain woodcarving or stone carving completes its craftsmanship using the patience, the foundation with the support of tools. One, who cuts a mask in soft woody trunk, is carefully carving all the unnecessary parts and plans to keep on all the essential shapes. The filmmaker also is having such an assignment. "What is the essence of the director's work? We could define it as sculpting in time. Just as a sculptor takes a lump of marble, and, inwardly conscious of the features of his finished piece, removes everything that is not part of it. So the filmmaker from a "lump of time" made up of an enormous, solid cluster of living facts, cuts off and discards whatever he does not o the need, leaving only what is to be an element of the finished film, what will prove to be integral cinematic image" (Ibid:).

The cinematic image is none other than, the substance which is fed and nourished by the milky material called time. The piece of time, under the variety of realities is linked in scene by scene. But, what the ultimate production is the creation called a film which is unchallenged at any time of history. "The cinema image, then, is basically observation of life's facts within time, organized according to the pattern of life itself, and observing its time laws. Observations are selective; we leave on film only what is justified as integral to the image. Not that the cinematic image can be divided and segmented against its time, nature- current time cannot be removed from it. The image becomes authentically cinematic when (amongst other things) not only does it live within time, but time also lives within it, even within each separate frame" (Ibid :). According to all the arguments and ideas, perfect answer for the question "what is cinema?" is "sculpting in time".

A Post Script to the Concept of Cinema as a Form of Art

The ancient man who had a simple and non-complex life with the basic needs was creative as he challenged the nature. The creativity conducted their lives more and more advanced style of living. Anything related art was not decisive for their day to day life. The surplus leisure time was always difficult factor to achieve. In short, surplus leisure time was a moment which was free from the bounds of daily existence. When there was a no fear or a suspicion, the man who was stable for the next day' existence, then the opportunity emerged to think on his closest nature. It was merely a moment about the creative imagination than the knowledge. "Art does not replace knowledge in the strict sense, it therefore does not replace knowledge (in the modern sense: scientific knowledge), but what it gives us odes nevertheless maintain a certain specific relationship with knowledge. This relationship is not one of identities but one of differences. Let me explain. I believe that a peculiarity of art is to "make us see", "make us perceive", and "make us feel" something which eludes reality" (Althusser, 2001).

The art is an avenue for addressing each other. That is a language. Sometimes, art is something beyond a language. It is always about the man. "Works of art, unlike those of science, have no practical goals in any material sense. Art is a Meta language, with the help of which people try to communicate with another, to impart information about themselves and assimilate the experience of others" (Tarkovsky, 1989).It is not essential to recall what are the features and qualities of an artwork, because they have a wider popularity. The art that comes out from a jungle tide or a primitive cave, unavoidably linked with the technology and mercantilism. Walter Benjamin explains the work of art in such an age of mechanical reproduction. "In principle a work of art has always been reproducible. Man-made artifacts could always be imitated by men" (Benjamin, 2005).Inevitably, the art is trapped to mechanical reproduction. In a public sphere, the artwork drops its original shape and transforms into a trading sphere with the mask of commerciality. "The mass is a matrix from which all traditional behavior toward works of art issues today in a new form. Quantity has been transformed into quality. The greatly increased mass of participants has produced a change in the mode of participation" (Ibid :).

One may ask that is cinema an art in such a condition? In the very beginning it has been dealing with commerce. It signifies that the feathers of commercial art such as entertainment, profit and popularity. Anyhow, next we meet the age of experiment for the aesthetic quality in cinema. But the cinema does not miss its attractive or technological limitations for whole the history. They are not regulations of a pure art. "Cinema is no art form to me. It is only a means to the end of serving my people. I am not a sociologist and hence; I do not have an illusion that my cinema can change the people. No one filmmaker can change the people. The people are too great. They are changing themselves. I am not changing things. I am only recording the great changers that are taking place.

326

Cinema for me is nothing but an expression. It is a means of expressing my anger at the sorrows and sufferings of my people" (Ghatak, 1987).Jean Renoir who writes the forward to Bazin's pioneering cinema handbook, denotes the noble quality and trading quality of cinema. "His writings will survive even if the cinema does not. Perhaps, future generations will only know of its existence through his writings. He made us feel that our trade was a noble one much in the same way that the saints of old persuaded the slave of the value of his humanity" (Renoir, 1967).This argument traces that the trading and art are simultaneously powered in this field. When one side of this is stressed, it raises the discourse of commercial films and art films. As well as, when there is a particular spectatorship which is preferred to these two fold taste that is called the middle way cinema.

There is no any kind of photographic exhibition in the process of cinema. It has a potential to pick up even a rifle substance to bridge the life gradually. "The film is not 'shot', but 'built' up from the separate trips of celluloid that are its raw materials. Every object must, by editing, be brought upon the screen so that it shall have not 'photographic', but 'cinematographic' essences" (Pudovkin, 1933).From the very inception era, Theodor Adorno one of the principle thinkers of the Frankfurt School, who believes about the culture industry, focuses the overlapping technological trading and concept of pure aestheticism in the cinema. According to the above quoted ideas on photographic process of cinema, he describes that while it is historic; it also becomes a representational art form in the same time. "The photographic process of film, primarily representational, places a higher intrinsic significance on the object, as foreign to subjectivity, than aesthetically autonomous techniques; this is the retarding aspect of film in the historical process of art. Even where film dissolves and modifies its objects as much as it can, the disintegration is never complete. Consequently, it does not permit absolute construction; its elements however abstract always retain something representational, they are never purely aesthetic values" (Adorno, 2003).

At the end of these all process, the cinema leads to the culture. In this regard, it is a cultural manifestation. If the cinema recognizes as a cultural text of its practice, without reducing to just an artwork, the cinema again can access to more wider and ideological sphere. "How do we combine a theory of cultural studies with an understanding of the formal structure of film and come up with a reading of cinematic texts that situates them within larger cultural practices and within the culture as a whole? Such a task would involve looking closely at a film and how it is put together-including its form, its narrative structure, the function of the actors and stardom in general" (Kolker, 2006).

It is discussed earlier that how does cinema conquer big proportion for enriching one's life among the other art genres? Without any hesitation, the cinema is said as a cultural practice. A man-made achievement. An active interference. Making this identity, 'text' and 'image' are strongly effective. "More distinct still, the art gallery relocates film within a history of art practice and tradition, providing the inter-textual referents for film within the surroundings of other artworks" (Harbored, 2002).

The major role of all genres of art is to mirror the truth and beauty in the contemporary society. Its ambition is to make meeting man to man, manhood to manhood. "In principle, true ideas always serve the people; false ideas always serve the enemies of the people" (Althusser, 2001).

Living pictures in larger than life on the canvass called silver screen, produce a technique to the current society that we are suffering. It makes a flat form to expose the personhood of us to each

327

other. There is a protagonist and a hero in the cinema to keep the law and order, though it is not in actual manner in the real world. The man who is much suppressed and week in common general society seems to have an opportunity to challenge and addressing their real issues in an imaginary universe at the cinema.

This hero awakes the tranquilized and non-politicized society for a while. Then only, the cinema transforms to an art. That cinema is to be honest to the existing era and it can only to create a vacuum for investigating the reason of manhood. "In scientific and philosophical reasoning, the words (concepts, categories) are 'instruments' of knowledge. But in political, ideological and philosophical struggle, the words are also weapons, explosive or tranquilizers and poisons" (Ibid :). If it rereads and applies 'visuals' instead of 'words', the power of images can be understood. Then cinema can be revisited as a weapon and an art form which have a hardly descriptive strength. Still the Cinema is able to win the commercial signs and far to be a stream for the mankind, that argument only comes true. At this political moment only, the cinema represents an art.

Louis Althusser has given an interpretation on a 'teacher'. It can be reread applying 'film artist' instead of 'teacher'. At that point, the artist born is a hero. The cinema is an art genre, if it maintains in a so called degree. Althusser writes in this way. "I ask the pardon of these teachers who, in dreadful conditions, attempt to turn the few weapons they can find in the history and learning they 'teach' against the ideology, the system and the practices in which they are trapped. They are a kind of heroes" (Ibid :). If we take in to the account all the film works of Andre Tarkovsky only, someone can perfectly understand that as an art work, film causes to change the thinking patterns of mankind. In the exile, under the very dreadful conditions also he has sculpted time for mirroring the realities of human being in the name of cinema.

Conclusion

In this paper, the first half engaged with an emphasis of new horizon in cinematic language. The nature of language, grammer and material of that art work were being widely discussed in its past but Andre Tarkovsky revealed that so called fundamental material was 'time', not the shot or frame. A cinema work consists time on various layers in different manner. The audience utilizes their real time and their memorized-freeze time. The cinema as an art work predicates futuristic-upcoming time. What Tarkovsky argues is a film should be recognized as a well-made craft sculpted in time. A film maker carves a lump of time till he reaches to the real shaping crafted of human life which is an expression of pictorial language. This can be 'baptized' as a sculpting in time and it is the most advanced fundamental cinema theory after the Montage in the Soviet cinema. The second half of the paper argued to revisit some already established conditions of film art. Though the cinema was discovered as a story telling and entertainment tool eventually it has become a powerful ideological tool of social changing. If there is a film which can focus peoples' authentic issues or talk to public interference, undoubtedly that film would be an art work.

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The Effects of Technological Innovation on Innovative Products in The Sports Industry

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Abstract

In this research, innovations in technological innovation of products used in the sports industry and has made contributions to the materials through the introduction of innovative ideas and practices in the sports industry in accordance with the momentum-saving technological developments intended to investigate the effects. This research is a study that using General Scan Model. General scan model as a method of data collection on the basis of the literature. According to the findings of research results of the sports industries products and materials are sport textiles, training materials, shoes and performance improvements and equipment in accordance with the technological innovation process of change with contributions from sports industry is on effect. As a result, the sports industry more and more began to find place in that area. The level of interest among people in the world are constantly developing and growing for sport industry, thanks to technological advances that have occurred in the present study, we aim to examine examples of these technological innovation advantages; increases the performances of athletes, sports has increased the quality of their products and that sports industry in economic terms in the world based on the fact that a large share technological innovation seriously the developments the sports industry in the world economy by providing a contribution to the market share rate of increase will be effective in getting.

Keywords: economics, sports industry, innovation

Introduction

The concept of innovation is on its way to becoming the most important concept on the growing and developing world. Since the notion of change which means innovation, will find its place in every sector and will pave the way for the future. Technological innovation will include products and services that will facilitate convenience in all areas by exploring new inventions in order to make life easier by opening up the mind of innovative thinking in all areas.

Innovating changes and innovations in services and business methods, developing economic and social value in products (Elçi, 2007). Innovation means to use science and technology to provide economic and social benefit (Yamaç, 2001).

In this study, the innovations brought about by the materials used in the sports industry, the materials used by the sports scientists and the technological innovation in the sports sector were evaluated with examples and the effects of the innovative products and services brought about by the technological innovation in the sports industry were evaluated.

330

Literature Review

The Concept of Innovation

The introduction of a new product, a new production method to be implemented, a new market to be found, access to a new product source, enterprises to have a new organization is a product that the consumers have not encountered or are not accustomed to (Schumpeter, 1934).

Consumers are interested in products which are far from the usual, aesthetic, which add positive value in every case and which attract attention with their appearance characteristics, as a precaution for innovation in a rapidly increasing competitive environment depending on the development of consumers. Consumers regard their requests and wishes as an instant and rapid change. The change mentioned in the concept of innovation is not only to create new, different things, but also to create new things for firms that can create economic value (Işık and Keski, 2013).

Innovation in its most comprehensive form; quality workforce, infrastructures and information, the transformation of information into processes, products, services and systems. Innovation in this direction can be viewed as a cultural result that open to new things also eager to change and entrepreneurial (Örtlek, 2015).

Technological innovation involves technological product and process innovation. Product concept also refers to a physical product and service. The development of a new product or process using technology and the application of technological changes in currently used products and processes are considered within this scope (Cannarella and Piccioni, 2003).

Economists describes technology as "the method of product reproduction, the method of developing known merchandise", and the "method used to produce services and goods" (Doğan, 1991).

Innovation can also be defined as the evolution of alternatives. Innovation; problem solver, and profit-oriented thinking combined with applied R & D and curiosity-focused research. Thus, it creates superiority by creating new technology and market opportunities. This not only produces technical changes but also causes socio-economic changes. In the development of enterprises; it is very important to make new discoveries, to closely monitor technological developments and to apply appropriate technology to the structure of the enterprise. Businesses that can not innovate themselves will disappear. Innovation is an important challenge for those who want to improve themselves (Khalil, 2000, Akt. Öztürk2008: 2).

Innovative Products in Sports Industry

Nowadays, with the rapid development of technology, just like in every sector sports industry too is developing innovative products. Due to this development, the sports sector, which is the most popular sector in the world, continues to take a big share in the world economy. As the share and interest of the sports sector grew, more and more innovative products developing in the field of sports.

Two important sectors can be expressed as sub-sectors in the sport sector. It is known as sporting goods sector and sports services sub-sector. The sporting goods sector is the sector that produces

331

garments, shoes and sports equipment used in sporting events. The sportive material production sector has become a multinational sector, which has gained a rapid momentum (Ekren; 2003; 3).

Methodology

This research is a study that using General Scan Model. General scan model as a method of data collection on the basis of the literature. According to the findings of research results of the sports industries products and materials are sport textiles, training materials, shoes and performance improvements and equipment in accordance with the technological innovation process of change with contributions from sports industry is on effect.

Examples of Innovative Products in the Sports Industry

In this section, examples of products that stand out as innovative products that have been formed along with the technological innovation in the sports industry and which have made an impact in the sports industry are discussed.

Motor Sports

In the paint and metal of cars used in extreme motor sports, using nanobionic smart molecule particles, the slippery surface, less fuel use and higher speeds are achieved (Taylor, 2008).

Soccer Shin Pad

The kits have previously been too heavy and have limited protection against shrinkage, but with nanotechnology support, they have been made lighter and more durable, and the protection capacity of football pitches has been further increased (Acetobalsemico, 2008)

VAR Technology in Football

It can be defined as a system in which leaves the referee hesitantly during the match or where the players have a strong objection, the referee communicates with the other referees watching the position replays at the screen through earphones and decides according to the information received from them (FIFA, 2018).

Titanium Golf Clubs

These new clubs would gain popularity when they developed the first versions of the Callaway and TaylorMade clubs until 1996, although the first titanium sticks were put on the market in 1990. Titanium rods made from lightweight material and allowing for a faster turnover have now become a preferred weapon for all professional golfers (Complex, 2018).

Helmet Headsets

Communication for the playmaker was a difficult process, so in 1994 NFL decided to help them by allowing the helmet headphones. By talking with coaches through radio waves, game calls can be transferred more easily and instantly make necessary adjustments (Complex, 2018).

Goal Line Technology

Football has hardly adopted goal-line technology, but has been at the pinnacle of this innovation since NHL '93. With the use of an overhead camera, the referees may resort to instant replay to decide whether the ball or pak passes the goal line. It has an important effect of the result of every game (Complex, 2018).

LZR Swimsuits

The LZR Racers, made of spandex, nylon and polyurethane, was a high-performance, form-fitting bodysuit that was influenced by the Beijing Olympics in 2008. On the boards, LZR jersey helped break 97 world record. However, it will soon be seen as an unfair, technological advantage, and in July 2009, the swimming organization FINA decided that teams would no longer be able to use LZR jerseys in a competitive environment (Complex, 2018).

Gears-Shifters

It seems like a fairly simple feature on bicycles today, but years ago, even the most important cyclers did not have it. 1937 was the first year in which the Tour de France allowed the gear shifter system, more commonly called gear today. The gear shifters, now called gears, were first introduced in the 1937 Tour de France race (Complex, 2018)

Results

It seems inevitable that today and in the future, sports technology will keep up with innovations day by day. For this reason, it is considered that the sports sector, which is the highest level of interest level and accessibility in the world, will increase the market share in the world economy seriously. Accordingly, companies and organizations operating in the sports sector need to increase their investments in order to develop innovative products and services.

Product in the field of sports industry; sporting activities, recreation, fitness or leisure activities, and the products and services associated with them. Sports consumer is defined as individuals and businesses that consume service and sporting goods in all societies (Argan and Katırcı, 2008).

One of the main signs emphasized in the studies on the economic effects of sports and developing industry is the changes made from spending towards the sports sector. When the spending rates on sports and sporting goods in Canada, Japan, the USA and the UK and the changes on a yearly basis are examined, it is obvious that the sports industry is developing rapidly even in this respect. For example ; In Canada, we can reach some data when an average family spends on sports and the market share of these spending is examined. When the annual expenditure of sports in Canada is compared to the data of 1996 and 1992, it is found that the share of the market rose from 1.37% to 1.46%. When we look at the contents of these expenditures; sports outfits, sports shoes, sports events, recreation and membership fees (Naoyukı, Komatsu, Mano, Nakamura, Kimura, Harada, Nakamura, Miyauchi, 2003:56).

As a result, it is predicted that the technological innovation will increase the market share of the sports economy by increasing the effect on the innovative products in the sports industry over time, by providing benefits to sports scientists, companies, institutions and stakeholders working in the

field of sports. The ever-evolving and growing sports sector needs to use technological innovation effectively.

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334

Understanding Post-Adoption Intention of Hospitality Information System Based on Software-as-a-Service (Saas)

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Abstract

The pervasive post-adoption intention of on-demand software-as-a-service (Hospitality SaaS) via the cloud computing based service has provided hospitality industry client's information and technology resources virtualization facilitations to rent and build functional service, like a point-of-sale (POS) and property management hospitality information system (PMS). Used Hospitality SaaS-based hospitality information system' flexibility to encourage the usage continuance of Hospitality SaaS applications in the hospitality workplace is not enough. Hence, we draw on social capital theory in this study to examine the clients' post-adoption intention with hospitality information system service features. And we use resource and technology facilitation conditions to complement structural capital as an indicator, as it is more suitable for assessing the software flexibility combination structures. The proposed model and hypotheses are largely supported by the empirical data from 216 staffs in the hotel and restaurant of the hospitality industry in Taiwan. We discuss theoretical and practical implications.

Keywords: facilitating conditions, social capital, post-adoption intention, hospitality information system, software-as-a-service

Introduction

Software-as-a-service (SaaS) is a cloud computing service that exploits resources and technology support, such as cloud-based services and virtual hardware applications, to develop a flexible hospitality information system that each staff can use to build their own capabilities to export useful SaaS knowledge in the workplace (Benlian, Koufaris, & Hess, 2011). SaaS products have lower installation costs and lower uncertainty than traditional information technology (IT) initiatives for the hospitality industry, but the costs associated with staffs learning how to use the hospitality information system and import procedures are higher. In this study, we draw on several theoretical domains, including facilitative conditions and social capital, to examine staffs' post-adoption to the continuing use of hospitality information system based on SaaS used knowledge exploitation (Brown, Dennis, & Venkatesh, 2010; Chou & Chiang, 2013; Chou, Techatassanasoontorn, & Hung, 2015; Sun, Yulin, Lim, & Straub, 2012). This study aims to better understand firms' post-adoption decisions to exploit their resources and technology. To achieve this aim and to fill the above-mentioned research gap, this study poses the following research questions:

RQ1*: How do relational capital and cognitive capital affect staffs' post-adoption intention to hospitality information system based on SaaS?*

RQ2*: How do staffs' facilitative conditions affect relational capital and cognitive capital?*

In this study, we combine the theories of relational capital and cognitive capital to create a dual model of the factors that contribute to the intention to continue using SaaS. We focus on relational capital to highlight staffs' relationships with each other in hospitality information system usage situations that enhance hospitality information system in SaaS-based knowledge through their own resource and technology facilitation conditions. Cognitive capital allows us to explore staffs' individual professional hospitality information system usage, which may be a motivation for continued exportation of the hospitality information system's features to their own organization. Specifically, staffs will aggregate the conditions that facilitate knowledge and technology from the Hospitality SaaS provider to combine complementary resources and export new feature combinations and use knowledge to enhance firm performance.

Theoretical Background and Hypotheses

We explore the post-adoption use of hospitality information system based on SaaS features when a staff contributes a new combination of the SaaS service. Traditional views of IT usage focus on the outsourcing department's importation of IT services and knowledge. However, in most workplaces, when cloud-based hospitality information system services are imported, staffs have to learn and understand how to use the services combination, and control more resource and technology facilitators (Brown, Dennis, & Venkatesh, 2010), and then re-contribute to their own workplace or share their hospitality information system and SaaS feature's know-how with colleagues. When staffs feel satisfied with sharing their usage information with the firm they will continue to contribute to this positive learning circle (Maruping & Magni, 2012; Sun et al., 2012), In this study used two dimensions of social capital to define staff's intentions to post-adoption the hospitality information system based on SaaS features. Moreover, facilitating conditions has a direct effect on social capital in this research. Figures 1, shows the research model, including the social capital relationships between facilitating conditions and hospitality industry staffs' post-adoption intentions on SaaS bases of hospitality information system, used in this study.
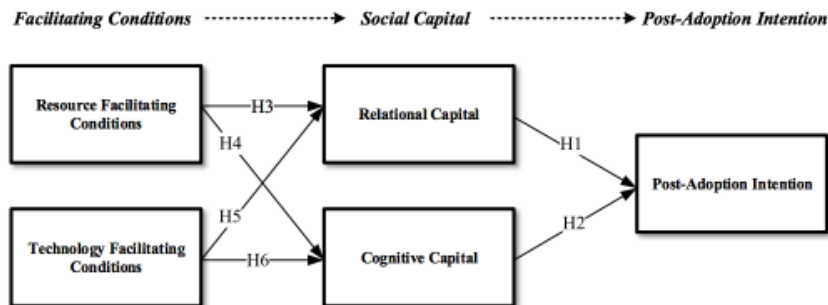

Figure 1. Research model

According to Sun et al. (2012), relational capital describes internal relationships as more important than satisfaction. Therefore, we examine post-adoption intention to usage in relation to the staffs and the Hospitality SaaS provider. Relational capital is also related to staffs' willingness to share knowledge from the Hospitality SaaS provider (Nahapiet & Ghoshal, 1998). In this study, social capital reflects the extent to which staffs provide others with useful information and are willing to share resources and technology facilitators with each other (Sun et al., 2012). It can contribute to usage value creation because staffs' willingness to share resources and technology can motivate others to export new Hospitality SaaS feature combinations and increase their own performance (Chou, Chang, & Hsieh, 2014). Stronger social relations can also increase staffs' motivation to

336

contribute to SaaS usage outcomes (Nahapiet & Ghoshal, 1998). Thus, we propose the following hypothesis.

H1*. Relational capital positively influences the staffs' post-adoption intention.*

Staffs who share their resources and IT expertise about Hospitality SaaS features are better able to contribute useful information to the hospitality information system and help each other determine how to improve outcomes (Sun et al., 2012). Sharing opinions about Hospitality SaaS usage is associated with shared perceptions of feature combinations and activity. Thus, people who share their resources and experience tend to have greater Hospitality SaaS technology expertise (Nahapiet & Ghoshal, 1998). This suggests that the possible combinations of Hospitality SaaS feature depend on the staffs' cognitive to Hospitality SaaS professionalism and their willingness to freely contribute their usage Hospitality SaaS expertise. Thus, we propose our second hypothesis.

H2*. Cognitive social capital positively influences staffs' post-adoption intention.*

According to social capital theory, structural capital depends on the value of resource assets (Nahapiet & Ghoshal, 1998), but as Hospitality SaaS services are an on-demand multi-tenant structure provided via a cloud-based service, we used facilitative conditions instead of structural capital to examine the staffs' intentions to export new Hospitality SaaS knowledge (Chou & Chiang, 2013; Cusumano, 2010; Sun et al., 2012). Resource facilitating conditions reflect the staffs' interactions with the Hospitality SaaS service's outside resources (e.g., service provider, department colleague)(Brown et al., 2010). Resource facilitation also reflects the relationship between the staffs and the Hospitality SaaS service provider, which in turn has a feedback effect on social capital (Sun et al., 2012). Relational capital influences the staffs' interactive behavior in using Hospitality SaaS resources. A staff and Hospitality SaaS providers' relationship with other Hospitality SaaS users can enhance the staffs' resources to learn new hospitality information system feature interactions, and the effect of the resource facilitating conditions on the decision-making process (Chang & Wong, 2010; Chou & Chiang, 2013; Chou & Hsu, 2015). Moreover, cognitive capital increases with the increasing self-confidence that clients gain from hospitality information system interaction, as the more clients build their knowledge of the hospitality information system service, the greater their expertise in using the new hospitality information system features. Therefore, we expect that these investments allay staffs' concerns about the resource facilitating conditions of Hospitality SaaS, as they increase the clients' rapport with the hospitality information system and the hospitality information system flexibility (Benlian et al., 2011) and enhance the staffs' resource facilitation to export information about hospitality information system feature usage. Thus, we propose the following hypotheses.

H3*. Resource facilitating conditions positively influence the staffs' relational social capital.*

H4*. Resource facilitating conditions positively influence staffs' cognitive social capital.*

Technology facilitating conditions can serve as an antecedent to social capital. Thus, technology facilitation plays an important role when staffs use Hospitality SaaS facilities in the post-adoption situation (Zhao, Lu, Zhang, & Chau, 2012). Technology facilitating conditions are related to the hospitality information system features and security of Hospitality SaaS facilities, because when the client firm rents the service it cannot easily control the Hospitality SaaS hardware structure (Benlian et al., 2011; Brown et al., 2010). It also captures the firm's position on Hospitality SaaS service import and supports with respect to the staffs' intentions to export the conditions that promote the use of the hospitality information system features to the firm. Thus, we propose the following hypotheses.

H5. *Technology facilitating conditions positively influence the staffs' relational social capital.*

H6. *Technology facilitating conditions positively influence the staffs' cognitive social capital.*

Research Methodology

To empirically test the research model we used SmartPLS 3.2 (Ringle, Wende, & Becker, 2015) and developed a component-based research model (Chin, Marcolin, & Newsted, 2003; Fang et al., 2014). Path significance was assessed using the bootstrap technique with a total of 5000 resamples and 216 case samples (Hair Jr, Hult, Ringle, & Sarstedt, 2013).

Participants and Procedures

This study used an online survey hospitality information system and focused on small and medium-sized hospitality industry. Requests were sent to 500 staffs. The response rate was 60% (n=300), but 84 responses with missing data were discarded, resulting in a response rate of 43.2% (n=216), which is typical for MIS departments in Taiwan. Table 1 shows that 40.7% of the respondents were male and 59.3% were female. Staffs aged 26 to 30 years old comprised the largest category of respondents, at 72.2%. Clients with a bachelor's degree level of education constituted the largest category, with 78.7%. Over 85.2% of clients had more than one year (1–5 years) of Hospitality information system adoption experience, and only 4.2% of staffs had used the Hospitality information system service for less than one year.

Constructs and Measurement

In this study, each construct we used, consistent with staffs post-adoption intention of Hospitality SaaS, was adopted from the empirical studies by Maruping and Magni (2012) and Zhou, Fang, Vogel, Jin, and Zhang (2012), and the relational capital and cognitive capital constructs were adopted from Sun et al. (2012). and we separated this construct into two dimensions representing resource and technology facilitating conditions (Brown et al., 2010; Venkatesh, Morris, Davis, & Davis, 2003). All of the measurement items used 7-point Likert scales. All variables had an alpha value of almost 0.7, consistent with Nunnally's (1978) proposed threshold. Convergent validity was measured using Fornell and Larcker's (1981) three proofs (1).

Table 1 shows that all factor loadings were greater than 0.5, the CR values did not exceed 0.8, average variance extracted (AVE) values were greater than 0.5 and Cronbach's alpha values were greater than 0.7 (2). As shown in Table 3, the correlation matrix and square roots of the AVE. In this study, all dimensions were in compliance with all three standards, resulting in good convergent validity (3).

To test for multicollinearity among the indicators, Hair Jr. et al. (2013) suggest that the variance inflation factor (VIF) should be less than 5, and in this study it ranged from 1.369 to 4.385 (Hair, Ringle, & Sarstedt, 2011; Sarstedt, Ringle, Smith, Reams, & Hair, 2014).

338

Table 1. Validity and Reliability

Construct	Item	Loading	t-Value	VIF
Post-adoption intention (PAI)	PAI1	0.895	52.823	2.770
C.R.=0.942; Alpha=0.917; AVE=0.801	PAI2	0.847	27.043	2.281
	PAI3	0.912	48.691	4.027
	PAI4	0.925	73.473	4.385
Relational Capital (REC)	REC1	0.878	52.167	2.413
C.R.=0.906; Alpha=0.862; AVE=0.706	REC2	0.860	29.461	2.391
	REC3	0.827	28.286	1.940
	REC4	0.795	14.991	1.841
Cognitive Capital (COC)	COC1	0.823	21.688	1.952
C.R.=0.914; Alpha=0.874; AVE=0.726	COC2	0.895	48.535	3.000
	COC3	0.805	23.561	1.742
	COC4	0.882	36.361	2.844
Resource Facilitating Conditions (RFC)	RFC1	0.882	45.749	2.848
C.R.=0.925; Alpha=0.892; AVE=0.755	RFC2	0.883	50.442	2.651
	RFC3	0.877	54.810	2.560
	RFC4	0.832	35.154	2.025
Technology Facilitating Conditions (TFC)	TFC1	0.864	34.071	2.306
C.R.=0.898; Alpha=0.849; AVE=0.689	TFC2	0.859	34.277	2.727
	TFC3	0.853	34.809	2.744
	TFC4	0.738	19.571	1.369

Note: loading of measures (n=216), standard errors and t-values are for loadings.

Table 2. Correlation Among Constructs and the Square Root of rhe AVE

Construct	Mean	S.D	PAI	REC	COC	RFC	TFC
Post-adoption intention (PAI)	5.252	1.075	0.895				
Relational Capital (REC)	5.291	1.044	0.503	0.840			
Cognitive Capital (COC)	5.018	1.100	0.483	0.705	0.852		
Resource Facilitating Conditions (RFC)	5.351	1.090	0.522	0.721	0.631	0.869	
Technology Facilitating Conditions (TFC)	5.238	0.992	0.548	0.677	0.645	0.718	0.830

Note: Correlation among constructs and the square root of the AVE. Standard deviation; the shaded numbers in the diagonal row are square roots of the average variance extracted (AVE).

Common Method Biases

We performed statistical analyses to evaluate the severity of common method bias. Using the Harmon one-factor test (Malhotra, Kim, & Patil, 2006; Podsakoff & Organ, 1986), all indicators were converted to five factors with eigenvalues >1; collectively, they accounted for 65.65% of the variance in the data, with the first factor accounting for 5.60% of the variance. These findings suggest that common method bias is not a great concern.

Analysis and Results

The structural model was assessed by estimating the path coefficients using SmartPLS, as shown in Figure 2 (Maruping & Magni, 2012; Sarstedt, Ringle, Raithel, & Gudergan, 2012). The hypothesis model shows that six paths were significant in the full model including all main effects. The significance of all paths was assessed via 5000 bootstrap runs (Hair Jr et al., 2013). The six proposed hypotheses were supported with acceptable β and significant p values. H1 shows that relational capital was related to continued post-adoption to Hospitality SaaS usage (β=0.322; t-value= 3.738), H2 shows that cognitive capital was related to continued post-adoption to Hospitality SaaS usage (β=0.256; t-value=3.059), H3 shows that resource facilitating conditions were related to relational capital (β =0.486; t-value=7.897), H4 shows that resource facilitating

339

conditions were related to cognitive capital (β =0.346; t-value=4.007), H5 shows that technology facilitating conditions were related to cognitive capital (β =0.328; t-value=4.620), and H6 shows that technology facilitating conditions were related to cognitive capital (β =0.396; t-value=5.165). The explanatory value of continued post-adoption to Hospitality SaaS intention R^2 value is 28.6.
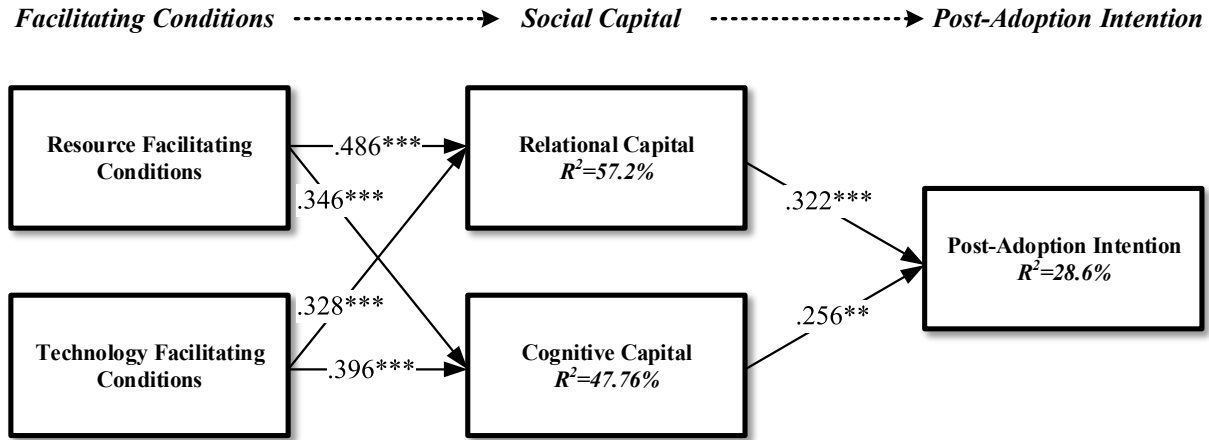
Facilitating Conditions ----------> *Social Capital* ----------> *Post-Adoption Intention*

Figure 2. Hypothesis Testing

Discussion and Conclusions

Discussion

We proposed and tested a full model to understand how social capital affects staffs' post-adoption intentions. It is important to note that the main effects in H1 and H2 refer to the effect of relational and cognitive capital on the post-adoption to Hospitality SaaS usage, which indicates that the staffs within the organization had to use the new hospitality information system features imported by the organization that had already adopted it. In the workplace, staffs had to access the new service, but not necessarily develop new skills and knowledge to share with colleagues. We found that staffs with high relational and cognitive capital were willing to share their usage knowledge and thus contributed to their workplace. However, when staffs' facilitating conditions were driven by relational capital, relational capital had an important effect on their post-adoption, as shown by H3 and H5.

With respect to H2, which examined the effect of cognitive capital on staffs' post-adoption intention-behavior, the cognitive capital that staffs gained from resource and technology facilitation conditions increased their own knowledge and moved it up a level. This motivated the staffs to build some of the feature combinations in the workplace. Accordingly, cognitive capital had a positive effect on their post-adoption intention, as shown by the support for H2, which based on resource and technology facilitation conditions, is also supported by H4 and H6. When staffs are motivated to build a learning atmosphere with their colleagues, they will generate good facilitative conditions from the Hospitality SaaS service provider and increase their exploitation behavior in the firm.

Practical Implications

Improving ongoing post-adoption outcome in an organization is particularly challenging for staffs,

340

who not only need to develop the good knowledge of Hospitality SaaS services but also to contribute their own usage knowledge. Because of the uncertainty associated with the Hospitality SaaS feature-combination service, staffs need to be motivated to contribute knowledge about the service features and improve their colleagues' knowledge to avoid problems. Our results can help an industry that adopts Hospitality SaaS to understand how to use resources and technology to reduce the uncertainty about its use and promote an atmosphere of self-learning in the organization. As these resources and technology also enhance the professional skills within the organization, the MIS department supervisor should focus on enhancing sources that provide a high quality and quantity of resources and technology. For Hospitality industry staffs, knowledge about usage and fundamental skills will increase their own post-adoption outcomes by reducing the problems related to uncertainty and helping to build their cognitive capital. In this study, the cognitive capital was found to enhance the usage post-adoption features of Hospitality information system and to select usage domain knowledge of the Hospitality SaaS features the firm required. It is important for colleagues to improve the post-adoption intention associated with their firm's Hospitality SaaS facilitation conditions.

Conclusions

In this study, we investigated the relationships between facilitating conditions, social capital, and post-adoption intention to Hospitality information system usage by drawing on the staffs and organization involved in the situation. We used a sample of hotel and restaurant staff of hospitality industry in Taiwan to evaluate the influence on staffs' intentions to contribute domain know-how about the usage of Hospitality SaaS features. The results show that building good relational and cognitive capital with colleagues increases the firm's potential hospitality information system learning outcomes by providers and the colleague's resource and technology facilitating conditions. However, although social capital can enable each party to benefit from Hospitality SaaS usage through the facilitating conditions, in this study, we only focus on the hospitality workplace post-adoption of Hospitality SaaS.

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New Technologies Applied to Tourism 4.0

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Abstract

Today travel is no longer the same as before, we witness an unstoppable process of continuous technological development on which the future of tourism depends. Embarking on a journey, in some ways has never been so simple, however, for newcomers and therefore for all those who are not yet very familiar with the resources offered by the web or do not regularly use new technologies, new challenges are faced to face. The network is full of many opinions on places to visit, there are many guides on monuments, churches and even attractions to see that would never have been discovered without a search simply launched by a smartphone. Who would have thought to find advice online even on souvenirs to buy or products and typical local dishes to be tasted in places never thought if it were not for the suggestions we were not even looking for? In addition to the restaurants where to eat and the hotels where they are staying, unexpectedly, even the gift ideas come along with offers for weekends with low cost stays dedicated to relaxation and wellness. My research wants to unveil the dark sides and the most hidden possibilities derived from the application of artificial intelligence and everything related to information technology, devices and new equipment, in the field of tourism to clarify how our way of traveling is changing or could change both consciously and unconsciously. A systematic treatment and the effort to take stock of the situation will certainly be the crux to be unraveled to fully understand the historical passage towards which tourism demand extends: new forms of demand, at the level of experience, which find the focal point in the economy of entertainment.

Keywords: technologies, tourism, travel, device, digital

Introduction

Starting from the analysis of the Italian situation which, due to its general characteristics, represents the paradigm of the productive sector, it is possible to define and highlight how the current tourism sector in my country and in the whole world is changing, therefore, to grasp the probable structuring of the offer with the help of new technological tools that have become fundamental for the intermediation and marketing of innovative and highly competitive products, to such an extent that even the holidays themselves are transforming and evolving towards increasingly virtual destinations at the expense of real ones.

Figure 1. Planning a trip

Among the preferential channels, with regard to bookings by customers, the data confirm that bookings are made mainly through websites created and managed by intermediaries (15.7%), mail (13.1%) and portals (from 10.1% to 20.4% for the 5 stars).

Table 1. Percentage (%) of Tourists Booked With Internet for Quarter

2009	1st	quarter 40,6
	2nd	quarter 41,4
	3rd	quarter 42,1
	4th	quarter 16,8
2010	1st	quarter 34,5
	2nd	quarter 37,0
	3rd	quarter 34,8
	4th	quarter 34,6
2011	1st	quarter 36,1
	2nd	quarter 38,8
	3rd	quarter 38,5
	4th	quarter 50,6
2012	1st	quarter 61,9
	2nd	quarter 43,3
	3rd	quarter 44,7
	4th	quarter 38,9

Source: National Tourism Observatory – data Unioncamere.

Another fundamental element is the widespread use of social networks (Table 2), in fact, Italian hospitality companies show a growing use of the tools available on the net with a favorable trend in recent years (already starting in 2011 with 33.30 %).

Table 2. Percentage (%) of Structures Present in Social Networks

| **Description**	**2010**	**2011**	**2012**
Hotel	20,80	37,20	50,20
Extra hotel	18,90	30,30	35,50
Italy	19,80	33,30	41,80

Source: *National Tourism Observatory – data Unioncamere.*

Methodology

Observation of the phenomenon, survey of the population (survey), single case study, research, meta-analysis.

Findings

The Web has produced profound and inevitable transformations, so much so that the way in which the tourist has changed choose a destination or plan a trip and as a result industry operators have tried to adapt to the change by varying the type of offer. The traditional tourist intermediaries have therefore had to accept or are trying to keep up with the innovations introduced with the digital to have a meeting point with the users who surf by exchanging ideas and opinions continuously. In the tourism scene what matters most today is not the attractiveness of a destination based on physical location or logistics, but depends on the web reputation, that is, on the opinion that people have on a particular geographical area and therefore from all stakeholders who post comments on the net or who influence in various ways and through the network the desired tourist destination from someone. The *eWord Of Mouth* (eWOM) is much more immediate and influences the choice in an accelerated way compared to reality.

344
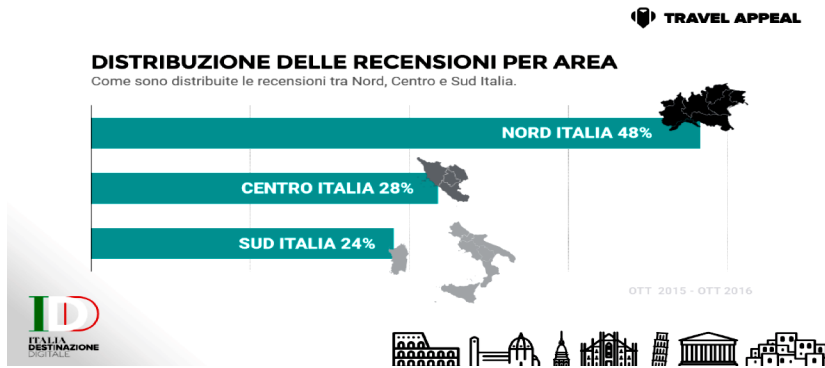
Source: Travel Appeal, October 2015 - October 2016.
Figure 2. Distribution of inventions in Italy by area (North, Central and South).
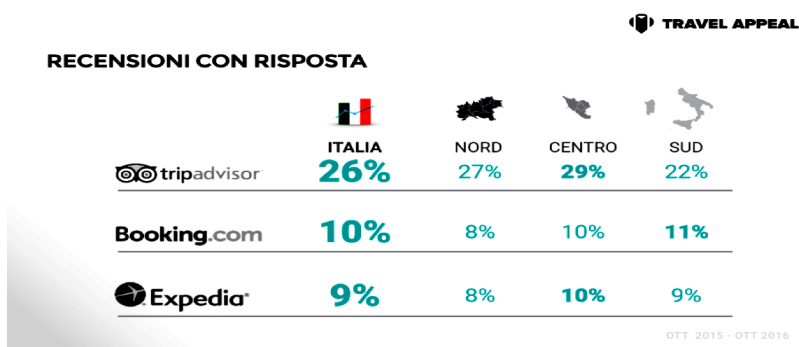
Source: Travel Appeal, October 2015 - October 2016.
Figure 3. Reviews with answers in Italy by area (North, Central and South).

If we want to proceed with a systematic description of the experiences that individuals have made and continue to do, we can highlight a cycle that is repeated and focuses on three fundamental elements: before experience (linked to the offer, the relative promotion of contents and the ease of find them), during experience (linked to the expectations of potential tourists who try to satisfy a need and new technologies) and after experience (which finds its cornerstone right in the word of mouth or eWOM already mentioned and that sees consequently the establishment of relationships continuous type through the creation of engagement together with E-commerce).

The before experience, is configured as the current form of relationship marketing technologically advanced to the point of changing the way of communicating business information through the use of different channels that converge towards the consumer / tourist, we speak in this case of "cross media marketing" or promotional offers aimed at involving the visitor and his loyalty with different marketing techniques (web, mobile, social), for example, the application" Chatbot "aims precisely at interaction through artificial intelligence with special platforms and messaging (as in the case of Skype, Telegram, Messenger or WhatsApp), indeed, you can even get to chat with some receptionists or customize your stay 24/24 and receive a message that contains an evaluation survey to be answered and send feedback. Already from this analysis the evolution of the tourist demand is immediately clear and its projecting itself more and more towards new requests of experiences that are directed to the economy of entertainment and new forms of tourist offer, also virtual and for which the employees in the sector they will have to equip.

345

The during experience, on the other hand, focuses on the joint action of new technologies and applications that favor augmented reality in order to improve the travel offer and the feasible experience with mobile devices by deliberately and specifically prevailing the use of network, in particular: through responsive websites (which must be constantly updated and the various companies involved in the process of quick and easy retrieval of information come into play), social pages and discussion groups, interactive totems, smart kiosks (able to even to move independently and return to the starting point or docking station, as happens for example in large shopping centers or in some airports) and maps that can be consulted anywhere to move around freely with any device.

Augmented or virtual reality is also supported by a variety of electronic devices, such as: "VR viewers" or "Wearable technology". The first ones (figure 4), to start out were cardboards (cardboard glasses) created by Google and made with a simple cardboard and Plexiglas lenses, you can insert any smartphone inside and see 360 degree photos or videos by visiting / reliving magnificent places (the immersive effect is given by the gyro of the phone that follows the movements of the head and emulates the 360 degree vision); the latter, normally they can be worn on the wrist and are equipped with various functions (such as the notifications), can be connected to the smartphone with wireless technology or Bluetooth, are well suited to the management of feedback, that is, those coming from the human body with the monitoring of vital functions for example (biofeedback) and those from other users (depending on the personal profile you can also access personalized services or check your balance).

Finally, through the after experience, it is possible to retrieve important traces of past vacations among social networks, indeed, there is a real "storytelling" or collection of experiences, shared and told through multimedia / digital channels, among them better known is YouTube.

Figure 4. Photo of a VR visor

Figure 5. YouTube (https://www.youtube.com/).

346

Table 3. Percentage (%) Tendency to Use Video for Travel

Description	
Vision of video in the hypothesis of a journey	66
Watch videos for destination choice	65
Watch videos by choosing which activities to do at their destination	63
Video viewing by choice of an accommodation	54
Watch videos for leisure trips	79
Watch videos for business trips	81

Source: Think With Google 2014 (https://www.thinkwithgoogle.com/).

We can define "tourist 4.0" who has acquired a certain degree of maturity and is not satisfied with market proposals, does not receive passively, but seeks information and shares comments reducing to a minimum the gap related to information on destinations and services.

Conclusion

The choice of tourist destinations has therefore changed, we are witnessing a use of social media with a constantly increasing trend and a targeted collection of feedback that show the experiences of travelers (also virtual), that is, of all those who have used new technologies and alternative ways of traveling. Thanks to digital devices and word of mouth the emotion is shown on the web where the stories are transformed and take on new features, as a contagious seem to resemble a virus that gives birth to a positive desire to undertake new and multi-channel evolved forms of tourism. The beneficial effects extend to the whole tourism ecosystem that is now projected towards digital reality or digital that becomes real or so it seems. Tourism, through information and communication technologies, project the tourist towards sharing the results obtained and this leads the service providers towards engagement, which is why we can also state that the new millennium will be characterized by the sharing economy that involves the execution of online transactions where economic activities converge and find themselves, even better, despite the risks involved in the international debate and the institutions, the positive aspects cannot be neglected, as in the case of Italy where there are about 250 assets collaborative platforms (of which about 160 are exchange and sharing platforms, about 40 relate to the self-production experience, about 60 are those of crowding, 27 of which are crowdfunding); in short, this economy gave rise to new business models. In conclusion, today it is possible to rely on virtual reality and therefore augmented reality to visit places that we have always wanted to explore and which we can also select with full consideration and considered the enormous availability of digital resources made available by part of those who offer innovative tourism services with the help of new technologies, this is why it is correct to speak today, not just about tourism, but also and above all about tourism 4.0.

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Volume 1