Proceedings of the Global Conference on Services Management Volume 2

Conference Paper · October 2021

Global Conference on Services and Retail Management

GLOSERV

May 11-13, 2021

CONFERENCE PROCEEDINGS

Conference Chairs

Dr. Cihan Cobanoglu

Dr. Valentina Della Corte

Virtually hosted by:

University of South Florida, USA

University of Naples Federico II, Italy

Co-Editors

Dr. Cihan Cobanoglu, University of South Florida, USA
Dr. Valentina Della Corte, University of Naples Federico II, Italy

Associate Editors

Dr. Seden Dogan, Ondokuz Mayis University, Turkey
Dr. Muhittin Cavusoglu, University of Northern Arizona, USA

Global Conference on Services and Retail Management (GLOSERV 2021)
May 10-13, 2021, Virtually Hosted, Florida, USA & Naples, Italy

Recommended Citation: Cobanoglu, C., & Della Corte, V. (Eds.). (2021). *Proceedings of the global conference on services and retail management* (Vol. 2). USF M3 Publishing. https://www.doi.org/ 10.5038/2641-5062-v2

ISSN: 2641-5062

****Authors are fully responsible for corrections of any typographical, copyrighted materials, technical and content errors.***

Co-Editors

Dr. Cihan Cobanoglu, University of South Florida, USA
Dr. Valentina Della Corte, University of Naples Federico II, Italy

Associate Editors

Dr. Seden Dogan, Ondokuz Mayis University, Turkey
Dr. Muhittin Cavusoglu, University of Northern Arizona, USA

ISSN: 2641-5062

This imprint is published by USF M3 Publishing, LLC
The registered company address is University of South Florida, 8350 N Tamiami Tr, Sarasota, FL 34243 USA.

Recommended Citation: Cobanoglu, C., & Della Corte, V. (Eds.). (2021). *Proceedings of the global conference on services and retail management* (Vol. 2). USF M3 Publishing. https://www.doi.org/ 10.5038/2641-5062-v2

Preface

Welcome, Hoşgeldiniz, Willkommen, Bienvenue, Добро пожаловать, لهسو ًلاهأ, 歡迎光臨, Bienvenido, Καλώς Ορίσατε, Benvenuto, ようこそ, 환영합니다, ยนิ ดีตอ้ นรับ, אבהקדורב to the 2nd Global Conference on Services and Retail Management (GLOSERV 2021) virtually hosted by the University of South Florida, USA and the University of Naples Federico II, Italy.

GLOSERV 2021 received 600+ abstracts/papers for the conference from 1500+ authors. GLOSERV is truly an interdisciplinary and global conference as we hosted presenters from 80 different countries and from different fields of studies. We would like to thank each author for submitting their research papers to GLOSERV 2021.

As GLOSERV 2021 was a peer-reviewed, double-blind review conference, we would like to thank our Associate Editors: *Dr. Seden Dogan* and *Dr. Muhittin Cavusoglu*; Research Chairs: *Dr. Faizan Ali, Dr. Resat Arica, Dr. Alaattin Basoda, Dr. Lisa Cain, Dr. Giovanna Del Gaudio, Dr. Rab-Nawaz Lodhi, Dr. Bendegul Okumus, Dr. Antonella Miletti,* and *Dr. Gozde Turktarhan*; and each and every reviewer who ensured that the paper review process was high quality and smooth. We also would like to thank the University of South Florida M3 Center and University of Naples Federico II for virtually hosting GLOSERV 2021. Without their support, this conference would have not been possible. Also, we would like to extend our gratitude to our panelists and keynote speakers: *Dr. Levent Altinay, Ms. Jonilda Bahia, Mr. Luke C. Bencie, Mr. Chuck Brooks, Dr. Crispin Coombs, Dr. Damien Duchamp, Dr. Karen Holbrook, Dr. Harry Holzer, Dr. Ming-Hui Huang, Dr. Jay Kandampully, Dr. Murat Kizildag, Dr. Destan Kirimhan, Ms. Russ Klein, Dr. Rab-Nawaz Lodhi, Dr. Alicia Orea-Giner, Dr. Balaji Padmanabhan, Dr. Markus Rach, Dr. Jonathan Reynolds, Dr. Ronald Rust, Dr. Marianna Sigala, Dr. Greg Smogard,* and *Dr. Teck Ming Tan;* and our moderators: *Dr. Faizan Ali, Dr. Philip Gibson, Dr. Sertan Kabadayi, and Dr. Fevzi Okumus*. We would like to thank Chef Giuseppe Sbrescia for his Best Pizza Workshop and Chef Armando Merola for his Best Pasta Workshop. We also thank conference coordinators: Ipek Itır Can, Filiz Dalkilic Yilmaz, Eda Hazarhun, Gamze Kaya, Oguz Kiper, Anudari Munkhtuya, Luana Nanu, M. Omar Parvez, Basak Ozyurt, Gokhan Sener, and Damla Sonmez. We also thank all other volunteers.

Co-Chairs:

- *Dr. Cihan Cobanoglu,* McKibbon Endowed Chair Professor, University of South Florida, USA
- *Dr. Valentina Della Corte*, Professor, University of Naples Federico II, Italy

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Chair & Scientific Committee

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

TABLE OF CONTENTS

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Accounting and Finance

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Nexus Between Mergers & Acquisitions and Financial Performance of Firms: A Study of Industrial Sector of Pakistan

Fiza Quareshi[1], Mukhtiar Ali[2], and Salar Hussain[2]

[1]Institute of Business Administration
University of Sindh Jamshoro, Pakistan

[2]Department of Business Administration
Shaheed Benazir Bhutto University, Pakistan

Abstract

Mergers and Acquisitions (M&As) have gained considerable interest in the last few decades and the purpose behind these events is to increase revenues, gain market share, achieve competitive edge and aimed to diversify the risk. This study aims to investigate the role of mergers and acquisitions on the financial performance of firms in the industrial sector of Pakistan. Financial Performance is measured on the basis of the stock market performance of the firms, which has been measured using the event study methodology as this is one of the recognized techniques in the conditions of M&As. Stock market performance is measured in the short as well as long term. In the short term, Abnormal and Cumulative Abnormal Returns are measured and in the long-term Buy-and-Hold Abnormal Returns (BHAR) are assessed. Furthermore, for robustness, the financial performance is analyzed by using accounting method in which Return on Assets (ROA), Return on Equity (ROE), Net Profit Margin (NPM) and Earning per Share (EPS) has been measured. The results of this study revealed that the occurrence of M&As negatively affected the firms' financial performance for the industrial sector of Pakistan in the short term and long term as well and the market did not respond to these events and impacted negatively on shareholders' wealth and financial performance of firms. This study concluded that the Pakistani stock market does not react to the events of M&As in the short and long run as well, it neither created nor destroyed Shareholders' wealth and no such financial affects for the acquired firms. Further, this study suggested that the industrial sector of the country should adopt different strategies to expand their businesses or to gain competitive advantage.

Keywords: mergers and acquisitions, event study, buy-and-hold abnormal returns, return on assets, return on equity, net profit margin and earning per share

Comparative Measurement of Working Capital Efficiency for Borsa Istanbul Restaurants and Hotels for the COVID-19 Period and Previous Quarters

Fatih Gunay[1] and Gary Cokins[2]

[1]The School of Tourism and Hotel Management
Agrı Ibrahim Cecen University, Turkey

[2]Analytics-Based Performance Management LLC, USA

Abstract

The working capital of a company is the current assets that should be converted into cash within a year. To meet the goal of value maximization and to survive in a competitive business environment, managing day-to-day operating activities effectively is important. As one of the important outcomes of Covid-19, international tourist numbers decreased dramatically in 2020 and still remain at a low level. Accordingly, countries' tourism income and tourism companies' sales revenues have decreased linearly. This paper is aimed at measuring and comparing the working capital efficiency of companies that are operating in tourism and listed in the Borsa İstanbul by the index method on a quarterly basis for 2020 and the previous seven years. Besides this, the robustness of the index method checked with the regression analysis technique. The findings indicate that companies were efficient in the third quarter of 2020 and were managed efficiently in the second, third, and fourth quarters of the pre-Covid-19 years and inefficiently in the first quarter. The seasonality also showed its effect on working capital efficiency. It was also observed that tourism companies' efficiency fluctuated in a wide range. It is recommended that businesses should adopt a balanced working capital investment policy because of the importance of working capital management effectiveness to the achievement of their goals. The results of the robustness check indicated that the index method is one of the suitable and useful methods to examine the working capital efficiency.

Keywords: working capital, efficiency, index method, restaurants and hotels, COVID-19

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Relationship Between Business Confidence Index and Non-Financial Firms Foreign Exchange Assets and Liabilities: Evidence From ARDL Bound Approach

Ilkut Elif Kandil Goker

Faculty of Economics and Administrative Sciences
Kirikkale University, Turkey

Abstract

The effects of confidence indices on macroeconomic factors and stock returns are widespread in the literature. This study, unlike previous studies, examines the effect of the confidence index on foreign exchange positions of non-financial firms. Are the non-financial firms' managers considering the business confidence index when they manage their foreign exchange position? According to the findings, while there is no significant relationship between non-financial firms' foreign currency assets and business confidence index; there is a significant relationship between the foreign currency liabilities and the business confidence index in both the long-run and the short-run. Although the coefficient is low, as the business confidence index increases, the total foreign currency liabilities of non-financial firms also increase. With this study, it is revealed that the perception of confidence is an important factor in the formation of firms' foreign exchange policies. Confidence perceptions due to economic policies also affect firms' foreign exchange amounts.

Keywords: business confidence index, foreign exchange assets, foreign exchange liabilities, ARDL bound test, Turkey

The Impact of Working Capital on Cash Management Under IAS 7 Framework: An Examination of Tourism Listed Companies in Indonesia and Turkey

Tri Damayanti[1] and Tuba Derya Baskan[2]

[1]Department of Accounting
University of Bandar Lampung, Indonesia

[2]Department of Accounting
Kirikkale University, Turkey

Abstract

The objective of this study is to find the impact of capital on cash management in tourism industries. We employ three models for measuring cash management. Working capital structure is measured by working capital turnover ratio. In order to get more understand of our analysis, we hired control variables such firm performance, firm size and country specific. We applied panel analysis of 93 financial reports of Indonesian and 27 Turkish tourism listed companies. We apply three models of cash management which could not be find in another prior research. The output shows that each model found that our hypotheses is supported in among models. Applying three measurements of cash management also helps users to more understand the impact of working capital structure on cash management. The implication of this research is the ability of management in managing net working capital reflected in the operating cash flow performance. Research finding also can be useful for financial statement' users regarding investment decision.

Keywords: high quality cash flow, working capital management, fundamental analysis

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Assessing Financial Stress During the COVID-19 Pandemic: An Exploratory Study

Apoorva Dhuria, Sarthak Sengupta, and Anurika Vaish

Department of Management Studies
Indian Institute of Information Technology - Allahabad, India

Abstract

The research study aims to assess the financial stress faced during the lockdown and post-lockdown of the first wave of COVID-19 pandemic among the citizens of India. The objective of the study was also to find out the causes of financial stress and to know which financial stressor is more dominating during the COVID-19 pandemic. Lockdown here means the lockdown imposed by the Government of India to stop the spread of the COVID-19 pandemic. With the help of a primary survey undertaken through the questionnaire, responses were collected from respondents all over the country during the COVID-19 pandemic. There are in total 114 responses collected from various parts of India. There were 53.5% males, 45.6% females and 0.9% others. 42.1% of the respondents are financially fully dependent, 36% are financially fully independent, 13.2% are partially dependent and 8.8% are partially independent. 57.9% of the respondents have faced financial stress and 42.1% of the respondents have not faced financial stress during the lockdown period of the first wave of the COVID-19 pandemic. Income loss, budget disbalance and high expenditure were the major financial stressors among the respondents. Clusters of pneumonia cases of unrecognized etiology were reported in China [1]. After a few weeks, the number of cases increased dramatically not only in Wuhan but in other regions of China [2]. WHO declared Coronavirus Outbreak as a pandemic because it reached 114 countries across the globe [3]. Financial stress (also known as financial distress) is a condition in which an organization or an individual is not able to generate sufficient revenue or income, making it unable to pay or meet its expenses or financial obligations [4]. Ignoring the signs of financial stress can prove devastating [4]. It may turn into severe financial stress and can no longer be remedied because an organization or an individual's financial obligations have increased and become too high that it cannot be repaid [4]. If such a situation is faced, then bankruptcy may be the only option left [4]. Therefore, the present study aims to assess the financial stress faced during the lockdown and Post-lockdown of the first wave of the COVID-19 pandemic among the citizens of India. Lockdown here means the lockdown imposed by the Government of India to stop the spread of the COVID-19 pandemic. The study performed data collection with the help of a primary survey undertaken through the Google Forms questionnaire. Responses were collected from respondents all over the country during the COVID-19 pandemic. There are in total 114 responses collected from various parts of India. The analysis and findings were done in the research study. There were 53.5% males, 45.6% females and 0.9% others. 59.6% of respondents belonged to the 18-28 years of age bracket, 16.7% of respondents belonged to the 29-39 years of age bracket, 6.1% of the respondents belonged to 40-49 years of age bracket, 11.4% of the respondents belonged to 50-59 years of age bracket and 6.1% of the respondents belonged to above 60 years of age bar. The occupation of the respondents was also asked in the questionnaire. 24.6% of the respondents are working professionals, 7% of the respondents are homemakers, 9.6% of the respondents are businessmen or businesswomen and 58.8% of the respondents belong to the not working yet category. The questionnaire also accommodates questions on financial status. 42.1% of the respondents are financially fully dependent, 36% are financially fully independent, 13.2% are partially dependent and 8.8% are partially independent. 57.9% of the respondents have faced financial stress and 42.1% of the respondents have not faced financial stress during the lockdown period of the first wave of the COVID-19 pandemic. For the respondents who answered YES, the data was collected based on the ranking framework designed in the questionnaire. The ranks of the kinds of financial stressors were extracted based on the maximum responses given to a rank from 1 to 8. Financial stress faced by the respondents during the lockdown period of the first wave of the COVID-19 pandemic gave the following results. Rank 1- income loss; rank 2- high expenditure; rank 3- budget disbalance; rank 4- low savings; rank 5- economic stagnation; rank 6- health-related hardship; rank 7- burden of dependents and rank 8- high loan. Also, the respondents were asked whether they have faced financial stress post-lockdown in the first wave of the COVID-19 pandemic? It was found that 40.4% of the respondents said YES and 59.6% of the respondents said NO. For the respondents who answered YES, subsequent data was collected based on the ranking framework designed in the questionnaire. Financial stress faced by respondent's POST-lockdown of the first wave of COVID-19 pandemic gave the following results on the ranking of financial stressors. rank 1- income loss; rank 2- burden of dependents; rank 3- high expenditure; rank 4- budget disbalance; rank 5- Low savings; rank 6- economic stagnation; rank 7- health-related hardship and rank 8- high loan. The study found that income loss, budget disbalance and high expenditure were the major financial stressors among the respondents. The majority of the respondents were males. The majority of the respondents were financially dependent and it was also found most of the respondents were facing financial stress during the lockdown of the first wave of the COVID-19 pandemic. The COVID-19 pandemic has shown a new era of challenges witnessed by the citizens of the country. The pandemic has registered a dramatic place in the economy and has proved to be one of the biggest pandemics the world has ever faced. Formulating financial strategies for coping up with financial stress can be a future scope of the study. It is high time now that the entire world should join hands together to avoid such pandemics in the future.

Keywords: financial stress, COVID-19 pandemic, India, financial stressors, questionnaire survey

Financial Inclusivity and Payment Mode Preference of University Students of Bangladesh During COVID-19

Sumaiya Zaman

ULAB School of Business
University of Liberal Arts Bangladesh, Bangladesh

Abstract

Bangladesh is one of the nations that show promise in achieving United Nations sustainable development goals by 2030. It has showed improvements in poverty reduction and sanitation. However, employment and quality education still remain a challenge (UNDP, 2019). In order to fulfill the goals and emerge as a developing country, Bangladesh needs to have a robust educational system which in turn will contribute to the building of a strong economic backbone. Around 26 percent of adults in Bangladesh are still illiterate according to report published by the Bangladesh Bureau of Statistics in May 2019 (Alamgir, 2019). A low literacy rate among the under-privileged hinders their access to the financial system and thus, lowers their productivity. Financial literacy and financial inclusivity are to go hand in hand for this reason. According to the World Bank, financial inclusion means easy and sustainable access to financial products by people and organization (The Daily Star, 2020). Many FinTech companies have emerged with their mobile financing services to make payments and transfer accessible to the un-banked population. Whenever the unbanked population is considered, it is the rural underprivileged population that comes to mind. An important unbanked part of the population is often overlooked, which is, the students. A smooth education attainment can be ensured if students have easy and affordable access to financial services and products. Several private commercial banks are offering student bank accounts with easy terms and conditions but they are yet to add features that are available in student bank accounts in other countries. A study conducted in the USA examines the relationship of students who own bank accounts with their financial knowledge, controlling for demographic and socio-economic factors that influence financial knowledge. It is seen that students with formal banking relationship score significantly higher in financial knowledge than students with no bank accounts, controlling for factors such as race, educational aspirations, and parental education (Choi, 2009). In Nigeria, student loans are designed to increase literacy but it is faced with political and acceptability obstacles (Woodhall, 2004). There are many ways and tips to make student loan easily manageable (Berson, 2013). In the USA, several researches have been done to study the effectiveness of student loans and the associated policy problems (Hillman & Orosz, 2017). In Bangladesh, there are no federal student loans. This opens opportunity for financial institutions to design products to target this sector for mutual benefit especially during Covid-19 when financial situation is tight. If not loans, financial institutions can design other services that may ensure smooth living of a student's academic life. Over one billion people do not have access to financial services in the developing countries. Digital financial services by banks or non-bank FinTech companies can solve this problem (Gibson et al., 2015). Countries like Malaysia have adopted non-cash payment system since 2010 (Widjaja 2016). Philippines is also striving to be fully cashless if the central bank and the private sector coordinate (Nair, 2016). Bangladesh is not lagging behind. Initiatives are being taken by the Government and the private sector to digitalize payments especially during Covid-19 to keep the economy stable and healthy. Focus needs to be given on the students and their needs who are the future of a nation and its economic growth.

The paper attempts to study the preferred shopping platform and payment mode of university students during Covid-19 pandemic so that financial institutions can design services accordingly. A survey has been conducted on 170 private university students during Spring 2021 academic term, of which 138 students responded. The students belong to the undergraduate and graduate levels. The undergraduate students are a combination of sophomores, juniors, and seniors. Multivariate regression has been run several times taking different combination of variables to see if a statistically significant model would emerge to explain the payment mode preference of private university students of Bangladesh during Covid-19. Variables such as gender, college year, residential status before and during Covid-19, contribution to household expenditure, owning of bank account, awareness of student bank account, engagement in paid work, attitude towards Covid-19, are taken into account. The impact of the factors on student payment mode preference is studied to see if students' financial knowledge, gender, employment status, household responsibility, experience with banks, college program level could explain their payment mode preference. This way, financial institutions can design customized products to meet the diversified needs of students. Male: Female ratio of the surveyed students is 42:57. Only a quarter (22%) of these students own a student bank account, while 30% are aware of the facilities of student bank account. One third of the students (35%) are engaged in paid work during Covid-19, which has dropped from almost half (43% employment) before Covid-19. Only one student bears full household expenditure, while majority of them (57%) have 0% contribution to bearing household expenditure during Covid-19. Almost 10% students have more contribution before Covid-19. Two-third of the students (67%) prefer both online and offline shopping platforms, with 35% of the total students claiming that their online shopping has increased during Covid-19. There are different reasons for preferring different shopping platforms; avoidance to get exposed to Corona virus seems to be the most popular with 38% students quoting it as their main reason. Bkash, a money transferring app of a FinTech company seems to be the most popular mode of payment (47% of students) followed by cash (44%) during Covid-19. Small percentages of students preferred other modes such as personal or family debit card or credit card and other money transfer apps. This was not the case before Covid-19, when 86% of the students made payments through cash, while Bkash was preferred by only 7%. When thinking of future, 43% students feel uncertain about what the future holds and 415 students believe living with the pandemic will be the new normal. A small portion (almost 17%) are hopeful that life will go back to being as before Covid-19 soon. Multi-collinearity has been tested among the factors. There is no strong correlation among them. The strongest correlation is 0.5 between students' residential status before and during Covid-19. The only factor that seems to explain students' preferred mode of payment within 95% confidence level is their shopping habits. The paper concludes that online shopping has increased during Covid-19. The main reason behind it is avoidance to get exposure to Corona virus. Student employment has decreased during the pandemic which may contribute to financial crisis. Students are seen to have increased their preference to payments through mobile apps as Bkash during the pandemic. This information can be picked up and utilized by FinTech companies to design more affordable and easy products for mutual benefits, which in turn will contribute to financial inclusivity of the country.

Keywords: financial inclusion, fintech companies, mode of payment, university students, Bangladesh

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Comparison of Two Firms That Ceased Operations

H. Yusuf Gungor

Faculty of Economics and Administrative Sciences
Igdir University, Turkey

Abstract

In this study, similar and differentiating reasons for the failures of UK-based Monarch and Germany-based Air Berlin companies were examined. Businesses fail in two ways, economic and financial. Economic failure occurs when the profit generated by the firm's investment is below the cost of capital. Firms are considered to be economically unsuccessful if their revenues cannot cover the expenses. The academic works about economic distress much smaller than financial distress. Unlike financial distress, economic distress is the decline in firms' earnings. It occurs as a result of the firm's inability to sustainably generate profits. Economic distress triggers financial distress. Because if there is no sustainable profitability, the company cannot meet its obligations and a decrease in its capital may occur. A study by John, Lang & Netter (1992) shows that top managers' turnover rate is lower than financially distressed firms. Financial failure usually occurs in two ways. These are technical failures and bankruptcy of the firm. A technical failure is a situation in which the activities of the firm are interrupted, especially due to insufficient working capital. As a result of the firm's inability to meet its liabilities sustainably, companies face bankruptcy (Uzun, 2005). Baldwin and Scott (1983) expressed financial failure as "if a firm cannot meet its obligations, it is financially unsuccessful". Whitaker (1999) stated that financial failure caused the firm's cash flows to be lower than short-term foreign resources. Wruck (1990) argued that financial failure was caused by economic failure and mismanagement. Boritz (1991) argued that financial failure developed in a process where bad economic conditions combined with poor management and costly mistakes were made. In order to prevent financial failure, the capital structure should be determined by considering the global, national and sectoral situation. In sectors that need intense working capital, such as the aviation sector, measures should be taken in terms of liquidity that the firm will not have trouble. The following problems arise in companies experiencing financial difficulties: 1.The manager turnover rate increases in companies experiencing financial difficulties. This causes the firm to bear high costs in finding a manager (Gilson, 1989). 2. They can be transferred to investors who want to buy assets that will be expressed as measurers at very low prices (Hotchkiss & Mooradian, 1997). 3. The proportion of firm owners in management may decrease and the weight of creditors in management may increase (Jostarndt & Sautner, 2008). 4. Firms with high levels of financial leverage faced the risk of losing their market share compared to firms that were more cautious in periods of stagnation (Titman & Wessels, 1988). The study will focus on Germany-based Air Berlin and UK-based Monarch Airlines. Air Berlin is an airline company established in Germany in 1978 with American capital under the name Air Berlin USA. It started its activities with charter voyages mostly aimed at sea tourism. Operating as a foreign capital company until 1991, Air Berlin gained a national identity in 1991. The company used Berlin Tegel and Düsseldorf airports as a hub during its operating period. When it gained a national identity in 1991, it developed its aircraft fleet and continued its activities with a much lower price concept. The company has become the largest airline company in Germany in the 2000s. The company joined the Oneworld airline alliance in 2010 and made code-sharing agreements with many airline companies. Turkey-based Pegasus Airlines and Air Berlin established a charter firm. In the same year, United Arab Emirates-based Etihad Airways acquired 29.1% of Air Berlin. The firm has ordered around 30 wide-body aircrafts. In 2014, the German Aviation Administration did not ratify some agreements between Air Berlin and Etihad. When the financial statements of the company are examined, it is seen that the

sales of the company followed a horizontal course, but there was a high amount of increase in its debts. Especially with the effect of the decrease in oil prices, the company has entered a high loss trend due to the inability of Etihad to manage its debts. In addition, competing with a strong and national company like Lufthansa, especially in the transatlantic market, has been difficult for a company like Air Berlin that organizes low-cost flights. In 2016, the concept changed and especially long flights were canceled. It has mostly started to organize flights to German and Italian airports. During this period, 1200 personnel were laid off. It transferred its partnership shares in other airline companies. It sold some of the wide aisle aircraft in Its fleet to various companies, especially Lufthansa. In 2017, Etihad Airways withdrew its financial support from Air Berlin. This caused the financial sustainability of the company to disappear. In the same year, Lufthansa decided to incorporate some of the company's aircraft fleet and personnel. After the company's last voyage, EasyJet has recruited the company's remaining fleet and some of its personnel. The trend of the seven-year Altman Z "Score obtained using the financial statements of Air Berlin for the years 2010-2016 attached the end of abstract . It is seen that the company has been in the risky zone since 2010. It is seen that the crisis the company was in in 2011 has deepened but it is in a sustainable state. Since 2013, there has been a serious decrease in the Z "score of the firm, especially due to the chronic loss of the firm and the decrease in the working capital due to the decrease in assets. The firm's Z score has dropped unsustainably and finally the firm ceased its operations in 2017.Monarch, an airline company based in England founded in 1967, was mostly a company that organized low-cost flights. The company, which organized its first international flights to the Canary Islands, later started transatlantic flights. The company, which initially organized charter flights, later started scheduled flights. In the 2000s, the company initially stopped charter flights due to macroeconomic effects and then switched to the low cost concept. The company, which went bankrupt on October 2, 2017, was the fifth largest airline company in England and the largest bankruptcy company in the history of England. The trend of the seven-year Altman Z" Score obtained by using the financial statements of Monarch for the years 2010-2016 attached the end of abstract. The company's Z score in 2010 and 2011 is far from the risky zone. In 2012, there was a decrease in the Z"score to the risky zone. In 2013, the company got a score of "Z" away from the risky zone. The reason for this has been determined as the increase in the working capital of the firm. In 2014, the Z score of the firm decreased significantly. In 2015, the firm's positive profit before interest and tax is in contrast to other years. In 2016, Z "Score of the firm decreased to very low levels due to the very low levels of profit, profit before interest and tax and working capital. And finally, the company ceased its activities in 2017. Similar and differentiating situations between companies: 1.When the current rates of the companies are examined, it is seen that the current rate of Air Berlin is consistently lower than the expected rate. Monarch firm, on the other hand, has an adequate current ratio. But it fell sharply in the two years preceding bankruptcy, to a lower level than Air Berlin. It is observed that the current assets of both companies followed a fluctuating course and experienced very sharp declines. Air Berlin, on the other hand, continued its activities with negative working capital in 2014 and the following years in all periods examined. 2. A very serious increase is observed in Air Berlin's short-term foreign resources, depending on the maturity of foreign resources. It is observed that long-term liabilities, except for the last two years, have decreased. This situation shows that the firm has difficulty in finding long-term foreign resources. High increases were observed in the short and long term foreign resources of Monarch. Monarch seems to be more advantageous in finding long-term foreign funding. The level of financial leverage is very high in Air Berlin and relatively acceptable in Monarch. 3.Air Berlin declared the profit before interest and tax as negative and consistently high, except for one year. Monarch, on the other hand, announced a balanced EBIT for the first four years of examination, and in 2014, it announced a serious loss. It is highly likely that this is related to two tragic events of Malaysia Airlines. Although it announced a small amount of positive EBIT in 2015, it posted a very serious amount of loss in 2016.4. Considering the equities, the equity of Air Berlin company has become negative since 2013 and has seriously decreased until the bankruptcy process. In Monarch, it

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

became negative in 2014 and continued in this way until bankruptcy. 5.It is observed that Monarch firm is in a better position in asset and equity turnover rate.As a result, Air Berlin seems to have serious problems, according to Monarch, despite the fact that there is a much larger capital behind it and it is constantly supported and tried to be rescued from this situation. Here, trying to get rid of Monarch with its own resources and trying to save Air Berlin by its top companies may have caused some problems as management.

Keywords: financial analysis, financial distress, bankruptcy, airline industry

References

Baldwin, C., & Scott, M. (1983). The resolution of claims infinancial distress: the case of Massey Ferguson. Journal of Finance, 38, 505-516.
Boritz, J. (1991). `L'hypothese de la continuite de l'exploitation et ses repercussions sur la comptabilite et la verification. Canada: CICA Publication.
Gilson, S. C. (1989). Management Turnover and Financial Distress. Journal of Financial Economics, 25, 241-262.
Hotchkiss, E., & Mooradian, R. (1997). Vulture Investors and the Market for Control ofDistressed Firms. Journal of Financial Economics, 43, 401-432.
John, K. L., Lang, H. P., & Netter, J. (1992). The Voluntary Restructuring of Large Firms in Response to Performance Decline. Journal of Finance, 47(3), 891-917.
Jostarndt, P., & Sautner, Z. (2008). Financial Distress, Corporate Control, and Management Turnove. Journal of Banking & Finance, 32, 2188–2204.
Titman, S., & Wessels, R. (1988). The Determinants of Capital Structure Choice. Journal of Finance, 43(1), 1-19.
Uzun, E. (2005). İşletmelerde FinansalBaşarısızlığın TeorikOlarak İrdelenmesi. Muhasebe ve Finansman Dergisi, 27, 158-168.
Whitaker, R. (1999). `The early stages of financial distress. Journalof Economics and Finance, 23(2), 123-133.
Wruck, K. (1990). Financial distress, reorganization, andorganizational efficiency. Journal of Financial Economics, 27, 419-444.

Appendix: Z Score Charts of The Firms

Figure 1: Air Berlin Z Score Chart

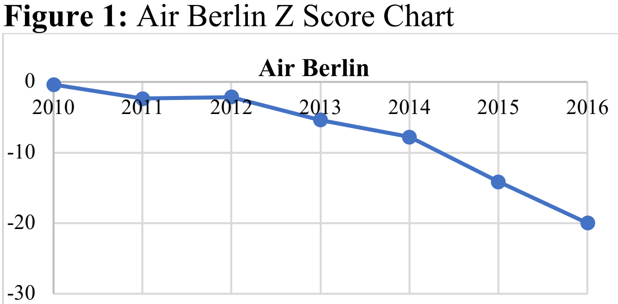
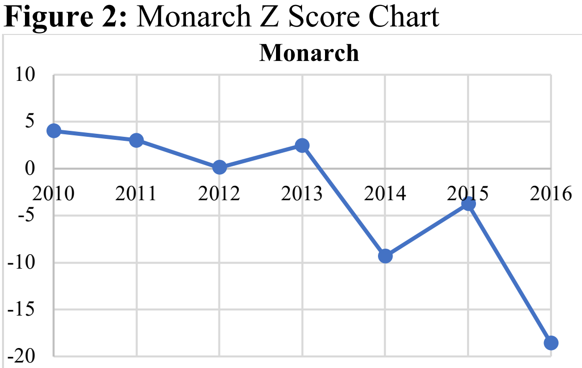


Figure 2: Monarch Z Score Chart



The Impact of RTGS on Internal Control - A Comparative Study Between Some Iraqi Banks

Salowan H. Al Taee and Noor A. Radhi

College of Management and Economic
University of Mustansiriyah, Iraq

Abstract

The research aims to examine the impact of the Real time Gross settlement (RTGS) As an example of Electronic Payment Systems (EPS) in some Iraqi banks registered in the Iraq market for the securities and banks selected in the research sample (Iraqi Central bank, commercial Gulf Bank, United Bank for Investment of Iraq, Agricultural cooperative Bank) and researchers designed the resolution designed to achieve the objectives of research and test its hypothesis to gain access to the extent to which banks apply Sample search for internal controls of general procedures, application, security procedures and protection of proposed applications based on manuals, standards, guidelines and international frameworks, have been collected analysis of the resolution data Distributed on 89 individual research sample Vocabulary, department managers (payments, credit, IT, SWIFT and inspection and Internal control) for each bank of the research sample. In view of this, a number of conclusions were reached, the most important of which were the existence of internal controls that did not evolve, despite the development of RTGS, The weakness is uneven among the research sample banks but they are the strongest in the central bank of Iraq for being the owner and administrator of the systems. The researchers have recommended that international manuals, standards and guidelines for internal control procedures should be followed to ensure that Iraqi banks improve their electronic systems in order to reduce their vulnerabilities.

Keywords: payment system, EPS, RTGS, ATM, POS, internal controls

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Working Capital Management of Manufacturing Companies in Bangladesh: What Factors Make Significant Impact?

Sumaiya Zaman

ULAB School of Business
University of Liberal Arts Bangladesh, Bangladesh

Abstract

The paper aims to determine factors that make significant impact on working capital management of a manufacturing company in Bangladesh. Of 221 service and manufacturing firms listed in the Dhaka Stock Exchange, 109 companies are chosen based on data availability for the five year period 2014-2018. The paper studies literature on working capital management and tests theory on manufacturing companies listed in the Dhaka Stock Exchange. Cash conversion cycle is used as a measurement of working capital efficiency. Financial ratios representing six aspects of company's financial performance are taken as explanatory variables. They represent company asset management, debt structure, growth, liquidity, profitability, and size. The paper runs multivariate regression and correlation on the 545 firm-year observations in the panel data. Multicollinearity among the final statistically significant explanatory variables has also been tested. It is observed that these variables can significantly explain company working capital efficiency in the manufacturing industry of Bangladesh.

Keywords: financial ratios, working capital management, manufacturing industry, Dhaka stock exchange

Impact of Basel Accord on Banking Sector of Pakistan

Shumaila Samad, Waqar Sadiq, Junaid Iqbal, Amna Saeed, Jazba Gohar, and Rabia Arshad

Institute of Banking & Finance
Bahauddin Zakariya University, Pakistan

Abstract

The papers aim to study the impact of Basel III on over all banking sector of Pakistan from 2013-2018. Basel III and its requirements obligations are considered most effective tools for banking sector. Basically, three factors, financial size, spread and provision for NPL's are considered for analysing the wallop of Basel III on banking sector. Regression analysis were used for checking hypothesis we concluded that overall wallop of Basel III on banks is significant but not all banks have completely adopted the Basel III. We suggest that semi-annually impacts of Basel on banking sector should be highlighted, further there should be comparison analysis between conventional and Islamic banks of banks.

Keywords: basel accord, banking sectors

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Decentralized Approach to Deep-Learning Based Asset Allocation

Sarthak Sengupta[1], Priyanshu Priyam[2], and Anurika Vaish[1]

[1]Department of Management Studies
Indian Institute of Information Technology-Allahabad, India

[2]National Institute of Food Technology Entrepreneurship and Management, India

Abstract

Investment is an artistic science. The study discusses deep learning-based techniques for asset allocation. Deep learning is a subset of machine learning. The majority of the population lacks either the skills or the time to self-analyze the different financial investment options available to them and therefore they seek the help of the portfolio managers who make trading decisions on behalf of their clients depending on their risk appetite. Besides, portfolio managers analyze different assets, compare the strengths and weaknesses of each option before making a decision about which equities are suitable, to optimally balance profit and risks. This makes portfolio management a fairly complex process which eventually becomes one of the primary deterrents for a common person. Artificial intelligence can be a useful technological aid in determining profits and risks. Deep learning is the subset of machine learning and artificial intelligence. There is an essential usage of deep learning algorithms for accurately predicting the risk appetite of users by doing personality and demographic assessments on multiple levels to assist that particular individual in investing decisions. The research study proposes to decentralize the artificial intelligence-based portfolio management and create a shift of power from institutions towards the masses has been done.

Keywords: deep learning, asset allocation, portfolio management, predictive analytics, investment

Economics

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

COVID-19 Effect on FDI Motivation and Their Impact on Service Sector: Case of Georgia

Vakhtang Charaia[1] and Mariam Lashkhi[2]

[1]Faculty of Economics and Business
Tbilisi State University, Georgia

[2]Faculty of Economics and Business
Caucasus University, Georgia

Abstract

Based on the Scott-Kennel's model of local industry upgrade through foreign direct investments, this paper analyses if investments are always positively benefiting the host economy, or if they are not promoting local/host economies at all, or to which exact level. This paper is focused on service sector oriented investments and answers the questions important to analyse for the successful investment policy creation, which could benefit both the local economy and foreign investors. In other words, only aggregated per year foreign investment numbers are not enough for the comprehensive picture creation and in some cases could even suggest incorrect strategic decisions. Research was done based on deep interviews with the top management of 20 different companies listed in top 200 FDI making companies in Georgia for the 2020 year. Paper considers the global pandemic reality and future perspectives.

Keywords: MNE, FDI, Georgia, Scott-Kennel model, investment, coronomics

Nigeria's Economic Management: Reflections Through Monthly Interest Rate Movement From 1996 to 2020 and Beyond

Job Nmadu[1], Halima Sallawu[1], and Yebosoko Nmadu[2]

[1]Department of Agricultural Economics and Farm Management
Federal University of Technology, Nigeria

[2]Faculty of Management Science
Nigeria Defense Academy, Nigeria

Abstract

Economic management is the rules, policies, procedures and skills deployed to manage the resources, finances, income, and expenditure of a community, business enterprise or a whole country. The major instruments of economic management are the fiscal and economic development policies normally outlined in the countries budget by the President. The failure to achieve the stated objectives in the fiscal and monetary policies are the major challenges faced by less developed and developing countries of the world. This is because of frequent fluctuations in macro-prices particularly interest, wage and exchange rates. The resultant effects of the movement of these prices are reflected in the inflation and the GDP growth rates which adversely affects agribusiness activities. In this study, the trend of the movement of monthly inflation rate between 1996 and 2020 in Nigeria was investigated. The data, which were obtained from the records of the Central bank of Nigeria, National Bureau of Statistics as well as the World Bank's World Development Indicators, were analyzed using descriptive statistics as well as cubic, spline and smoothing methods. The results, which showed Nigeria's average inflation for the period under study to be 12.42%, was better managed during civilian administrations (with a mean of 11.8%) but was higher than most countries of the world. Among the smoothing methods, Holt-Winters predicted (1996-2020) and forecast (2020-2042) Nigerian inflation better than other methods with a mean forecast of 11.25. Among the presidents, the Goodluck Jonathan era witnessed the most stable inflation regime with a mean of 10.2%. The results further reveal that a stable inflation is capable of increasing agriculture GDP by 1.0885% yearly although only short-run dynamics is apparent. It is recommended that more technical skills rather than guesswork policies should be deployed by the government to better manage the inflationary trend so that Nigeria could return to single-digit inflation regime that was once achieved.

Keywords: agribusiness, ARDL, Nigeria, Rstats, holt-winters smoothing, forecasting

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Nexus Between Fiscal Freedom and Investment Freedom: The Case of E7 Countries

Mehmet Bolukbas

Aydin Faculty of Economics
Aydin Adnan Menderes University, Turkey

Abstract

The idea that there are no restrictions in the economic attitude and behaviour of individuals and firms in the economy is expressed as economic freedoms. Today, the term of economic freedom still does not have a universal concept. However, it is known that there are free market conditions in countries that support economic freedom and the role of the state in the economy is kept at a minimum. There are many criteria for measuring the economic freedom of countries, and fiscal freedom and investment freedom are among the economic freedom criteria. The aim of the study is to analyse the causality relationship between fiscal freedom and investment freedom is conducted on E7 countries (Emerging 7; Brazil, China, India, Indonesia, Mexico, Russia, and Turkey) through a 25-year period between 1995 – 2019. The test results present that, there is a bidirectional causality between fiscal freedom and investment freedom in Indonesia. It is also inferred that there is a unidirectional causality from fiscal freedom to investment freedom in Brazil and Russia while the direction of the causality is reversed (from investment freedom to fiscal freedom) in Turkey. We may state that fiscal freedom is the cause of investment freedom in Brazil and Russia, in contrast, investment freedom cause to fiscal freedom in Turkey. Besides that, unlike the other E7 countries, fiscal freedom and investment freedom are the cause of each other in Indonesia.

Keywords: economic freedom, fiscal freedom, investment freedom, causality test, panel data, E7 countries

Three Keys of Development: Knowledge, Efficiency and Innovative Entrepreneurship

Irfan Kalayci[1], Ali Soylu[2], and Baris Aytekin[3]

[1]Faculty of Economics and Administrative Sciences
Inonu University, Turkey

[2]Business Department
Cameron University, USA

[3]Economy Department
Kirklareli University, Turkey

Abstract

The change in the structure and composition of production factors have always been occurred in the world production history. The competition between sectors and also within each sub-sector that comprise them continues. In this sense, competition has always fed change, transformation and progress. The process phenomenon is the change and transformation movements that occur in the production processes that economies focus on. In this respect, the classification steps emphasize this development. In this study, we discuss economic groups (resource-oriented, productivity-oriented, and innovation-oriented) in terms of drivers of economic development (knowledge, efficiency, innovative entrepreneurship, and productivity). The 3rd Industrial Revolution starting in 1990s has given more momentum to the structural transformation necessary and valid in industry and industrialization. In order to understand and even make sense of the structural transformation policies consisting of entrepreneurship, innovativeness and productivity triangle, we also discuss a conceptual-theoretical and historical framework related to industrialization as the key to development.

Keywords: knowledge, productivity, efficiency, industrialization, innovative entrepreneurship

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Economic Cooperation Between Central Caucasus, China, and EU, Under COVID-19 Challenges

Vakhtang Charaia[1] and Mariam Lashkhi[2]

[1]Department of Economics
Tbilisi State University, Georgia

[2]School of Business Administration
Caucasus University, Georgia

Abstract

Study analyses the China's Belt and Road Initiative perspectives for EU and Central Caucasus countries of Georgia, Armenia and Azerbaijan, with the special focus on covid-19 global pandemic reality. Trade, investments and transit is considered as main factors of the given paper. At the same time, global competition for leadership, open and hidden trade and investment wars are taken into account. Study also suggest different alternative ways of including Central Caucasian states into the project as a corridor for China – EU connection. Coronomic challenges are considered as a new wave of challenge and at the same time as a new opportunity for all counterparts, depending on potential, vision and activities they will conduct in the nearest future.

Keywords: FDI, BRI, international trade, Central Caucasus, COVID-19, coronomics

Effect of Real Exchange Rate and Income on International Tourist Arrivals for Turkey

Erhan Aslanoglu, Oral Erdogan, and Yasin Enes Aksu

Faculty of Economics and Administrative Sciences
Piri Reis University, Turkey

Abstract

Tourism has been one of the fastest growing sectors in the world economy for decades. It has been the third biggest export item in the world economy. According to World Tourism Organization (UNWTO), total 1.34 billion tourist arrivals has recorded in destinations around the world and total international tourism receipts has reached %10 of World GDP in 2017. By 2030, total number of international tourist arrivals is expected to be 1,8 billion. Beyond its effect on country's brand value and image, tourism has significant contribution on every host country's economy. Particularly, international tourism receipts stand as an important foreign exchange resource for Turkey as a country which constantly suffers from current account deficit. In this perspective, this paper tries to estimate the effects of visiting countries GDP and real exchange rates of host countries on tourist arrivals from about 65 different countries for Turkey. To achieve this aim, panel co-integration analysis under cross sectional dependence with common correlated effects (CCE) method has employed over the period 2002Q1-2017Q4. Preliminary results of our study implies both the real exchange rate and the GDP are effective on the international tourist arrivals for Turkey. However, the degree of effect differs across the examined countries.

Keywords: tourism, real exchange rates, growth

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Optimal Fiscal and Price Stability in Germany: Autoregressive Distributed Lags (ARDL) Cointegration Relationship

Ergin Akalpler and Dahiru Alhaji Birnintsabas

Department of Economics
Near East University, North Cyprus

Abstract

The impact of optimal fiscal policy measures in a managed fixed exchange rate system were questioned in this study, to evaluate the extent of Integrated Monetary and Fiscal Policy issuing quarterly time series data for Germany, for the period ranged between 1991q1 to 2017q4. The study shows that an optimal utilization of fiscal policy measures for economic growth in Germany is questioned in the light of tax revenue, government expenditure and public debt and consumer price index. The Autoregressive Distributed Lag (ARDL) model was employed due to the fact that one of the data parameters becomes stationary at level by 0.10% with a probability value of 0.0768, as shown in Table 1, while the other data parameter becomes stationary after differencing, as shown in Table 2 below. Numerous tests were employed to identify the stability and causality of the variables. The stability and causal relations of the data were proved by serial correlation Breusch Godfrey LM test and heteroskedasticity test, respectively. The analyses revealed that fiscal policy instruments are used optimally in Germany as proved by the outcome of the research and S. Boubaker (2018).

Keywords: exchange rate, autoregressive distribution lag, fiscal policy, Germany, economic growth

Innovative Entrepreneurship in Turkey: Micro and Macro Perspectives

Irfan Kalaycı[1], Baris Aytekin[2], and Ali Soylu[3]

[1]Faculty of Economics and Administrative Sciences
Inonu University, Turkey

[2]Faculty of Economics and Administrative Sciences
Kirklareli University, Turkey

[3]Department of Busines
Cameron University, USA

Abstract

Entrepreneurship is a scarce factor of production in the economy like labor and capital; it is a business area which is culture and finance related. Turkey is an average country in the entrepreneurship world league. This negative situation in terms of entrepreneurship also continues in terms of innovation and innovative entrepreneurship. Although Turkey is counted among the world's GDP in the rich, in terms of the capacity to innovate is among the poorest. This paper discusses how Turkey can change this "reverse fortune" through developing an internal innovation culture and opening this culture to the outside world. Naturally, the ongoing Turkish industrialization policy should focus on innovation and use the "EU anchor" to transfer innovations to the industrial sector.

Keywords: innovative entrepreneurship, micro and macro innovation geographies

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Struggle With COVID-19 Crisis Within the Scope of Financial National Security: The Example of the Republic of Turkey

Silacan Karakus

Institute of Social Sciences
Bahcesehir University, Turkey

Abstract

The COVID-19 pandemic is a discovered infectious disease in the People's Republic of China. This disease was a transformation to pandemic, when to spread all over the world in a short time, within the research framework. The struggle of the COVID-19 in the scope of financial national security was an analytical issue with example of the Republic Turkey for this study. The initiation of the emergence process of the COVID-19 epidemic in China. The third part is an examination of the spread of the COVID-19 epidemic to the whole world. The evaluated struggle of COVID-19 within the scope of financial national security is the final part with example as Turkey. Turkey is successful in that scope as a conclusion.

Keywords: pandemic, COVID-19, national security, Turkey, infectious disease

Tourism and Women Empowerment: Empirical Findings From Past Experience and Predictions for the Post-COVID Era

Burcu Turkcan

Faculty of Economics and Administrative Sciences
Ege University, Turkey

Abstract

Tourism industry is one of the major industries of today's world and hence it is in the forefront of current national and international policies. Tourism is perceived as one of the fundamental engines of economic growth and development due to the fact that it has many contributions to the economy. Moreover, tourism has a dimension of women empowerment which is one of the critical issues of modern world. Hence, researchers and policymakers have begun to pay more attention to the issue of gender discrimination and tourism relationships. There are some direct linkages between tourism and women empowerment, and what is more is that it seems critical to analyse these relationships in order to form effective development policies. In this sense, this study aims to analyse the long-run relationships between tourism revenues and female labor force participation across different country groups and to develop predictions about post-COVID era. In this context, following a brief introduction, the first section is devoted to a literature review about relationships between tourism industry, women empowerment and COVID-19 pandemic. Then the second section is attributed to the empirical analyses. Lastly, the third section is devoted to current situation and future predictions about post-COVID era.

Keywords: tourism, female labor force, COVID-19, panel data analysis

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Comparison of Multivariate GARCH (MGARCH) Models Using Agricultural Data

Ali Akbar Pirzado

Department of Statistics
Shaheed Benazir Bhutto University, Pakistan

Abstract

The present study aims at comparing the Multivariate-GARCH (MGARCH) models using weekly average whole sale prices of three agricultural crops (Potato, Onion, and Tomato) for district Hyderabad. Data span from January, 2013 to December, 2017 which yield 260 observations. Five MGARCH models namely, BEKK, CCC, DCC, OGARCH and GOGARCH were contrasted which are most widely used to model the conditional variance-covariance matrix. The results showed that tomato has more variability ($\sigma = 26.55$) followed by onion ($\sigma = 18.32$) and potato ($\sigma = 13.89$) in terms of price fluctuations. The presence of volatility clustering in three series was checked using Engle ARCH and McLeod Li tests which was removed by using the aforementioned MGARCH models. In-sample evaluation of fitted models was done by using information criterion such as AIC, BIC and HQC. All of these criteria have selected BEKK-Scalar model. The same model was selected when out-of-sample forecasts were evaluated using MSFE, RMSE, and MAPE. The resulting residuals from the selected model behaved like a white noise process. Although the comparison of observed and forecasted values showed that the selected model has an upward bias but the amount of bias is very little which can be easily neglected. Furthermore, the long run correlation between crops is weak (i.e., corr. between onion and tomato 0.403, corr. between tomato and potato 0.068, and correlation between onion and potato 0.034). Based on the findings of the present study, it is recommended that the selected model should be used to forecast the price fluctuations in the near future in order to avoid any high price fluctuations for these crops.

Keywords: MGARCH, BEKK, volatility, OGARCH, GOGARCH

Impact of FOMC Cycle on Market Uncertainty: Evidence From Interest Rate Derivatives

Indradeap Chatterjee[1], Marina Di Giacinto[2], and Claudio Tebaldi[1]

[1]Department of Finance
Bocconi University, Italy

[2]Department of Economics and Law
University of Cassino, Italy

Abstract

This paper investigates how Federal Reserve (Fed) actions influence market uncertainty. We consider two kinds of Fed events: the day of the Federal Open Market Committee (FOMC) meeting – which includes a policy statement, press conference and release of a Summary of Economic Projec- tions – and the day the minutes of the FOMC minutes are released – which is typically set 3 weeks after the meeting. Unlike related papers focused on the issue, we measure market uncertainty by the implied volatility extracted from interest rate options, specifically swaptions. We use 1-month constant maturity volatility for swaptions over tenors ranging from one up to 30 years as they are reflective of how these volatilities are marked by dealers/market-makers and cover only one FOMC meeting/minutes release at a time. We use an event study approach along with extensive graphical analysis to evaluate the impact of Fed actions. The results show that 1-month constant maturity implied volatility increases marginally going into these events and falls much more significantly af- terwards. Remarkably, the increase and reduction in uncertainty around a meeting is not reducing with increasing tenors, showing that the impact of information release has a similar impact over all horizons ranging from 1 to 30 years. If, on one side, this evidence witnesses the capacity of the central bank to control the long end of the curve, on the other it indicates the possibility that overreaction to news may generate the puzzling excess volatility which is observed in long term rates.

Keywords: FOMC cycle, monetary policy, swaption, implied volatility

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

An Exploratory Analysis of Specialization and Market Penetration of Bilateral Trade Between Peru and United States

Ekram Hossain

Business School
Hohai University, China

Abstract

This paper aims to investigate, analyze the bilateral trade dynamics between countries of Peru and the United States of America. In this paper, the decisive analysis of bilateral trade, background history of the economic relations between Peru and the United States. This research also explores Peru's potentials in export market penetration with the United States for 16 industry sectors. The paper analyzes the Trade Intensity by analyzing the Export Intensity, Import Intensity, Revealed Comparative (RCA), and Export Market Penetration. Its indices to analyze data from 1992 to 2017 of 16 industry sectors (HS2 digits classification) for analyzing the specialization and market penetration of Peru's trade with the United States. The investigation over the trading relationship between the two countries analyzing the mentioned indexes that revealed the status of specialization and market penetration of Peru for its 16-industry sector in terms of trade with the United States. The results stated several measures and policy implications to be implemented for improving the specialization of the mentioned sectors of Peru's trade with the United States. We believe this research will assist to a great extent the concerned stakeholders in those industry sectors; Animal, Chemicals, Food Products, Footwear, Fuels, Hides and Skins, Mach and Elec, Metals, Minerals, Miscellaneous, Plastic or Rubber, Stone and Glass, Textiles and Clothing, Transportation, Vegetable and Wood sectors of Peru and USA as well as to contribute to the academic literature in this area. This paper aims to investigate the dynamics of bilateral trade, specialization and export market penetration of Peru's trade with the United States of America. This research explored Peru's potentials in export market penetration with the United States for 16 industry sectors. The paper also applied the Export Intensity, Import Intensity, Trade Intensity and Revealed Comparative Advantage (RCA) indices by analyzing data from 1992 to 2017 of 16 industry sectors (HS2 digits classification) of Peru's trade with the United States. The investigation over the trading relationship between the two countries in the mentioned indexes revealed the status of specialization and market penetration of Peru for its 16-industry sector's trade with the United States. The results stated several measures and policy implications to be implemented for improving the specialization of the mentioned sectors of Peru's trade with the United States as well as it will contribute to the academic literature in this area.

Keywords: sectorial analysis, export specialization, market penetration, Peru, the United States

The Impact of Belize's International Border Closure on Its Foreign Exchange

Cindy Thompson[1] and Danijel Mlinaric[2]

[1]Department of Business Administration
University of Belize, Belize

[2]Faculty of Economics and Business
University of Zagreb, Croatia

Abstract

This paper seeks to determine the impact of Belize's International Border closure on its Foreign exchange. The country's main point of entry was closed due to the deadly Covid-19 pandemic. This included the Philip S. W. Goldson International Airport. The closure has created significant concern in Belize, especially with its foreign transactions due to its heavy dependence on tourism. The impact on the Foreign Exchange was analyzed by examining five of the commercial banks in Belize and their foreign transactions. Moreover, interviews were conducted to determine the impact of the closure on the country's citizens as most of the banks were forced to reduced their foreign transactions. For example, all credit card usage was either limited or stopped immediately. There were difficult decisions that needed to be made. One decision was to close all border entries to Belize, two was to open the international border only with caution, and three open all of the borders. The benefits, drawbacks, and decision was examined and discussed. The findings revealed that the opening of the border with caution was the best alternative for the improvement in foreign currency and other international transactions. Even with the border closure, the virus was on the rise, along with significant hardship and reduced foreign currency.

Keywords: foreign exchange, COVID-19, international border closure, foreign transactions, reserves, tourism industry

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Qualitative Study of Perceptions of the Residents of Sidon, Lebanon Regarding the Economic Effect on Sidon With Reference to Repatriation of the Palestinian Refugees

Raja El Majzoub[1] and Karen Howells[2]

[1]Banking and Finance Department
[2]Faculty of Open and Distance Education
Near East University, Cyprus

Abstract

From 1948 onwards, hundreds of thousands of Palestinian refugees settled in Lebanon, in both United Nations camps and private accommodation. Until today, various peace initiatives have taken place to solve this humanitarian crisis, to no avail. The Palestinians in Sidon have integrated into Lebanese society, become intertwined into the community, as both entrepreneurs and employees. Considering the "right of return" for Palestinian refugees, the consequences of the repatriation of the refugees needs to be considered. In this context, this research aims to understand the perceptions of the residents of Sidon on what they believe will happen to the economy of Sidon were the Palestinian refugees to leave, as well as their thoughts on what would happen to investment in Sidon, and what would happen to Palestinian owned properties in Sidon. The researcher interviewed 25 residents of Sidon, using stratified sampling and snowball sampling to find members of all aspects of Sidon society, in particular Lebanese, Palestinian refugees from 1948 and Palestinian refugees from 1967, using open ended questions. The data from the interviews was entered to a database and analysed thematically. Analysis of the data revealed that most of the respondents were very positive about the current contribution to the Sidon economy by Palestinian refugees. It is interesting to note that most of the respondents also believed that repatriation of the Palestinian refugees in Sidon would bring economical devastation to Sidon.

Keywords: Palestinian refugees, Lebanon, Sidon, economy, economic contribution

Entrepreneurship Approach to Service Innovation Systems

Volkan Hacioglu

Faculty of Economics
Istanbul University, Turkey

Abstract

The purpose of this paper is to investigate the link between entrepreneurship and service innovation within the framework of entrepreneurial orientation, innovation and new entry as a way of creative entrepreneurship activity. The design and methodology of the survey rests on theoretical analysis to determine the direction of causation between entrepreneurship and service innovation through secondary data. Market failure approach is adopted to illustrate three fundamental axioms that specify the organizational economics paradigm which we modified for application particularly to the organization of financial services. The dynamic function of entrepreneurship sets the direction of causation from entrepreneurial orientation to innovation process through which creative ideas are transformed into state-of-the-art service systems that keep up an increasing trend as the boundaries of markets for digital economies continue to broaden. The introduction of new ways to provide services more efficiently also improves market performance. The depiction of theoretical premises as a basis for the inclusion of entrepreneurial human capital as well as an agent of change into the driving forces of service innovation systems. The paper proposes a research agenda for future studies to examine the dynamics of innovation and creative entrepreneurial activity and finally to form Entrepreneurship Augmented Production Function as a new tool to economic inquiry.

Keywords: innovative entrepreneurship, service innovation systems, organizational economic paradigm, financial services, market failure approach, digital economies

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Labor Market Consequences of Retail Alcohol Quotas

Amanda E. Dawsey

Department of Economics
University of Montana, USA

Abstract

In Montana, the number of alcohol licenses within a city or county is based on population quotas established more than 50 years ago. This constraint on the supply of licenses clearly binds in some quota areas: the price for an all-beverage license in the secondary market ranges from less than \$1,000 in some areas up to \$1,000,000. Economic theory predicts that high fixed costs are barriers to entry that can limit competition in output markets, factor markets, or both. This paper uses the geographic variation in the fixed cost of retailing liquor in Montana to identify evidence of monopsony power in the labor market. The results show that an increase of \$100,000 in the average price of an all-beverages license is associated with a 6% decrease in the average wage of workers in Montana bars.

Keywords: wage setting, market power, labor markets, Cournot, permit markets

Benefits and Losses of Producers From the Downsizing Strategy

Stepan Gogolev and Marina Sheina

Faculty of Economics
National Research University Higher School of Economics, Russia

Abstract

The paper explores the correspondence to the basic models of economic theory of possible expectations of manufacturers that implement package downsizing strategy expecting the same demand for the product in the fast moving consumer goods market. The authors propose a possible way of explaining empirical contradictions to economic theory in the form of a simple linear model of the demand bundle lines arising as a result of downsizing. The proposed model shows how short-term revenue growth is possible after growth of the price when the demand is elastic. The model is in line with the empirical results of a large retailer sales and elasticity analysis. The term "downsizing" refers to the reduction of the volume or weight of a product in a package while maintaining the same price of a package, according to Adams et al. (1991) and Gupta et al. (2007). Downsizing is actively used by manufacturers in the fast-moving consumer goods (FMCG) markets. This paper explores the correspondence to the basic models of economic theory of possible expectations of manufacturers that implement downsizing expecting the same demand for the product. We assume that the general law of demand is fulfilled; the world is abiding the deterministic model; consumers' behaviour is rational with a certain limitations; the transaction costs of obtaining information about the target characteristic in the research for the consumer are not excessively high; producers' behaviour is rational; manufacturers are law-abiding (e.g. they reflect correct information about the characteristics of the product on their packaging); changes in output occur with constant returns to scale; downsizing is used by some of the manufacturers (at least by one) in the market for goods. From the current widespread adoption of downsizing, it is logical to assume that manufacturers implementing this strategy aim to increase profits. There are three main options for producers' expectations of consumer behavior: (a) Consumers do not notice the change in the volume of the product in the package, and, as a result, the revenue remains constant, but the profit grows; (b) Consumers take into account the volume of the product in the package and choose a smaller volume of consumption due to the hidden increase in the price per liter. As a result, revenue and profit growth is possible only at the inelastic demand; and (c) Not all consumers pay attention (or, at least, do not immediately pay attention) to the decrease in the volume of the package and the hidden price increase due to this; if the demand for the product is inelastic, then a decrease in the volume of sales of packaging causes an increase in revenue, profits will be able to grow; if the demand is elastic, then in response to a decrease in the volume of sales of packages, the revenue will fall, and the change in profit is generally indefinite. For the third case, it is easy to obtain a condition that guarantees an increase in profit under the given conditions: $\frac{\Delta Q}{Q} < \frac{c*(1-\alpha)}{p-c*\alpha}$, where $\Delta Q/Q$ is the decrease in package sales as a result of using the downsizing strategy; p is the constant price of the package; c is the cost of production per unit of volume of goods; α is the coefficient of volume reduction of the product in the package. This condition means that the percentage decrease in box sales volume must be less than the percentage increase in profits per unit. An analysis of empirical studies shows that the downsizing strategy is applied in FMCG markets with elastic demand, for example, in the works of Cakır, Balagtas (2014), Yonezawa, Richards (2016), Wilkins et al. (2016). This is the case when downsizing leads to

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

uncertain results in terms of profit and, obviously, to a sales' decline. In this case, the expectation of revenue growth contradicts economic theory - in response to an increase in price with elastic demand, revenue decreases. Given that reducing sales is usually not a manufacturer's goal, downsizing should be disadvantageous for the manufacturer. Why are manufacturers still implementing a downsizing strategy? The empirical study of the fruit juices' distribution market in the retail network of a large retailer in the city of Perm for the period from 2009 to 2014 (N = 97555) led to the following results described in this paper. The demand for packaged juices can be projected to be elastic. More than half of the manufacturers of the presented juice's cartons/bottles used a downsizing strategy. Not all consumers took into account the change in the volume of juice in the package immediately (even though the number of sales decreased already in the first weeks after downsizing implementation, the rate of decline increased over time). Similarly, manufacturers' revenue in the first three weeks after downsizing grew and then declined afterwards. What happens in the first three weeks after downsizing? How can revenue grow while sales volume declines in the case of elastic demand? The authors propose a possible way of explaining these events in the form of a simple linear model of the demand bundle lines arising as a result of downsizing. After downsizing, consumers actually started purchasing a smaller volume of the product at a new higher price per unit of volume $p1 = p0 / \alpha$, or the old number of product packages at the old price per package, assuming that, when making a purchase decision, none of the consumers takes into account the smaller volume of the product packaged. A new "unconscious" consumer demand arises, which corresponds to making a decision based on the incomplete information. Over time, consumers discover information about the volume of a product in a package and take this into account when determining their new consumption. Total sales begin to decline as buyers take into account the information on the volume of the product in the package. When all buyers have adjusted their purchasing decisions, demand will return to its original state, corresponding to the optimal choice when a new price per unit of product volume is realized. If some consumers initially take into account the change in the volume of the product in the package, then it is possible to move to some intermediate curve of "unconscious" demand, for which the volume of consumption will be less than the initial one due to the latent price increase. For such transitional states, conditions are possible under which revenue will first grow and then decline. Empirically obtained by a large retailer estimates of the indicators of price elasticity of juice demand do not contradict the presented model. Before the start of downsizing, the estimate of the price elasticity index was -3.3, after downsizing it changed up to -4.3

Keywords: package downsizing, consumer behaviour, demand estimation, demand bundle

References

Adams, A., Di Benedetto, C. A., & Chandran, R. (1991). Can you reduce your package size without damaging sales?. Long Range Planning, 24(4), 86-96.

Aditya, R.N. (2001). The psychology of deception in marketing: A conceptual framework for research and practice. Psychology & Marketing, 18, 735-761.

Çakır, M., & Balagtas, J. V. (2014). Consumer response to package downsizing: Evidence from the Chicago ice cream market. Journal of Retailing, 90(1), 1-12.

Gupta, O. K., Tandon, S., Debnath, S., & Rominger, A. S. (2007). Package downsizing: is it ethical?. Ai & Society, 21(3), 239-250.

Wilkins, S., Beckenuyte, C., & Butt, M. M. (2016). Consumers' behavioural intentions after experiencing deception or cognitive dissonance caused by deceptive packaging, package downsizing or slack filling. European Journal of Marketing.

Yonezawa, K., & Richards, T. J. (2016). Competitive package size decisions. Journal of Retailing, 92(4), 445-469.

C-K-M Methodology for Economics in Financial Crises

Gurhan Uysal

School of Business
Ondokuz Mayis University, Turkey

Abstract

There are three industries in global economy: firmal, financial, and cyripto. Currently, there is demand and liquidity problems in reel industry that may spread over financial industry. Because payments is made by credit card, and so, that creates receivable problem in business. Furthermore, what if credit card payment spread over cyripto markets? Because it is also look like credit cards. What if all three markets (real, financial, cyripto) collapse in global economy? Outcome might be similar to 1929 and 2008 case, so C-K-M methodology may be required, esp. İn European economy. Total debt amount of global economy is 250 trillion dollars calculated by World Bank, New York. On the other hand, total GDP amount is 70 trillion dollars, 40 trillion is belong to China and USA. How to manage global debt? Because national debts create recession and stagflation in economies. Therefore, this study suggests applying monetary policy, C-K-M methodology. In addition, global economy needs third central bank in global economy management. It is Asian Central Bank. Already, there are IMF and ECB. They are not enough in simultaneous apply of monetary policy. If Asia Central Bank is established, global economy become richer. C-K-M methodology describe simultaneous apply classical, keynesian, and monetary policies all together in economy management in a nation. (M) monetary covers establishment of third central bank in Asia. Global economy often needs applying monetary policies. Because world economy is full competitive characteristics, i.e., plenty of products create demand problem. Firms face demand problem in markets. Thus, firm and economy need often apply of monetary policy. A monetary policy sustains 1 week or 2 weeks, again economy needs monetary policy again. Uysal (2021) suggests simultaneous apply of C-K-M for global economy. What are they? Classical approach refers to Adam Smith, who is founder of classical economy. It defines as liberal economy. Therefore, firms are to operate their business under liberal economy principles. Keynesian means that economies are to intervene to the economy structure by IS-LM. This is Keynesian monetary that applied during 1930s. M means establishing Asia Central Bank in global economy to apply more effective monetary policy. Global economy currently needs C-K-M methodology and Asia Central Bank to recover from recession and debt problem. Monetary (M) of C-K-M is neoclassical monetarism. Neoclassical monetarism is to supply money into economy via firms. For example Renault announced 9 billion dollars deficit in 2021. Thus, neoclassical monetarism policies may close deficits of Renault and others. Keynessian of C-K-M is applied in economy management for infrastructure investment. For example, US Government announced 3 trillion dollars budget for infrastructure investment in US economy. That policy enable government to implement Keynesian monetary of IS-LM. For Turkey case Turkey might apply suggestions of echell mobil system in order for financing their governmental debt (Uysal, 2015). Turkish Government possess 400 billion dollars foreign debt that creates turmoil in economy. According to echell mobil Turkey prints 700 billion dollars in Ukraine or Belarus, and it brings that money into Turkey, and it pays its governmental debt. However, ECB's approval is necessary to apply Echell Mobil. or China. China has Evergrande problem, and China may pay its debt via Echell Mobil System (Uysal, 2015), IMF approval is necessary. More, China may print 700 trillion US dollars in Mongolia,

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

bring it to Chinese Central Bank, and make payments. Because Chinese economy distributes this monetary into global economy because it strengthens raw material and spare parts, and full product markets in global economy. World economy needs 3rd central bank for effectively apply monetary policy and to become richer. There are already two central banks: IMF and ECB. They do not cover and support demand in global economy. Technology and capital are similar to and closer everywhere in global economy. That creates isomorpmism and demand problem. So, global economy urgently needs monetary policy. There is strong business tie between Asia-Europe, and USA-Asia. Therefore, IMF may establish third central bank to support demand. Asia Central Bank may be established in China. Common currency of Asia CB might be is Eurasia. That common currency may support business between Asia and Europe, and USA. It is important because China are to be integrated into global economy. Asian Central Bank would link Asian economies into global economy, and it would make applying better monetary policy. Liberal perspective means that firms are free in their firmal decisions, investments. Because European economy possess conditions of 1930s currently. Therefore, It needs apply of C-K-M. Thus it needs of Keynesian interventions by ECB or other public institutions. Monetarist school advocates supply of money (capital) to markets and firms. That kind of monetary is called as neoclassical monetarism (Uysal 2019). Neo classical Monetarism advocates supply of money to firms thorugh a financial bank; CB is moderator in this supply. Finally, EU economy may need of simulatenous apply of C-K-M policy, because they are in conditions of 1930s.

Keywords: C-K-M, golden, IMF, EU, industries

References

Uysal, G. (2021). European Monetary System and IMF. Economics World, 9(1), 20-22.
Uysal, G. (2019). New Version of IS-LM: Neoclassical Monetarism. Economics World, 7(3), 140-145.
Uysal, G. (2015). Echell Mobil or Gürhan Uysal System on Foreign Currency Exchange. Journal of Business and Economics, 6(9), 1630-1632.

To Be or Not to Be a Female Entrepreneur in the Mexicali Valley?

Roberto Burgueño Romero[1] and José David Ledezma Torrez[2]

[1]Guadalupe Victoria School of Engineering and Business
[2]School of Economy and International Relations
Autonomous University of Baja California, Mexico

Abstract

At present, the need arises for women to prepare themselves every day to face the challenges that the local and regional market holds for them since they constitute a fundamental component for the economy of all countries, through the development and economic growth of urban areas. and rural in the face of unemployment and poverty. Likewise, women should have a priority place on the scene of public policies in favor of them due to their ability to contribute to local dynamics by creating more job opportunities with new companies. This article aims to analyze the characteristics that govern decision-making in microenterprises led by women in the Mexicali valley by means of the multivariate analysis technique, particularly the discriminant and factor analysis. As well as the relationship that exists between gender and its ability to generate or undertake and innovate in a business.

Keywords: entrepreneurship, woman, gender, financing, urban-rural zone, micro-enterprise

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Impact of Financial Stability in Small Business Economics and RGDP Growth Rate in North Cyprus

Ergin Akalpler

Faculty of Economics and Business Administration
Cyprus West University, North Cyprus

Abstract

Considering the importance of public debt in financial stability and economic progress, the unstable economic growth rate in North Cyprus is researched. It is examined the causal relationships between public debt, governmental expenditures, total capital, consumption, investment, employment, net export and RGDP growth rate. It is employed annual time series data between 1980 and 2018, sourced from the State Planning Office. It is used the unrestricted VAR (Vector Autoregression) model to test the causal relationship of considered variables. The empirical findings especially Wald test results which is employed 136 lags respectively some of the considered variables have jointly influenced the RGDP growth rate. Wald test results (see Wald test results on tables 6 to 13) show the formation of consumption, public debt influences the total capital formation, and total capital affects investment net export and consumption. Coefficients for consumption, employment, investment, governmental expenditures, have some values to influence the RGDP growth rate.

Keywords: RGDP, public debt, government expenditure, North Cyprus, unrestricted VAR, net export

Hospitality and Tourism

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Implementation of a New KPI in the Hospitality Industry During Economic Crisis

Rosarianna Candido and Andrea Ellero

Department of Management
Ca'Foscari University of Venice, Italy

Abstract

We propose a new KPI (Key Performance Indicator) that is intended to offer hoteliers a simple, practical, sales control tool in order to both evaluate past sales (ex-post) and keep future sales under control (ex-ante) in the short-medium term. The new KPI is inspired by RevPAR (Revenue Per Available Room) that can be seen as the product of average daily rate and occupancy (RevPAR=ADRxOCC). RevPAR can provide misleading indications, in particular if used for forecasting purposes, i.e., when it is used to observe the future trend of sales and should stimulate timely reactions of the revenue manager (e.g., rapidly increase or decrease prices). We propose a new indicator - PTO (Price-To-Occupancy) - defined as the ratio, instead of the product, of average daily rate and occupancy (PTO = ADR/OCC). While RevPAR could mask differences between occupancy and price trends, e.g., when occupancy is high, but price is low, PTO highlights them.

Keywords: KPI, RevPAR, forecast, occupancy, price, crisis

Reviewing Dissertations on Turnover Intention: A Content Analysis

Donus Cicek and Erdem Korkmaz

Eskisehir Vocational School
Anadolu University, Turkey

Abstract

Tourism is known as one of the high labour turnover rates amongst service industries. This high turnover rate is the most important drawback for employee contribution. Within this regard, determining the variables referring to lowering reasons of job satisfaction and turnover intention is crucial for the sake of the industry. The main aim of this study is reviewing the dissertations on turnover intention with a comprehensive and holistic point of view. Therefore, researchers related to this topic could reach a higher degree of information about literature and previous studies. 41 Master and 8 phD dissertations were reviewed that accessible from Council of Higher Education (Yuksek Ogretim Kurulu-YOK) National Thesis Center archive with "turnover intention" and "tourism" keywords. Dissertations reviewed by descriptive content analysis. Results were summarized and interpreted to shed light on turnover intention for tourism industry employees. The main aim of implementing this analysis is to summarize and present the findings.

Reviewing literature and specific issues within particular time periods could take lead the expectations devoted to the subject remain relevant and be a motivation for different and meritable studies. Within this context, turnover intent is a crucial issue for tourism enterprises which have high employee turnover rates. Profoundly reviewing the dissertations on turnover intention for tourism industry in Turkey is essential for not only to establish the preexisting condition but also preventive for similar studies. By presenting a descriptive analysis of dissertations about turnover intention at tourism enterprises, great contribution could be possible for future research. The contribution of results of this paper are twofold. First of all, these results are going to fill the gap at the literature and for future research. Other contribution is directly to the industry. Managers of tourism enterprises could have a clearer vision of the causes and reasons of turnover intention. Besides, other variables related to turnover intent could be unambiguously understood.

Descriptive content analysis was carried out for this qualitative research. Problem of the study is defined as: "What are the specifications of dissertations about turnover intention at tourism industry?" The sub problems of this study are as follows:

- What is the distribution of the years of dissertations?
- On which insitute the dissertations were presented?
- Were aim, methodology, conclusion and suggestions taken place on abstracts?
- Which methodologies were used in dissertations?
- What is the sample characteristics of dissertations (area, method, size)?
- Which methods used for data collection?
- Which type of touristic enterprises had chosen for data collection?
- Which variables discussed with turnover intent?

The scope of the study consists of turnover intention related to tourism research field. In order to reach these dissertations, National Thesis Centre Electronic Thesis Archive of High Education

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Council (YOK) was investigated. Initially ‘turnover intent’ keyword was used for searching dissertations from the related database. As of the date of February 2nd 2021, 387 study were reached related to ‘turnover intention”. These dissertations were arranged in order of topics and 49 studies (41 PhD and 8 MA) were found related to tourism. All of the dissertations were included in the study. Dissertations were downloaded from the database; data folder was generated and content analysis was implemented. According to the relative limited number of dissertations and variables, specific software utilizing is not considered necessary. Data input and analyze was carried out with Microsoft Excel.

Whilst analyzing the dissertations according to their types, MA studies (f=41) are quite a few more than the PhD studies (f=8). First MA dissertation was written on 2012 and PhD dissertation was written on 2015. Mostly accomplished MA studies (f=9) were on 2016 and PhD studies (f=3) were on 2018. Dissertations were accomplished from 22 different institutions. According to the number of institutions, Afyon Kocatepe University is the first in line with 6 studies (f=6) and respectively followed by Canakkale Onsekiz Mart University (f=5), Balıkesir University (f=4) and Nevsehir Hacı Bektas Veli University (f=4). Aim (f=48) and conclusion (f=47) were emphasized almost all of the studies. Methodology was not mentioned on nine MA thesis abstracts. On the other hand, importance of the study (f=37) and suggestions (f=35) were not stated on most of the abstracts. Qualitative perspective with questionnaire method was implemented for all of the dissertations. 29 different scales were utilized as a measurement tool. Uttermost implemented scale was Camman et. al (1979) (f=10). It was respectively followed by Wayne et. al (1997) (f=6), Cammann et. al. (1983) (f=4) and Harris et. al (2006) (f=3). The frequency of sample cities is as follows: İstanbul (f=11), Antalya (f=9), Nevşehir (f=4) and Ankara (f=3). Neither of the PhD dissertations included the whole country as a sample but just a few (f=3) MA dissertations. The sample of two PhD thesis were both İstanbul and Antalya. Data were obtained from “Winter Tourism Corridor” region (Erzurum, Erzincan, Kars and Ağrı) one of MA thesis and another one from Bishkek, Kyrgyzstan. Data were primarily obtained from hospitality enterprises (f=39). Only one study covers hospitality, food and beverage operations and travel agencies. While reviewing from sample size, mostly preferred size range was 301-400 on MA dissertations (f=17) and 401 and more (f=6) on PhD dissertations. Convenience sampling method was the most utilized method (f=17). A remarkable point here is sampling method was not indicated at PhD and six MA dissertations. Turnover intention was reviewed with 48 different variables. Most of the emphasized variables are as follows: Job satisfaction (f=13), organizational commitment (f=8), burnout (f=6), leadership (f=5) and work-family conflict (f=5).

While reviewing tourism dissertations about turnover intention in Turkey, most of the studies completed on 2018 and most productive institute is Afyon Kocatepe University. Vast majority of the studies are MA thesis. Methodology was not even mentioned on two MA thesis. On the other hand, importance of the study and suggestions were not included adequately within abstracts. While abstract is a part that should include the main parts of the study, this could be viewed as a deficiency. One can say that, positivist perspective that prevails social science still effective upon these dissertations because of utilizing qualitative research viewpoint with questionnaire method. Within this regard, gathering data by implementing qualitative or mixed methods could be crucial for profound data analysis. Sample preference are generally from İstanbul and Antalya but data gathering have also performed from different regions and cities from Turkey. Therefore, gathering data from different touristic destinations could play a role for comparing the results. Data were gathered from hospitality enterprises in general. In order to determine more extensive results, fore coming researchers could also include food&beverage enterprises and travel agencies. While reviewing the scales, mostly preferred one was the Turnover Intent Scale of Camman et. al. (1979). One conspicuous point about scales is; out of 49 studies, 29 different scales were used to determine turnover intent. This variety of scales could be associated with, yet there are not any scales that reach an agreement of determining turnover intent at the literature. One more remarkable issue about studies is, sampling method was not mentioned on two PhD and six MA dissertations. On dissertations turnover intent was investigated with 48 different variables. Among these variables, popularity is as follows: Job satisfaction, organizational commitment and burnout. Limitation of this paper is encapsulating postgraduate tourism management dissertations. All dissertations and/or scientific studies literature could be involved for reviewing turnover intent. In addition, one can say that common and different aspects of studies could be determined by reviewing analyse methods and conclusions. Results of this study are expected to shed light both to literture and practice about turnover intention.

Keywords: hospitality industry, turnover intention, content analysis, Turkey

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Destination Management During the Health Emergency: A Bibliometric Analysis

Valentina Della Corte, Giovanna Del Gaudio, Giuliana Nevola, Enrico Di Taranto, and Simone Luongo

Department of Economics, Management, Institutions
University of Naples Federico II, Italy

Abstract

The pandemic emergency has shifted the attention from a tourism focused on economic growth to a tourism focused on social wellbeing (Everingham & Chassagne, 2020). Destinations are required to answer new emerging needs in terms of health and safety without precluding the emotional side of the leisure travel experience. One of the ways destinations are rethinking their management is the introduction of innovation in terms of sharing knowledge, creation of new ideas and engagement of stakeholders (Pillmayer, Scherle & Volchek, 2021). Destinations need to strengthen their own networking of operators and relations to reduce risk perception and to ensure security and safety. The purpose of this paper is to highlight the capacity of a destination to maintain a competitive advantage despite the crises and how to deal with the pandemic, a literature review is conducted to verify the role of destination management in time of crisis, especially during the pandemic and how further studies might proceed. This work proposes a bibliometric analysis aimed to investigate the literature focused on the impact of health emergencies as an opportunity to create new value to the tourism industry. The bibliometric analysis is focused on monitoring the scientific field of destination management recovery during the Coronavirus pandemic. Through a bibliometric mapping, the paper draws a spatial representation of the conceptual structure. The bibliometric analysis highlights the connection between the crisis management and different topics such as risk perceptions, behaviour, communication, destination image, satisfaction and the connection of the theme tourism innovation and information technology.

Keywords: crisis management, tourism, destination, bibliometric

Are You Afraid to Travel During COVID-19?

Gulsum Tabak[1], Sibel Canik[2], and Ebru Guneren[3]

[1]Egirdir Vocational School
Isparta University of Applied Science, Turkey

[2]Sorgun Vocational School
Yozgat Bozok University, Turkey

[3]Tourism Faculty
Nevsehir Haci Bektas Veli University, Turkey

Abstract

COVID-19, which is a new type of coronavirus disease, has affected the whole world in a very short time, hundreds of thousands of people to die and the physical and mental health of billions of people to deteriorate. It was determined that people's understanding of the holiday has been changed significantly during the pandemic period. Under normal conditions, the economic and social preferences of consumers are in the forefront in making travel decisions, whereas it is understood that psychological preferences became more evident in pandemic periods. It is aimed to reveal the relationship between tourists' travel concerns and intentions to travel during the COVID-19 pandemic period. In order to test the hypotheses of the study, quantitative research method was used in the field research. The application was made online due to pandemic conditions and it reached 410 people. Frequency, percentage, standard deviation, factor analysis, correlation and regression analyze were used in the study. According to the results of this study, it has been found that there are significant relationships between fear of COVID-19, travel anxiety and travel intention. Furthermore, as a result of the regression analysis, it was determined that travel anxiety has an effect on travel intention.

Keywords: COVID-19 fear, travel anxiety, intention to travel

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

PRISMA Statement and Thematic Analysis Framework in Hospitality and Tourism Research

Samuel Adeyinka-Ojo

Faculty of Business
Curtin University, Malaysia

Abstract

This paper aims to explore the application of Preferred Reporting Items for Systematic and Meta-Analyses (PRISMA) checklists for advanced systematic reviews of literature and Thematic Analysis Framework (TAF) focusing on A-15 Point checklist for qualitative data analysis in hospitality and tourism research. There exists paucity of knowledge and extant literature work that are dedicated to highlight the application of PRISMA and TAF checklists. There are several studies that have presumably adopted PRISMA and TAF; however, most of these studies merely mentioned in their methodology section that these two checklists were adopted. This paper reviews previous studies that have adopted PRISMA and TAF in hospitality services, tourism and other related studies to identify the extent to which the two checklists have been applied. Findings show limited amount of literature work adopted the PRISMA checklists; and it appears most authors are not aware of the TAF. These findings contribute to the existing knowledge the necessity to apply PRISMA in systematic literature reviews and TAF checklists for qualitative data analysis. Practical implications include the need for the journal article editors, edited book chapter editors, conference scientific committee and peer-reviewers to be familiar with PRISMA and TAF checklists to enrich the quality of published academic papers in hospitality and tourism. Directions for future studies are discussed further.

Keywords: PRISMA, thematic analysis framework, hospitality and tourism research

The Role of Demographics in Green Consumption Behaviors in Hotels

Bekir Bora Dedeoglu[1], Tugce Uner[2], and Fevzi Okumus[3]

[1]Tourism Faculty
Nevsehir Haci Bektas Veli University, Turkey

[2]Seben Izzet Baysal Vocational School
Bolu Abant Izzet Baysal University, Turkey

[3]Rosen College of Hospitality Management
University of Central Florida, USA

Abstract

The green consumption habits can be seen in all sectors as well as in the hotel industry. However, it is necessary to understand how green consumption behaviors are shaped according to the demographic characteristics of hotel guests. Accordingly, the purpose of this study is to investigate how the green consumption behaviors of hotel guests are shaped according to their demographic characteristics. The survey method was used to collect empirical data from 342 respondents in Turkey. The differences in green consumption behaviors of consumers in hotels were analyzed according to gender, age, income, education, and marital status. The green consumption behaviors of consumers were evaluated in two dimensions as "active environmental protection-AEP" and "supportive of environmental protection-SEP". According to the study findings, age was found to be an important determinant of AEP and SEP behaviors. In addition, SEP behaviors differ significantly according to their educational status. It was also found that gender, marital status, and income are not important determining factors in green consumption behavior.

Keywords: green consumption, consumer behaviors, environmental friendly hospitality

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

An Exploratory Study of Soft Skills Needs in One of Malaysian Hotels

Lim Kuang Long and Sharma Thayabara Silan

Perak Branch Campus
Tunku Abdul Rahman University College, Malaysia

Abstract

Soft skills were defined by Moss & Tilly (2001) as 'skills, abilities and traits associated with personality, attitude and behavior, that are different from skills in the form of formal or technical knowledge'. Meanwhile, Hurrell (2009) defined soft skills as ‘involving interpersonal and intrapersonal abilities to facilitate the performance of control in certain contexts’. The post-industrial era that we are living in involves businesses and commercial corporations that function in an extremely competitive environment. Changes in the external environment involving fluid changes in the political, environmental, sociocultural, technological, political, and regulatory elements pose great challenges to all commercial organizations. The era of globalization triggered by formation of free trade organizations such as NAFTA, EU, CAFTA-DR and APEC have stimulated and encouraged free movement of people, goods, technology and capital globally. This phenomenon enables national corporations to venture globally and compete internationally. Heightened competition and ever-growing business opportunities have created a demand for graduates to have a high level of soft skills mastery. University graduates or job seekers need to master soft skills. A high level of skills or soft skills mastery not only enables the job seekers to be employed but most importantly allows them to be employable. The concept of employability is a highly explored, studied and debated concept amongst soft skills researchers, due to the value it receives from prospective employers of job seekers. As a result, educational institutions globally have placed great importance in inculcating soft skills amongst students from all levels of education, mainly secondary and university levels. Colleges and universities have begun to offer soft skills points to students who are active, realizing the importance placed by employers on soft skills mastery. The global manufacturing industry has begun to rely more on services and relies heavily on them to operate. Soft skills like communications, positive mind set, problem solving, and others are given great importance by employers, mainly in the hotel industry that is labor intensive and customer service driven. There seems to be a wide gap in expectations amongst employers, whereby, educational institutions, namely higher-level institutions have not succeeded in delivering graduates with a high level of soft skills mastery as required by the employers. This causes the employers to allocate funds to train the newly recruited human resource in soft skills due to the soft skills gap. Employers are however, quite reluctant to do this, since there is no guarantee that their workers may remain with them after they have been fully trained, notably, in the hotel industry, brain drain is a common phenomenon. In an article published by The Star titled “Relevance of soft skills and gratitude”, when it comes to developing soft skills such as emotional intelligence among graduates, some of the key challenges experienced by universities are: How to effectively and sustainably develop these skills?, How to measure the students’ achievements in acquiring these skills?, and Can these soft skills be nurtured through an educational program or are they part of the nature of an individual? Educational objectives of different university programs seem to focus on the development of academic capabilities with little focus on skills and attitudes necessary to build relationships such as self-awareness, self-management, and empathy. As relationships and self-management skills continue to be demanded by employers as key graduate attributes and as they represent the basis of creating resilient individuals who can cope with change and stress, institutions of higher learning are under pressure to respond (Mushtak Al-Atabi, 2017). This study employs a case study design. Case studies are “an exploration of a ‘bounded system’ of a case or multiple cases over time through detail, in depth data collection involving multiple sources of information rich in context” (Creswell, 1998). Yin, (2009), perceives that the case study method allows investigators to retain the holistic and meaningful characteristics of real life events- such as individual life cycles, small group behavior, organizational and managerial process, neighborhood change, school performance, international relations, and the maturation of industries. This is in tandem with the researcher’s study where organizations response to soft skills phenomena will be investigated as an exploratory case study. The research is exploratory in nature. The sampling method is non-probability sampling where judgment sampling method were used to select samples. Semi structured interview were carried out to collect data. Human Resource Manager was interviewed. Data collected was transcribed and coded. Open, axial and selective coding method were employed to develop concepts, themes and categories. The analysis involved within and cross case analysis. In this finding, the theme of “financial target”, “sociological perspective”, confidence boost”, “institutional influence”, “evaluation", and activity-based training” were appeared from the study. It was discovered that communication and positive mind set was given much importance by human resource personnel of a top-notch resort. This study’s discovery will help to bridge the skills gap phenomena faced by Malaysian graduates who are seeking jobs at the hotel industry. The educational institutions, mainly tertiary, may benefit, whereby they would know which set of soft skills to focus upon, as desired by the prospective employers. The literature review undertaken by the researcher reveals that employers globally and locally find their employees severely lacking in soft skills acquisition, whereby they are not ready for employment and may not be highly employable even if employed. The researcher also discovered that employers were reluctant to train employees with soft skills since these trained employees may finally leave them for better prospects. In view of this, it is the moral responsibility of educational institutions to seriously focus on undertaking a soft skills agenda that may eventually lead to high mastery of soft skills as required by employers. It is vital to bear in mind the fact that different industries favor different set of soft kills. Lack of qualitative studies in reference to exploring the soft skills needs of Malaysian Hotel employers gives the researcher an opportunity to undertake the respective exploratory study in the case study mode.

Keywords: soft skills, hotels, education

References

Cresswell, J.W. (1998): “Qualitative inquiry and research design: Choosing among five traditions”. London. Sage.
Hurrell, S.A., 2009. Soft skills deficits in Scotland : their patterns, determinants and employer responses.
Moss, P., C. Tilly, 2001. Stories Employers Tell. Race, SKills and Hiring in America. New York: Russel Sage Foundation.
Mushtak-Al-Atabi, (2017): “Relevance of soft skills and gratitude”. The Star online. Available Online: https://www.thestar.com.my/news/education/2017/09/03/relevance-of-soft-skills-and-gratitude/
Yin, R. (2009): “Case study research: Design and Methods”. 4th ed. Sage. California.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Proposed Framework for Resilience SCM in Tourism Base on Proactive Management Strategy During COVID-19

Majid Shoeibi[1] and Fatemeh Hamidinava[2]

[1]Department of Economics, Management and Accounting
Yazd University, Iran

[2]Department of Management
Aliabad Katoul Branch, Islamic Azad University, Iran

Abstract

The increasingly global context in which businesses operate supports innovation but also increases uncertainty around supply chain disruptions. The COVID-19 pandemic clearly shows the lack of resilience in supply chains and the impact that disruptions may have on a global network scale as individual supply chain connections and nodes fail. Supply chain disruptions arise from a "combination of an unintended and unexpected triggering event that occurs somewhere in the upstream supply chain (the supply network). SCM in tourism involves not only the basic services like accommodation, transport, restaurant, and entertainment activities, as well as other auxiliary services or those related to the tourism industry. Thus, the integrated system of tourism operators is necessary for a critical analysis of the supply chain. Resilience is an ability of a system (supply chain) to return to its original state or move to a new, more desirable state after being disturbed. A resilient supply chain can help a company sidestep a wide range of risks and, perhaps even more important, to bounce back quickly from risks that cannot be avoided. In this research, we want to present a comprehensive framework for Resilience SCM in Tourism base on a Proactive Management Strategy.

Keywords: resilience, tourism supply chain, proactive management, strategy, SCM

Evaluation of Turkish Nights as a Tourism Product: The Case of Cappadocia

Meral Buyukkuru, Eda Ozgul Katlav, and Firdevs Yonet Eren

Faculty of Tourism
Nevsehir Haci Bektas Veli University, Turkey

Abstract

The aim of this study is to evaluate the services offered by the businesses organizing Turkish Night in Cappadocia by tourist guides. The sample of the study consists of 20 professional tourist guides, as they promote the touristic products of the Turkish Night to tourists and experience these products with them. Qualitative research methods were used in this study because it provides in-depth information. Content analysis was performed on the studies obtained as a result of the literature review in order to collect data in the research and the data were collected with a semi-structured interview form. The data were analyzed with Maxqda program. As a result of the study, it was determined that Turkish Nights were an income generating product for the Cappadocia Region, according to the tourist guides participating in the research. In addition, it was found that businesses should offer this product to tourists with more care and that Turkish Nights Events should continue to be used as a touristic product by the destinations.

Keywords: Turkish night, teh touristic products, Cappadocia

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Analysis of E-Complaints Regarding Hotel Restaurants During COVID-19 Process: The Case of Antalya

Sevim Usta and Serkan Sengul

Tourism Faculty
Sakarya University of Applied Sciences, Turkey

Abstract

The study aimed to determine the customer complaints about hotel restaurants during the COVID-19 pandemic. The study was conducted in restaurants of 50 5-Star Hotels in Antalya, Turkey's most visited tourist destination. The authors consider that the findings of this study are important for comparing with the studies in current literature. Among the TripAdvisor reviews written in English between December 2019 and March 2021 on hotel restaurants, 300 complaints were detected. Of the 300 complaints, 825 content of complaint was determined. It was determined that the customer complaints are generally related to "average" services and that among the produced codes, most of the complaints were regarding food standard, menu variety, taste and flavor, serving temperature for food, reasonable price/expensive/unworthy, same meals and expectation/disappointment codes. The findings show that the hotel restaurants are inadequate in terms of food standards and menu variety; and therefore, the hotel restaurant enterprises should find solutions to these problems. This study offers several suggestions for hotel restaurants to deliver excellent quality service during the COVID-19 pandemic.

Keywords: COVID-19, hotel restaurants, e-complaints

Customer Perceptions Against COVID-19 Precautionary Measures of the Restaurants: The Case of Istanbul-Turkey

Elif Kaymaz and Sevki Ulema

Faculty of Tourism
Sakarya University of Applied Sciences, Turkey

Abstract

The research was conducted to determine consumer perceptions of the measures that restaurants should take during the COVID-19 outbreak. Restaurant measures observed by individuals who went to a restaurant at least once during the outbreak were identified. Meanwhile, new additional measures developed by the researcher were determined by the participants, and suggestions were developed for the implementation of the restaurants. The research was conducted in Istanbul, Turkey. The data were collected through a questionnaire in the research where the quantitative research method was preferred. 388 questionnaires in total were included in the study and analyzed. Analyses were performed with the SPSS software. Frequency analysis, t-test, and ANOVA test were used in the study. It was found that perceptions of hygiene and safety measures taken in restaurants did not differ according to the demographic characteristics of the participants as a result of the research. Meanwhile, it was found that the level of importance of hygiene and safety measures that restaurants should take did not differ according to the demographic characteristics of the participants. Some suggestions have been developed according to the results obtained.

Keywords: COVID-19 outbreak, food safety, hygiene

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Determination of Students' Characteristics and Perspectives About Social Entrepreneurship: A Case of Anadolu University

Muhammed Kavak, Ipek Itir Can, and Emre Ozan Aksoz

Faculty of Tourism
Anadolu University, Turkey

Abstract

Social entrepreneurship enables stakeholders to take innovative and inclusive approaches to social, environmental, and economic problems and to produce solutions to eliminate social injustice. It is not only self-sufficient by providing an economic return, but also offers people the opportunity for a more sustainable common world. Considering that, training of tourism faculty students to develop both entrepreneurial and social entrepreneur characteristics will bring the tourism industry to the forefront and lead to the increase of social, sectoral, and public benefits. Thus, the aim of this study is to examine the social entrepreneurship characteristics and perspectives of students taking tourism higher education. In the study, the Social Entrepreneurship Scale developed by Konaklı and Göğüş (2013), and the questionnaire form was applied to 203 students from Anadolu University, Faculty of Tourism in January 2020. According to the results of the study, there is a statistically significant difference between the grade factor and the self-confidence dimension. Accordingly, the relationship between the self-confidence dimension of the first graders and the second graders is significant and this relation is in favor of the first graders. Also, there are moderate and positive correlations between risk-taking and self-confidence, risk-taking and personal creativity, and self-confidence and personal creativity dimensions. In addition to these, the most common words that come to students' minds about entrepreneurship are listed as "risk, money-capital, business, self-confidence, idea". On the other hand, the words related to social entrepreneurship are listed as "society, communication, social media, self-confidence, humanity."

Keywords: entrepreneurship, social entrepreneurship, tourism, tourism education

An Exploratory Study on Cognitive Internship Perception of Tourism Students

Ozge Buyuk[1] and Gulsah Akkus[2]

[1]Ezine Vocational School
Canakkale Onsekiz Mart University, Turkey

[2]Faculty of Tourism
Izmir Katip Celebi University, Turkey

Abstract

Tourism and hospitality education fills the need of skilled employees for tourism industry. Turkey has many vocational schools which provide the qualified personnel need. Students training in these institutions concerned carry out compulsory internships in tourism enterprises. Internship is a beneficial process that leads students the opportunity to transform their theoretical knowledge into practice. However, many problems exist during the internship. During this period, interns recognize both the sector and themselves further. Positive perceptions of internship period increase the willingness of students to work in the tourism industry after graduation. So defining the students' perceptions and complaints during the internship and determining positive and negative aspects is of great importance. This study aims to determine the cognitive perceptions of students' internship and whether different before and after this stage. Qualitative data which was collected by Word Association Test (WAT) analyzed with MAXQDA Software. According to the results, the perception of students completed compulsory internship is more negative than the others. The negative statements which express students' problems, complaints and fears are work conditions, mobbing, social life, accommodation and nutrition issues. The positive perception of the students is on experience, development, and socialization matters.

Keywords: internship, perception, tourism, WAT, exploratory, qualitative

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Determination of Food Neophobia Levels of International Mersin Citrus Festival Participants

Sevda Sahilli Birdir[1], Nurhayat Iflazoglu[2], and Kemal Birdir[1]

[1]Faculty of Tourism
Mersin University, Turkey

[2]School of Tourism and Hotel Management
Mustafa Kemal University, Turkey

Abstract

Mersin Citrus Festival is considered the biggest festival of the province and is an international event held in Mersin every year. The festival aims to introduce citrus fruits, the most important agricultural product grown in Mersin. This study was carried out in order to determine the neophobia levels of attendees' and to measure their attitudes towards new foods at the 7th International Mersin Citrus Festival. Answers to four research questions were sought in the study. The data were obtained through a survey on 1-3 November 2019, using the convenience sampling method. The obtained 152 usable questionnaires were subjected to statistical evaluations and analyzed. It has been determined that the neophobia level of the participants of Mersin Citrus Festival is "neutral". In the study, it was determined that the most common expression of participants in Mersin Citrus Festival regarding their attitudes towards food was "I like to try the newly opened ethnic restaurants". This study is limited to the determination of the neophobia levels of participants and their attitudes towards the different foods of Mersin Citrus Festival. When the literature is examined, the fact that there is no study on this subject for festival participants shows the originality of the study.

Keywords: International Mersin Citrus Festival, food neophobia, Mersin

An Examination of Representations for USA in Tourism Brochures for Chinese Market

Yasong Wang

The College of Health and Human Services
Indiana University of Pennsylvania, United States

Abstract

This study exposed the complex nature of tourism representation and examined the photographic representations for U.S destinations in tourism promotion brochures published by National Tour Association, a U.S.-based trade association to have a tour operator program approved by the China National Tourism Administration. 537 pictures were collected from the brochures distributed to leisure travel professionals in China. The visual methodologies were employed. The results indicate almost the same top popular destinations have been represented more frequently in the selected brochures as those shown in the official report about the top U.S. destinations for Chinese tourists from the U.S. Department of Commerce. The major difference is the brochures focus more on the destinations featuring the natural landscapes rather than the destinations known for entertainment and exotic cultures. Meanwhile, the study results reveal that the most pictures in the studied brochures are about education. The most significant finding to the present study is the static status of representing a dynamic country. Such finding demonstrates how the mainstream culture in a society has been controlling the interpretation of its own society to others.

Keywords: images, Chinese tourists, US destinations

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Conceptualization of Ecotourism Service Experiences Framework From the Dimensions of Motivation and Quality of Experiences: Four Realms of Experience Approach

Jennifer Kim Lian Chan

Faculty of Business, Economics, and Accountancy
University Malaysia Sabah, Malaysia

Abstract

The paper explored ecotourism service experience dimensions from the ecotourists' motivations and quality of experiences. Based on these empirical dimensions, an ecotourism service experience framework is conceptualized and guided by the four realms of experiences. A total of 51 international ecotourists were interviewed at the ecolodges. Motivation responses and quality of experiences were analyzed using thematic analysis. Findings of motivation dimensions were cross-checked with the dimensions of quality of experiences. Consistent findings revealed that tangible – wildlife and nature/environment, learning, being away from workplace/home (escapism), aesthetic (amusing scenery) and entertainment experiences driven from river boat cruise, cultural performance and viewing wildlife are key dimensions of ecotourism service experiences. Suggested ecotourism service experience dimensions can be interpreted as educational, aesthetics, escapism, and entertainment, similar to the four realms of experiences and fit well with the experience economy model of Pine and Gilmore (1999). A novel approach to explore and interpret ecotourism service experience, which is subjective, individualistic and interpretive. An ecotourism service experience framework encapsuling the core ecotourism service dimensions is proposed. It serves as a beneficial guide for ecotourism operators and destination managers to offer quality ecotourism experiences. Findings have implications for the management and marketing of ecotourism destinations and experiences.

Keywords: ecotourism service experience dimensions, motivations, quality of experiences, four realms of experience, experience economy model, service experience framework

Factors That Prevent Participation of Tourists in Online Co-Creation Activities

Resat Arica[1], Feridun Duman[2], and Abdulkadir Corbacı[1]

[1]Faculty of Tourism
Adiyaman University, Turkey

[2]School of Tourism and Hospitality Management
Batman University, Turkey

Abstract

The study aimed to identify the factors that prevent tourists from participating in online co-creation activities. With this aim, the study sample was selected from the tourists who travelled to Istanbul, who did not participate in co-creation. The data were collected through the questionnaire technique, then, analyzed with descriptive and exploratory factor analysis. The findings of the study showed that three factors prevented the tourists from participating in online co-creation activities. These factors were named as (i) lack of knowledge, (ii) lack of participation in social communication networks, and (iii) personal perceptions of co-creation. Lack of knowledge is the most important factor preventing the tourists participating in online co-creation activities. The study further suggested some solutions to the problems faced by the co-creation strategy in practice.

Keywords: service dominant logic, co-creation, co-creation barriers, tourism, technology

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Does Coronavirus (COVID-19) Transform Travel and Tourism to Automation (Robots)?

M. Omar Parvez[1], Ali Ozturen[1], and Cihan Cobanoglu[2]

[1]Faculty of Tourism
Eastern Mediterranean University, Turkish Republic of Northern Cyprus

[2]Muma College of Business
University of South Florida, United States

Abstract

Global coronavirus is the name of consternation. It has a depraved impact on world health, the international economy, as well as the travel, tourism, and hospitality (TTH) industry. The World Health Organization (WHO) already declared an international public health emergency in the concern of cases and deaths. Tourism is a human-intensive industry, but on one side, the circumstances of the virus separate people from personal interaction, on the other side, technological development offers automatic robots to the service. So the future of the TTH might be transformed toward automation (robots). The paper aims to extend the knowledge by investigating and elaborate potential usage and effects of automatic robots in the TTH industry. The analysis can support the industry to overcome the effects of the Coronavirus (COVID-19) epidemic with the help of automation.

Keywords: coronavirus (COVID-19), travel, tourism, hospitality, automation, robots

Analysis of Effectiveness of Industrial Exposure Training Undertaken by Students of Hospitality Management in Star Hotels

G. Saravana Kumar

Department of Engineering Design
University of Bengaluru, India

Abstract

Industrial exposure training is mandatory for all hospitality Management students which are created to enable students learn practically in the real hotel atmosphere the operations of various departments and the practical skills. Bigger hotels have Training Manager and also learning & development Director who provide induction and also training for the students in various departments. This study is done to analyze two aspects of the IET i.e. if Students learning experience really happens and if hotels providing learning oriented training. These students who go for industrial exposure training need to be handled in a different manner and not to be treated as a regular staff and given tasks accordingly. The study is conducted using primary research with 120 students of various hospitality institutions who underwent industrial exposure training in various 5 star hotels in India. Standard questionnaires were issued to students and data obtained. Three hypothesis were framed and data tested using statistical tools like SPSS and Smart PLS. The results obtained are discussed in the findings of the article and this topic finds importance since student's internship should be beneficial to them in the learning point of view. Industry and Institution need to collaborate with each other so that both sides are benefitted and hoteliers should also take guest lecture for students and students should also be invited to hotels for any competitions and other activities apart from training. This study also examines if the students are being exploited by hotels during internship.

Keywords: IET, internship, hotel training, hospitality training, on the job training

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Efficiency of Internal Control Systems and the Effect of Organizational Structure and Culture on Internal Control Systems in Accommodation Industry

Kadriye Alev Akmese[1] and Ali Ilgaz[2]

[1]Department of Tourism Management
Selcuk University, Turkey

[2]Department of Accounting and Financial Management
Necmettin Erbakan University, Turkey

Abstract

Accommodation businesses are based on a structure of producing services and customer satisfaction. Due to this relationship, non-financial information stands in the forefront among various evaluations for these businesses. Additionally other Dynamics need to be under control in order to attain the middle and long-term business profitability and sustainability. At this point internal control is considered as a vital system, which provides the chance of evaluating crucial characteristics of the business that seem to be functioning at the background such as financial position, structure and operating. In this study, the effectiveness of internal control systems in accommodation businesses is evaluated and the impact of organizational structure culture on the internal control system is tried to be measured. Literature review revealed that research studies are carried out based on regions or individual business entities. Deficiency regarding to the internal control efficiency research on hotel businesses formed the study base and five star hotels operating in Turkey are selected as the sample within the scope of study as to attain the most possible comprehension. Study findings revealed that five star hotels attributed a great importance to the utilization and efficiency of internal control systems.

Keywords: tourism, internal control systems, internal control efficiency, operations and internal control

All Aboard! Is Space Tourism Still a Fantasy or a Reality: An Investigation on Turkish Market

Emrah Tasarer, Vahit Oguz Kiper, Orhan Batman, and Oguz Turkay

Faculty of Tourism
Sakarya University of Applied Sciences, Turkey

Abstract

This paper aims to investigate the spending limit of space enthusiasts in Turkey. To determine this, space tourism activities are divided into 3 sections as earth-based space tourism activities, suborbital and orbital space tourism activities. Data were collected through one of the biggest open-air events held yearly by space enthusiasts. In addition to that, researchers reached social media groups which are solely focused about space tourism. 1041 questionnaires were collected which are available for analyses. According to additional variables about interest on space tourism, the sample of this research is highly interested in space tourism although they have limited budget for space tourism activities due to currency difference in Turkey and international market.

Keywords: space tourism, Turkish market, spending limits

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Ethical Perceptions of Housekeeping Department Employees: A Study in İzmir Province

Tuba Turkmendag[1] and Bayram Sahin[2]

[1]Faculty of Tourism
Ataturk University, Turkey

[2]Faculty of Tourism
Balikesir University, Turkey

Abstract

This study aims to determine the ethical perceptions of housekeeping employees. The field research in the study was conducted with the housekeeping department employees of the hotel enterprises operating in the central district of İzmir in Turkey. The quantitative research method was used in the research and the convenience sampling method was used in collecting the data. The frequency analysis, difference analysis, and relationship analysis were conducted through Jamovi software. Research findings show that the ethical perceptions of housekeeping department employees are high. Further, male employees' perceptions of ethics were higher and there was no significant difference according to their age and educational level. There was no significant relationship between employees' job satisfaction levels and their perceptions of ethics. Determining the ethical perceptions of the housekeeping department employees was important because employees of this department are intensely in relationship with the customer and the adoption of an understanding of working in accordance with ethical principles and rules will directly affect the perception of satisfaction and trust of customers.

Keywords: ethics, tourism, housekeeping department

The Place of Kazakhstan Tourism Sector in the Countries of the Region in Terms of Transportation Infrastructure

Maiya Myrzabekova[1], Muhsin Halis[2], and Zafer Camlibel[3]

[1]College of Foreign Languages
Ankara Haci Bayram Veli University, Turkey

[2]Faculty of Economics and Administrative Sciences
Kocaeli University, Turkey

[3]Department of Foreign Languages
Sakarya University, Turkey

Abstract

For most countries with high tourism potential in today's world to develop economically and provide the foreign currency income it needs, it is necessary to increase the level of employment, market share and revenues it receives in the national sense. Because of this, many countries are engaged in relentless competition with each other in the international tourism sector. The different dimensions of the concept of National Competitiveness have attracted the attention of many researchers from various disciplines. While the discipline of economics makes the concept of competition a subject of examination at the international level in the light of the country's macroeconomic indicators, the discipline of management is concerned with the international dimension of competition at the firm, sector, and national level. In other words, two different disciplines are trying to explain the national competitiveness by making different analysis units the subject of examination. As a result of this, different disciplines explain national competitiveness depending on different dynamics and are able to make different interpretations regarding the result. This study tries to explain the competitiveness of Kazakhstan's tourism sector within the Eurasian region within the framework of infrastructure and transportation infrastructure, considering the dynamics on which national competitiveness depends both in terms of the discipline of economics and the discipline of management. In particular, the difference in the development situations of countries and the need to explain the competitiveness of the tourism sector with the dynamics of transport and logistics infrastructure because of this difference in development are important. For this purpose, it has been tried to reveal the competitiveness of Kazakhstan comparatively by analyzing the data obtained from the second data sources.

Keywords: Kazakhstan, tourism, infrastructure, transportation, technology

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Impact of Effective Implementation of Customer Relationship Management to the Success of Hotels in Afikpo North Local Government of Ebonyi State, Nigeria

Ogboagha Callister and Managwu Lilian

Department of Hospitality Management & Tourism
Akanu Ibiam Federal Polytechnic, Nigeria

Abstract

This study assessed the impact of effective implementation of customer relationship management to the success of hotels in Afikpo North. The researchers formulated three objectives and one hypothesis for the purpose of the study. A total of eighty (80) respondents were sampled for the study. Questionnaire and personal interview were the instruments used for data collection. Relevant data collected were analyzed using simple percentages and Analysis of Variance (ANOVA) was used to test the hypothesis. The findings of the study showed that product customisation, long term relationship, customer loyalty and return on investment were the importance of Customer Relationship Management on hotel establishment. Also, the researcher found out that inspite the above importance of CRM to hotels, there exist factors affecting effective implementation of Customer Relation Management in hotel establishment and made ways forward to the factors. Based on the findings, the researcher concluded that despite the factors affecting CRM, there exist numerous benefits. Therefore the researcher recommended that hotels in Afikpo North should adopt a Customer Relationship Management technique if they want to survive in this dynamic business environment.

Keywords: customer relation, management and hotels

The Impact of U.S. Cuba Policies on Cuban Tourism Industry: Focus on the Obama and Trump Administration

Jukka M. Laitamaki[1], Antonio Diaz Medina[2], and Lisandra Torres Hechavarria[2]

[1]New York University School of Professional Studies
Jonathan M. Tisch Center of Hospitality, United States

[2]Faculty of Tourism
University of Havana, Cuba

Abstract

The difficult United States - Cuba foreign relations have shaped the Cuban tourism industry from pre-revolution times when Cuba was the most popular Caribbean destination for American tourists, to the post-revolution events including the economic blockade established by President Kennedy. American presidents have used the U.S. Cuba policies to control American tourists' access to Cuba. This study investigates the impact of U.S. Cuba policies on the Cuban tourism industry with a focus on the Obama and Trump administrations. It estimates the impact of Obama and Trump Cuba policies based on the number of U.S. tourist arrivals between 2014 and 2019. The study addresses these impacts in the context of the growth of the Cuban tourism industry between 1990 and 2019 in terms of tourist arrivals from key source markets. This study concludes that the Cuban tourism industry has been strongly influenced by the U.S. Cuba policy during the Obama and Trump administration. Starting in 2009 President Obama improved the U.S. - Cuba relations and in 2017 the U.S. became the largest source market with 1,228,680 Americans visiting Cuba. This growth reversed to a drastic decline in 2019 as President Trump's travel restrictions started to have a major impact.

Keywords: U.S. Cuba policy, Cuban tourism industry

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Effects of COVID-19 Epidemic on Guided Tours and Alternative Tour Samples From Turkey

Bayram Akay

School of Tourism and Hotel Management
Burdur Mehmet Akif Ersoy University, Turkey

Abstract

The purpose of this research is to evaluate the effect of covid-19 on guided tours and examine the alternative tour examples that have emerged in Turkey during the pandemic. In this study, qualitative research method was used and data analyses were conducted using content analysis. The content analysis have been made through the statistics, reports and qualitative research methods by tourism portals (Tourism current, tourism news), UNWTO, Turkish Statistical Institute (TSI), Association of Turkish Travel Agencies (TÜRSAB and Republic of Turkey Ministry of Culture and Tourism (ATTA). In Turkey during the pandemic, the number of tourists decreased by 70% and tourism revenue decreased by 65%. Travel agencies in Turkey have produced alternative tour solutions such as online tours, live tours and virtual trips to guided tours, which come to a standstill. Travel agencies have welcomed thousands of tourists on these tours and will continue to do so in the future by establishing a digital tour department. Technological developments can be combined with innovative approaches to offer alternative solutions to tourists. The paper examine the effect of covid-19 on tourism, travel agency as well as guided tours and contributes towards innovative strategies for integrated and regional online, online and virtual tours of destinations such as naturel, cultural, historical reserves and other tourist attractions.

Keywords: COVID-19, tourism, crisis, guided tours, Turkey

The Effect of the Usage of Virtual Reality in Tourism Education on Learning Motivation

Sarp Tahsin Kumlu and Emrah Ozkul

Faculty of Tourism
Kocaeli University, Turkey

Abstract

Humanity has developed with technology by following the new products that emerge throughout their lives. Technology, especially in education, enables students to show interest by having different and fun experiences in the course. It is thought that technology in applied and theoretical courses is also considered to be important in tourism education just as it is in engineering, architecture, and medicine as an effective tool for students to enjoy and succeed in the course. Besides that, it is possible to say that it is easier for students to access information and save time with technological tools. In the 21st century, educational establishments have started to benefit from many technological innovations. One of these innovations, which is Virtual Reality (VR), enables students to be motivated to the course with a fun and different experience by breaking their connection with the outside world. This study aims to measure the difference and the effect of using virtual reality in tourism education in terms of motivation in learning compared to video usage. The population of the study is composed of students in Tourism Department at Çukurova University, Turkey and the sample consists of students from the School of Tourism and Hotel Management in Çukurova University, Turkey. 60 students participating in the study have been selected with convenience sampling, experimental design has been used in the study, and their data have been collected by questionnaire technique. In the research findings, it has been determined that the use of virtual reality differs from video usage in some aspects in terms of student motivation and it is the more effective tool.

Keywords: technology, virtual reality, motivation of learning, innovative product

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Social Media Marketing in Rural Hospitality and Tourism Destination Research

Samuel Adeyinka-Ojo and Shamsul Kamariah Abdullah

Faculty of Business
Curtin University, Malaysia

Abstract

An increasing number of studies have been dedicated to the application of social media in the marketing of hospitality services and tourism destinations. However, there exists a lack of extant literature dedicated to exploring how social media can be used in the marketing of hospitality and tourism in rural destinations. In order to achieve the objectives of this paper, the methodology adopted, and samples used for the analysis of literature review composed of relevant papers published in hospitality and tourism journals on social media framework, social media marketing (SMM), rural hospitality and tourism (RHT) destinations. These existing literature works were reviewed, and content analysed. Findings indicate the roles of SMM in the pre-travelling, during-travelling, and post-travelling stages of the tourists' travel planning activities. Eight social media tools were identified for the marketing of RHT destinations. Findings also show lack of internet infrastructure, dedicated mobile apps and website as challenges of adopting SMM in the promotion of RHT offerings by the destination's management and marketing organisations. Managerial implications suggest that social media will play important roles in the repositioning of hospitality and tourism in rural areas now and in post COVID-19 pandemic and new normal era. Theoretical implications and direction for future research are discussed.

Keywords: social media marketing, hospitality, rural tourism, social media tools, web 2.0

Using Gamification in the Hospitality and Service Industry: Train, Retain and Motivate

Dene Williamson

Tapia College of Business
Saint Leo University, USA

Abstract

Two decades ago, internet technologies were in their infancy – fast forward and today these technologies are an integral part of everyday life, including the way we consume, learn and manage hospitality and service industry properties. In turn, as part of an exploratory research project the present research seeks to explore how emergent technologies are influencing the learning, teaching and industry practice. In so doing the research symposium has two principle objectives: Explore how the use of teaching technologies, namely 'simulation technologies and technology mediated 'gamification' can be used in undergraduate hospitality management curriculum design to enhance student engagement and learning and teaching outcomes? So as to understand, How can/should industry professionals within the hospitality and service industry capitalize on gamification to train, retain and motivated employees working in this industry. Finding a way to deliberately prepare students to be ready to work for a sport property should be considered a top priority for academicians. Implementing and training students to understand and use sport industry specific software in the classroom could be considered one way to bridge this disconnect. It has been stated that the Millennial generation "prefer to use the latest social technologies and innovation platforms to communicate and collaborate on-the-job" (Miseter, 2012). By incorporating platforms within the academic setting and used by service and hospitality properties, these innovative platforms will not be foreign to the Milleneals who accept their first job working for an organization in the service industry. By 2020, 50% of Millennials will have logged over 10,000 hours on some type of gaming platform before the age of 21; a statistic that represents the same amount of time that a 21 year-old has spent in school from 5th to 12th grade (Schore, 2011). This merely indicates a need for learning and engagement in academia and the hospitality and sport industry to consider the positive impact of utilizing a web based or gaming platform in the classroom or in a job setting (Shore, 2011). A report from the New Media Consortium (Johnson, et. al., 2013) explains how technological platforms, in particular, internet driven technologies have and continue to impact tertiary education and business contexts. Drawing on Karnad (2014), gamification is conceptualized as a useful context in which to encourage students to engage with complex concepts and that games simulating the cognitive skills required in real-world situations are more likely to lead to successful learning outcomes and as we overcome the disconnect between educators expectations and practitioners needs. Hence, gamification can provide students with a more authentic context to develop critical thinking and communication skills, and while this type of learning may be 'complex', authentic best practice learning drawn from sustained activities incorporating realistic situations produce more realistic outcomes (Herrington, Reeves & Oliver, 2010). Today's generation does not lack the skills to succeed in the workforce, but rather lacks the experiences necessary to develop the skills and habits that are critical to succeeding at their job. Using the latest research into how gaming mechanics can be used to place students in situations that enhance the likelihood of developing the necessary skills for the workforce. Understanding how these Apps work and are being utilized is a key segment for this industry. An exploration of

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

a specific App will be discussed which has become a trendsetter for the industry. This platform is not only preparing students for a career in the service and hospitality industry but is being utilized by companies worldwide. With the majority of service jobs starting in a sales or revenue generating role, our education must adapt to the increased demand of employers to hire candidates that have a better, and deeper understanding of how to perform in sales. "The Service and hospitality industry faces multiple challenges in regards to employee motivation, talent retention and job related issues. The engagement of the employees has been identified as one of the important element to manage these challenges. Gamification is an emerging concept that helps in improving user engagement and user experience" (Dexter & Yazdanifard, 2015) It has been stated that web based or mobile platforms for employee training helps companies onboard employees faster, upskill them better, and motivate them for work using games. With a mobile-first approach to preparing the modern worker, a library of quick burst employee skill games, and the option for personalized content, gamification is changing the way organizations think about their training – from a one-time boring onboarding experience to a continuously used motivation tool (Tyson, 2019). During the symposium, in addition to exploring research on gamification and learning, and its importance to the hospitality and service industry, we will demonstrate a platform being used at Saint Leo University in Florida, USA. The platform is currently utilized by a multitude of international hospitality and service companies. By giving students the opportunity to understand and gain hands on experience with these platforms and technology currently being used in the industry, both the hospitality industry and the student will benefit. Anecdotal evidence will be provided from current students and alumni in the profession regarding their experience with gamification platforms and how it has better prepared them for their future.

Keywords: gamification, hospitality, training, sport

The Effect of COVID-19 Phobia on Holiday Intention

Halil Akmese and Ali Ilgaz

Faculty of Tourism
Necmettin Erbakan University, Turkey

Abstract

Since the day of human existence, millions of people have traveled from their places to different regions for many reasons. A number of negative factors such as war, natural disasters and epidemics damaged this ongoing dynamic structure of tourism with varying extensions. The new type of coronavirus (Covid-19) epidemic that emerged in December 2019 has also affected tourism activities and individuals' intentions and motivations to go on holiday. The main purpose of this research is to measure the effect of Covid-19 phobia on individuals' holiday intentions. The sample of the study was 388 people. In the research, a questionnaire form was chosen as the data collection tool. The questionnaire form generally consists of two parts. In the first part of the questionnaire form, statements that help to determine the demographic characteristics of the individuals participating in the study, and in the second part, to measure the levels of individuals' Covid-19 phobia and their intention to go on holiday are included.

Keywords: tourism, holiday intention, COVID-19 phobia

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Influence of Study Travel on Quality-Oriented Education: The Case of Handan, China

Wang Jingya and Alaa Nimer Abukhalifeh

Sol International Hotel Management School
Woosong University, South Korea

Abstract

In recent years, the State has vigorously promoted quality-oriented education and thoroughly improved the comprehensive quality of primary and middle school students' learning. Study travel is an important way to promote quality-oriented education in primary and middle schools and has received wide attention from all sectors of the community. At the end of 2016, the Ministry of Education and 11 other departments officially issued the Opinions on Promoting Primary and Middle School Students Study Travel, which was officially included in the primary and secondary school education and teaching plan. As a new teaching form, how does study travel develop, and does it achieve the goal of quality-oriented education? This paper takes the junior high schools in Handan city, Hebei province, as examples to analyse the relationship between study travel and quality-oriented education, using interviews. At the same time, it points out the problems existing in the development process of study travel and provides some suggestions.

Keywords: study travel, quality-oriented education, junior high school, Handan City, Hebei province

Significance of VR in the Spa: A Spatial Analysis

Irini Lai Fun Tang[1], Schultz Zhi Bin Xu[1], and Eric Chan[2]

[1]Faculty of International Tourism and Management
City University of Macau, China

[2]School of Travel Industry Management
University of Hawaii at Manoa, USA

Abstract

The pandemic became a real part of daily life. We do not know whether it was God's will or fate to halt worldwide travel. Both worldwide travelers and those who prefer to stay close to home were made more hyper aware of their physical and mental well-being. Keeping healthy and remaining well in terms of living a quality life became a priority. In this regard, spa visitors also desired to visit or travel somewhere else when the opportunity arose and the cost is affordable. Virtual Reality (VR) was one of the Smart Technologies that helped serve this wanderlust need when people visited spa centers. However, the questions remained how can spa practitioners adopt VR in their operations. Should VR be used while enjoying spa treatments in the treatment room, or will the possibility of VR travel attract more customers? In this research, we investigated and explored the possibility of adopting VR as part of the spa experience. The article evaluated various stages of the spa and wellness experience and quantitative analysis using a multiple regression model was completed. In this direction, we understood how spa guests perceived the usefulness of and importance of VR at Check-In, Waiting Room, Treatment Room, and Check-Out. Conclusions and suggestions helped to shed light and allow spa practitioners, owners, and marketers make better decisions to improve spa facilities for service enhancement and experience creation.

Keywords: perceived significance, smart technologies, spa and wellness, virtual reality

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

What Are Tour Guides Most Praised for? A Sharing Economy Perspective

Derya Demirdelen-Alrawadieh[1] and Ibrahim Cifci[2]

[1]Department of Hotel, Restaurant and Catering Services
Istanbul Ayvansaray University, Turkey

[2]Department of Tourism Management
Istanbul University, Turkey

Abstract

This study aims to identify the key themes featuring tour guides who promote their services through the sharing economy landscape. A content analysis approach was applied to 229 online reviews posted on Tours by Locals by tourists who bought tours in Istanbul. Findings reveal two key themes that summarize how tourists view local tour guides in the sharing economy. These were labelled as interpersonal skills (e.g., good communication, helpfulness) and competence (e.g., knowledge about the history and culture of the attractions). The proposed themes can be useful for both service providers and destination management organizations.

Keywords: sharing economy, tour guides, online reviews, tours by locals

Strategic Consciousness and Business Performance Relationship of Open Innovation Strategies in Food and Beverage Businesses

Muhsin Halis[1], Kazim Ozan Ozer[2], Hasan Cinnioglu[3], and Zafer Camlibel[4]

[1]Faculty of Economics and Administrative Sciences
[2]Faculty of Tourism
Kocaeli University, Turkey

[3]Faculty of Tourism
Iskenderun Technical University, Turkey

[4]Department of Foreign Languages
Sakarya University, Turkey

Abstract

The purpose of this study is to examine the effect of open innovation strategy on the performance of businesses within the framework of the strategic consciousness instrument of the relationship. Innovation has been researched in many ways with its performance enhancing effect for all businesses and the relationships between innovation and business performance have been proved. The open innovation paradigm focuses on the scope of collaboration with different stakeholders. There is less research on the relationship between open innovation and business performance in hotel businesses. For this purpose, the top managers of food and beverage businesses operating in Istanbul have been chosen as the universe. Data were collected from 405 administrators who responded to the surveys. The data collected through open innovation, strategic consciousness and business performance scales were analysed by SPSS, AMOS and Process macro programs and the results were reported. According to the results of the research, the relationship between open innovation and business performance, between open innovation and strategic consciousness, and between strategic consciousness and business performance was determined. As a result of the test conducted with the SPSS process plugin regarding the mediating effect of strategic consciousness, the mediation effect was determined. Research results are limited by the use of cross-sectional data and dependence of the participants on their perceptions and experiences. Therefore, future research should be based on more comprehensive quantitative measurement techniques and more longitudinal design. To date, the relationship of open innovation performance has not been thoroughly investigated in many studies. In this study, the mediating effect of strategic consciousness in the relationship between open innovation and business performance in food and beverage businesses was examined and contributed to the literature gap in this field.

Keywords: food and beverage businesses, strategic consciousness, business performance, innovation strategies, open innovation, open innovation strategies

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Leadership, Proactive Personality and Organizational Outcomes: Role of Parallel Mediation in Pakistani 3-Star Hotels

Shahbaz Sharif

Business School
University of Veterinary and Animal Sciences, Pakistan

Abstract

Service-oriented industries often find it difficult to develop a uniform standard to ensure employee performance. The emergence of industrial technologies has proven to pose new challenges for the traditional hospitality and tourism sector. Therefore, hotel industries are focusing more on leader-followers' relation to cope with the challenges brought by the Industrial Revolution 4.0. The hospitality industry is also facing similar challenges. Drawing from well-established theories, this study aims at exploring the direct and indirect relationship including parallel mediation between employee performance and both transformational leadership and proactive personality. By testing a multilevel mediation analysis, the study used a structural equation modeling technique using PLS-SEM. This study employed the Quota sampling technique to collect data from the respondents. The study administered online survey questionnaires to 10 each of 30 Pakistani 3-star hotels, Lahore. The study investigated the significant direct impact of transformational leadership and proactive personality on organizational outcomes except for work engagement. Furthermore, this study explored significant mediating links between employee performance and both transformational leadership and proactive personality but work engagement was not found to have mediating link between employee performance and both transformational leadership and proactive personality. Moreover, the study provides guidelines and support to hotel managers to learn how and when the hotel' employees perform good services.

Keywords: transformational leadership, proactive personality, organizational outcomes, multilevel mediation model, 3-stars hotels

A Study to Determine the Perception of English-Speaking Travelers on Destination Personality of Turkey

Oguzhan Dulgaroglu, Lutfi Atay, and Sinan Gokdemir

Faculty of Tourism
Canakkale Onsekiz Mart University, Turkey

Abstract

Destinations are important tourism products to attract tourists. Destinations are places with different attractions to travel and visit (Melian-Gonzalez and Garcia-Falcon, 2003: 720). Individuals usually travel to destinations to get their tourism needs. The attractions for tourists in destinations are natural beauties, history and culture (Buhalis, 2000: 97). Attractions are desirable for travellers and they like to explore the sites. Tourists could travel to different places due to such factors. Therefore, destination is an area where the individuals desire to be in (Meethan, 1996). In order to be in the interest of potential travellers, destination management in tourism sites should set up a planning and policy for the destination. This is very important to benefit the potential of destination to maximize the benefit of destination and to provide a sustainable destination. At this stage each destination can focus on her individual values and highlights. Destination personality concept is one of the variables to apply in determining the tourism policies of destinations. Destinations compete to each other to control the market share and they use their diversity and differences to dominate the perception of travellers. Destination personality is very important tool to control the image in minds of the travellers. Turkey is one of the leading tourist receiving countries and she was sixth among the tourist receiving countries in 2019 (UNWTO, 2020). There are some studies in the literature on measuring personality of some destinations of Turkey (Sahin and Baloglu, 2009; Kılıç and Sop, 2012; Can et al. 2018). One of the studies is personality of Turkey as a country. In the study by Can et al. (2018) research samples are consisting of tourists only in Antalya, Çanakkale, Muğla and Van destinations. Data is collected from limited destinations in the country. Turkey is a big country and has different destinations like Istanbul, Cappadocia, Pamukkale, Ephesus as well. Turkey has great potential with remains of different civilizations hosted in Anatolia and cultural tours covers all these attractions. Cultural tours in Turkey covers the highlights of Turkey and the participants of the tour can reflect more realistic finding about the perceptions of tourists about Turkey as a country. Therefore, this gap is concerned as a research gap to study. This study is designed to cover this research gap and the tourists who have been in Turkey as part of cultural land tour of Turkey highlights are determined as research sample of study. The aim of this study is to determine the destination personality of Turkey on the perception of travellers who have been in main destinations of Turkey once. Besides, the finding of this study could provide some data for decision makers in tourism sector of Turkey. Personality refers to human characteristics. Transferring human traits to a destination could make it more attractive and memorable. Brand personality is predicted as personality traits associated with people to characterize a brand. (Batra et al., 1993; Aaker, 1997). The concept of destination personality has emerged as a result of the characterization of destinations with human characteristics like brands. Destination personality is described as "the set of human characteristics associated with a destination", and has drawn attention in tourism marketing literature (Keller, 1993; Papadimitriou et. al., 2015). Destination personality has been defined as "the setting of human characteristics associated with a destination comprehended from a tourist perspective"

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

(Ekinci and Hosany, 2006). One of the first study efforts focusing on destination personality has been conducted by Ekinci and Hosany (2006). Their study has applied that destinations have personalities that represent characteristics of excitement, sincerity and conviviality. D'Astous and Boujbel (2007) have propounded a destination personality scale designed particularly for countries that included the six dimensions of wickedness, agreeableness, assiduousness, snobbism, conformity and unobtrusiveness. Likewise, Kumar and Nayak (2014) have generated a destination personality scale for measuring personality of tourism destinations. Additionally, Kim and Lehto (2013) have used a mixed methods approach to investigate personality traits of South Korea focusing principally on differences between the country's projected and noticed personality. Since English is a worldwide language, English-speaking tourists are preferred to collect data in this study. There are some studies in the literature on measuring destinations' personality from English-speaking tourists perspective (Ekinci and Hosany, 2006; Sahin and Baloglu, 2009; Usakli and Baloglu, 2011; Kılıç and Sop, 2012). Additionally, Can et. al. (2018) have the outcomes of the research confirm the previous literature that tourists' personality characteristics are associated with tourism destinations. The findings of their research indicate that the perceived destination personality of Turkey is two dimensional: competence-sincerity and sophistication-ruggedness. Can et. al (2018) carried out the study with tourists from Iran, Belgium, Germany, Russia, Iceland and other countries. Data collection was limited in four destinations of Turkey; Antalya, Van, Muğla and Çanakkale on Can et. al study. At this study sampling is tourists who participated in organized cultural tours covering main highlights of Turkey like Istanbul, Çanakkale, Pergamon, Ephesus, Pamukkale and Cappadocia. The study is aimed to determine the destination personality of Turkey on the perception of English-speaking travellers who participated in cultural package tours including main highlights of Turkey. The questionnaire forms are consisting of two parts; first part is the Kumar and Nayak (2014) scale with 32 expressions measuring destination personality for countries and second part is demographic variables with 10 questions. The questionnaire form is prepared online as Google survey form and the link is shared with tourists who have been on organized cultural tours in Turkey. Two of researchers are English-speaking professional tourist guides and their network has been used to reach the sample from March 1st in 2021 to the date we collect enough data to analyze. Convenience sampling method is used in this study. Sample size of the study is 145 for now (till 14th April 2021). Sample size will be increased for the full text in the following days. When sufficient sampling is reached, re-analysis will be carry out for the full text. That's why researchers put open ended date. Because of time limit researchers analyzed the collected data until April 14th. Researchers will keep collecting data and update analyzes before they modify this study to manuscript for a journal. The data that collected so far is analyzed in SPSS analysis program. In this study, explanatory factor analysis of the collected data has been performed after the reliability (Cronbach's Alpha (α) = ,836) and validity of the scale (KMO = ,803) has been provided. Traits that are revealed after explanatory factor analysis are named by making use of the literature. Thus, the destination personality of Turkey is determined with vibrancy-excitement, courteousness, viciousness, tranquility and conformity dimensions. Dimensions of the destination personality of Turkey has been named by considering Kumar and Nayak's (2014) scale. It has been determined that the most reflecting dimension to destination personality of Turkey is "vibrancy-excitement" dimension. This finding could be attributed to the fact that the average age of the country is younger compared to other countries and she has various exciting tourism attractions. Although both studies have been conducted for a similar purpose, in the Can et al.'s study (2018), the personality of the destination of Turkey has been determined with "sincerity-competence" and "sophistication-ruggedness" dimensions. As for in this study, destination personality of Turkey has been determined with five dimensions (vibrancy-excitement, courteousness, viciousness, tranquility and conformity). The differency of results in the two studies could be attributed to the fact that the two studies have been conducted at different times and sampling. On the other hand, destination marketers in Turkey could benefit from the results obtained in this study for their strategies. For future studies, it may be recommended to researchers that determine to destination personality of other countries as well. Then they could compare the results of their studies with the results that revealed in this study. With this study, it is revealed that the destination personalities of the countries could also be determined. Thus, the marketing of countries has been facilitated. According to the results of destination personality studies like this study, the image strategies of countries could also be determined.

Keywords: tourism, tourism marketing, destination, destination personality, Turkey

References

Aaker J. L. (1997). Dimensions of brand personality. Journal of Marketing Research, 34(3), 347-356.

Batra R, Lehmann D. R., & Singh, D. (1993). The Brand Personality Component of Brand Goodwill: Some Antecedents and Consequences. In D. A. Aaker & A. L. Biel (Eds.), Brand Equity and Advertising's Role in Building Strong Brands, (pp. 83-96). Lawrence Erlbaum Associates, Hillsdale, NJ.

Buhalis, D. (2000). Marketing the competitive destination of future. Tourism Management, 21(1), 97-116.

Can, A. S., Alaeddinoğlu, F., Alkaçır, G., & Ferens, E. (2018). Destination brand personality of Turkey as a place of travel, The Journal of Social Sciences Institute, IWACT'18 Special Issue, 7-22.

Cobanoglu, C., & Cobanoglu, N. (2003). The effect of incentives in web surveys: application and ethical considerations. International Journal of Market Research, 45(4), 475-488.

Ekinci, Y., & Hosany, S. (2006). Destination personality: An application of brand personality to tourism destinations. Journal of Travel Research, 45, 127-139.

d'Astous, A., & Boujbel, L. (2007). Positioning countries on personality dimension: Scale development and implication for country marketing. Journal of Business Management, 60, 231-39.

Keller, K. L. (1993). Conceptualizing, measuring, and managing customer-based brand equity. Journal of Marketing, 57, 1-22.

Kılıç, B., & Sop, S. A. (2012). Destination personality, self-congruity and loyalty. Journal of Hospitality Management and Tourism, 3(5), 95-105.

Kim, S., & Lehto, X. Y. (2013). Projected and perceived destination brand personalities: The case of South Korea. Journal of Travel Research, 52, 117-30.

Kumar, V., & Nayak, J. K. (2014). The measurement & conceptualization of destination personality. Tourism Management Perspectives, 12, 88-93.

Meethan, K. (1996). Place, image and power: brighton as a resort, the tourist image, myths and myth making in tourism. England: John Wiley & Sons Ltd.

Melian-Gonzalez, A., & Garcia-Falcon, J. M. (2003). Competitive potential of tourism in destinations, Annals of Tourism Research, 30(3), 720-740.

Papadimitriou, D., Apostolopoulou, A., & Kaplanidou, K. (2015). Destination personality, affective ımage, and behavioral ıntentions in domestic urban tourism. Journal of Travel Research, 54(3) 302–315.

Sahin, S., & Baloglu, S. (2009). Brand personality and destination image of Istanbul: A comparison across nationalities. Paper presented at the 14th annual graduate student research conference in hospitality and tourism, Las Vegas: NV.

Sung, Y., & Tinkham, S. F. (2005). Brand personality structures in the United States and Korea: Common and culture-specific factors. Journal of Consumer Psychology, 15(4) (2005), pp. 334-350.

UNWTO, (2020). Tourism Highlights 2019, https://www.e-unwto.org/doi/epdf/10.18111/9789284421152. (November, 2020).

Usakli, A., & Baloglu, S. (2011). Brand personality of tourist destinations: An application of self-congruity theory. Tourism Management, 32(1), 114-127.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

University Foodservice: Factors Influencing Customers' Dining Choice

Sevilla Felicen

Tourism & Hospitality Management Department
Lyceum of the Philippines University, Philippines

Abstract

Canteen services are important educational resources that provide the students food choices and other small supplies (Veron & Caiga, 2015). The students and employees deserve to eat good quality foods offered by the canteen that is why schools are responsible for the promotion of healthy dietary behaviors, and to make sure that students and employees get adequate nutrients. The school canteen is giving its best to provide good quality service that will supplement the needs of their buyers. The canteen management is doing its best to satisfy their customers. Its location is in a convenient position since students entering the school campus use the canteen as a student lounge wherein they will be able to fulfill and satisfy their needs. This study assessed the factors influencing customer dining choice in the university. Specifically, it presented the profile of the respondents in terms of age, sex, civil status, educational attainment and no. of years in LPU; determine the factors influencing customer experience on dining choice in terms of service quality, food quality and atmospheric quality and test the significant difference on the factors influencing dining choice when grouped according to profile. The researcher used descriptive method to determine the factors influencing customers dining choice. Descriptive research aims to accurately and systematically describe a population, situation or phenomenon (McCombs, 2019). The participants of the study were 335, 158 employees of LPU Batangas from all department who served the institution for more than a year, and 177 third year and fourth year students. The questionnaire was validated and underwent reliability test using Chronbach Alpha with the result as follows, food quality (.921), service quality (.908) and atmospheric quality (.938). Interview was also conducted to be able to gain additional information regarding the topic.

The questionnaire was personally distributed by the researcher to the respondents during their free time. Statistical tests used are frequency distribution and percentage, weighted mean and ranking, Mann Whitney U-Test and Kruskal Wallis. To observe highly confidential nature of the survey and the interviews, the researcher mentioned no particular names in the report. The identification of the respondent was not revealed, only that they were faculty, administrative personnel and students. No personal opinion was given by the researcher, only information and results based on the data gathered. The respondent's profile in terms of group, age, sex, civil status, highest educational attainment and number of years in LPU. As to faculty members and staff, majority of them were in the age bracket of 31 to 40 years old with 69 or 43.67 percent, followed by 21 to 30 years old with 62 or 39.24 As to sex, female got 120 or 82.27 percent while male got only 38 or 17.72 percent. With regards to civil status, single got the highest frequency with 79 or 50 percent followed by married with 76 or 148.11 percent and the 22.70 percent and the lowest are widow with 3 or 1.89 percent. The result can be related to the age wherein 21 to 30 years old are still single.

In terms of highest educational attainment, college degree got 78 or 49.37 percent followed by Master's degree with 73 or 46.20 percent and the lowest were respondents with Doctorate degree,

7 or 4.43 percent. Having the college degree is the entry level of the staff and master's degree is now a requirement for the teaching personnel. With regards to the number of years in LPU, 58 or 36.71 percent were in LPU for less than 5 years followed by 11 to 15 years with 39 or 24.68 percent and the least were 21 years and above with 9 or 5.7 percent. In the recent years, senior employees already retired which is the reason why many staff and employees are working in LPU for less than 5 years. With regards to the students profile, majority were below 21 years old with 138 or 77.96 percent and 39 or 22.03 percent were in the age bracket of 21 to 30 years old. As to sex, 106 or 59.88 were female while 71 or 40.11 percent are male. All of the students were single and studying in LPU for below five years. The age of the students, 3rd year and 4th year were 21 and below because they are still using the old curriculum. In the K to 12 curriculum, students will be older by two (2) years and therefore, they will be 21 years old or older. There was a significant difference observed on food quality when grouped according to group (p-value = 0.000), age (p-value = 0.000), sex (p-value = 0.000), highest educational attainment (p-value = 0.000) and number of years in LPU (p-value = 0.000). This was observed since the obtained p-values were less than 0.05 alpha level and from the post hoc test conducted, it was found out that students, below 21 years old, male, college degree and working in LPU for 21 years and above (faculty) have greater assessment on food quality. As to service quality, the responses vary as to group (p-value = 0.003), age (p-value = 0.000), highest educational attainment (p-value = 0.000) and number of years in LPU (p-value = 0.001). It was found out that students, those 51 years old and above, master's degree holder and working in LPU for 21 years and above (faculty) assessed service quality greater. Meanwhile, there was a significant difference observed on atmospheric quality when grouped according to group (p-value = 0.000), age (p-value = 0.000), civil status (p-value 0.002), highest educational attainment (p-value = 0.000) and number of years in LPU (p-value = 0.000) because the resulted p-values were less than 0.05 alpha level. This means that the responses vary significantly and from the post hoc test, it was found out that student, below 21 years old, single, college degree and working in LPU for 21 years and above have greater assessment on atmospheric quality.

> Majority of the faculty and staff respondents are in the age bracket of 31-40, female, single, college degree holder and working in LPU for less than 5 years. As to the student respondents, majority are below 21 years old, and also single. Faculty members, staff and students frequently experience high quality of food, service and atmosphere in their dining in the university canteen.
> As to food quality, there was a significant difference on the responses on the factors influencing customer experience on dining choice when group according all profile variables except for civil status. As to service quality, responses when grouped according to sex (female) and civil status (single) has no significant difference on the responses. In terms of atmospheric quality, profile group as to sex has no significant difference on the responses.

It is recommended that the university canteen may offer variety of menu in order for the customers to have more choices of food. They may accept more food kiosk to provide customers with variety of food product and menu that are not offered by the main concessionaire.

Keywords: university food service, customer satisfaction

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Airbnb Travel Behaviour During the COVID 19 Pandemic: Evidence for Switzerland

Miriam Scaglione[1] and Martin Falk[2]

[1]Institute of Tourism
University of Applied Sciences and Arts, Switzerland

[2]Department of Business and IT
University of South Eastern Norway, Norway

Abstract

Bresciani et al. (2021) demonstrate that the pandemic creates a new need for physical distance between the accommodation host and the guest as well as among all guests, to avoid infection. This could increase the demand for specific kinds of Airbnb accommodation such as cottages, holiday flats and camping sites where people can keep to themselves. These kinds of accommodation are more common outside densely populated areas. In addition, a need for social distancing and the absence of major events as well as business meetings make normally busy or densely populated areas less attractive to visit even for domestic tourists. Instead, deserted or forest rich regions are suddenly appearing more appealing for a visit (OECD, 2020). This study aims to investigate the importance of property characteristics, population density and land use characteristics for the demand of Airbnb properties in Switzerland during the summer of 2020 during the first phase of the domestic tourism recovery. Data is based on 20,000 Airbnb listings in Switzerland per month. Quantile regressions are used to investigate the determinants of performance. This study contributes to the growing studies on the demand for Airbnb listings (Eugenio-Martin, Cazorla-Artiles and González-Martel, 2019 and Moreno-Izquierdo, et al. 2019 for Spain). These studies find Airbnb has a strong position in cities. Overall, few studies explicitly focus on the role of location and population density for the demand for Airbnb properties. The majorities of studies using Airbnb data for cities (Adamiak, 2018; Gunter et al. 2020). Exceptions are the study on Airbnb prices in rural and city regions by Moreno-Izquierdo et al. (2019).

The Covid-19 pandemic has led to a growing interest in factors that determine domestic tourism behaviour. According to Neuburger and Egger (2020), domestic tourism is expected to be the first to recover from the COVID-19 pandemic outbreak. There are two types of studies: One examines the extent of travel intentions or behaviour as well as accommodation choice using survey data (Nguyen and Coca-Stefaniak, 2020; Peluso and Pichierri, 2020). Another kind of research employs information on actual tourism and travel flows in the past to model the determinants (Altuntas and Gok, 2021). The main hypothesis is that the demand for Airbnb properties depend on land use characteristics and population density of the destination. Rural areas have an advantage because it is easier to avoid human contact than in larger agglomerations. Estimations are performed by use of quantile regressions including spatially weighted variables to control for possible neighbourhood effects of population density and characteristics of Airbnb properties nearby. The specification relates the change in the number of Airbnb bookings and revenues at the property level to characteristics of the Airbnb listing in the 2020 summer months to land use characteristics (surface covered by unusable land), population density as well as the spatially lagged variables. The data is a based on the full universe of Airbnb bookings for Switzerland comparing the summer months 2020 with those of 2019 (with about 20000 observations for each month).

Results based on quantile regressions augmented with spatially lagged variables show a significant link to the population density within the destination municipality as well as to the weighted average of the density of its neighbours in the 2020 summer months. This means that Airbnb revenues and bookings are lower is densely populated areas. This contrast demand for Airbnb listings those of the summers prior to 2020. Other characteristics such as the area covered by unusable land are also significant as well as the spatially weighted variables. Characteristics of the flat are also significant. The study shows that the demand for an Airbnb listing during the pandemic is significantly dependent on both the population and tourist density of the destination and individual characteristics. Entire properties and listings in rural areas, which are characterized by a lower visitor and population density, are at an advantage. Before the pandemic, cities exhibit a high growth rate of domestic and international overnight stays as well as demand for Airbnb properties. The Covid-19 pandemic has, at least temporarily, reversed this trend in urban tourism. During the crisis, areas with high population density experience the greatest decline in bookings and revenues for Airbnb accommodations. While part of the decline in Airbnb demand in high-density areas is due to the lack of international events and business meetings, it cannot be ruled out that the domestic demand for Airbnb properties in urban areas will not recover quickly when the pandemic ends and events reappear.

Keywords: Airbnb, domestic tourism, population density, land use characteristics, municipalities, spatial econometric models, quantile regressions

References

Altuntas, F., & Gok, M. S. (2021). The effect of COVID-19 pandemic on domestic tourism: A DEMATEL method analysis on quarantine decisions. International Journal of Hospitality Management, 92, 102719.

Adamiak, C. (2018). Mapping Airbnb supply in European cities. Annals of Tourism Research, 71(C), 67-71.

Bresciani, S., Ferraris, A., Santoro, G., Premazzi, K., Quaglia, R., Yahiaoui, D., & Viglia, G. (2021). The seven lives of Airbnb. The role of accommodation types. Annals of Tourism Research, 88, 103170.

Eugenio-Martin, J. L., Cazorla-Artiles, J. M., & González-Martel, C. (2019). On the determinants of Airbnb location and its spatial distribution. Tourism Economics, 25(8), 1224-1244.

Gunter, U., Önder, I., & Zekan, B. (2020). Modeling Airbnb demand to New York City while employing spatial panel data at the listing level. Tourism Management, 77, 104000.

Moreno-Izquierdo, L., Ramón-Rodríguez, A. B., Such-Devesa, M. J., & Perles-Ribes, J. F. (2019). Tourist environment and online reputation as a generator of added value in the sharing economy: The case of Airbnb in urban and sun-and-beach holiday destinations. Journal of Destination Marketing & Management, 11, 53-66.

Neuburger, L., & Egger, R. (2020). Travel risk perception and travel behaviour during the COVID-19 pandemic 2020: a case study of the DACH region. Current Issues in Tourism, 1-14.

Nguyen, T. H. H., & Coca-Stefaniak, J. A. (2020). Coronavirus impacts on post-pandemic planned travel behaviours. Annals of Tourism Research, 102964.

OECD (2020-12-16), "Mitigating the impact of COVID-19 on tourism and supporting recovery", OECD Tourism Papers, 2020/03, OECD Publishing, Paris. http://dx.doi.org/10.1787/47045bae-en .

Peluso, A. M., & Pichierri, M. (2020). Effects of socio-demographics, sense of control, and uncertainty avoidability on post-COVID-19 vacation intention. Current Issues in Tourism, 1-13.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Can Paradoxical Leadership Be the Game Changer to Driving Organization Towards Navigating Negative Practices?

Uju Violet Alola

Department of Administrative and Social Sciences
Istanbul Gelisim University, Turkey

Abstract

Negative organizational practices have affected employees negatively making employees to take the work environment as hostile. Based on Theory of Social Exchange, this study examined the relationship that exists between paradoxical leadership style and employees. 200 questionnaires were gathered from restaurant employees in California USA. Using a hierarchical regression, paradoxical leadership was found to have a negative relationship with job insecurity, Amotivation, organizational tolerance for workplace incivility while exerting a positive relationship with employee psychological safety. On the other hand, Job insecurity partially and fully mediates the relationship. The findings have implications for managers and the organization at large.

Keywords: paradoxical leadership, job insecurity, incivility, amotivation, psychological safety

OTA Business Models and Hotels: How to Maximize Their Benefits and Minimize Conflicts?

Ersem Karadag[1] and Aysegul Gunduz Songur[2]

[1]Department of Marketing
Robert Morris University, United States

[2]College of Business
University of South Florida, United States

Abstract

A major aspect of any revenue strategy for hotels is to distribute the property inventory through many but effective distribution channels. The traditional distribution channels for hotels were direct channels, travel agents, tour operators, and other intermediaries. Today, the composition has shifted toward more dynamic business models. Over the last twenty years, more and more hotels employed multi-channel distribution and made their products available in multi-channels. The technological revolution from the '90s in which the internet radically transformed the distribution and commercialization systems, would also bring forth a new business model; the so-called OTAs (Barrio, 2016). A recent research by PATA denoted that the rise of online travel agencies (OTAs) is one of the most dramatic examples of the digital transformation of business and society over the last 25 years and they have captured an average of 40% of the total global travel market comprising of hotels, airlines, packaged tours, rail and cruises. OTAs stand as digital marketplaces connecting both B2B and B2C customers directly with a full range of travel products. In fact, OTAs can be viewed as a hybrid of an e-commerce platform and a travel agency. They can be described as a hybrid entity in between an e-commerce platform and a travel agency. It is obvious that they have certainly taken market share from traditional travel agents but they have not replaced them; rather, OTAs and traditional travel agencies co-exist because they perform different roles. OTAs has gained tremendous traction by online users and millions of travelers around the world embraced this model. Online Travel Agencies (OTA`s) exemplified by Booking.com, Expedia.com, and Orbitz.com, etc. emerged as online alternatives to the traditional retail channels employed by hotels to offer their available room inventory to their customers base. In addition to their own traditional direct channel, an increasing number of hotel chains are selling rooms through the OTA channel (Verhoef, Kannan, and Inman 2015). Collaborating with the OTA's, which comprise the online retail channel for hotels enable them to put their excess capacity at the disposal of prospective customers after meeting the offline travel demand coming from the traditional retail channels. A wide variety of distribution channels, mostly OTAs, pushed hotels to create various room rates for different channels and business models. Selling rooms through OTAs and their different business models resulted in deep discounting rates.

There are three models for the hotels to collaborate with OTAs: Merchant Model, Agency Model, and Opaque Model. These models have created significant changes in the service industry making their inventory available for prospective buyers. The agency model also called as commission model or retail model is based on a commission paid to the OTA once the booking has been paid in full by guests, usually when the guest is checked out from the hotel. Typically the commission is between 10-30% for all bookings made trhough OTAs. In the merchant model, hotels sell rooms to OTA at a certain wholesale price and the online selling price of rooms is determined by the

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

OTA itself and sold at a profit to its customers or other OTAs as opposed to Agency Model; also known as the consignment contract, where the OTA acts as an agent in the transaction, passing reservations booked by its customers to the hotel in return for an agreed commission fee per transaction. The most common business model adopted by the OTAs is the merchant model. In this model, OTA purchases room inventories from multiple hotels at a lower rate and marks up the rate to customers. This high mark-up rate results in high profits for OTAs but low profits for the hotels; because the hotels receive a low, pre-negotiated rate (Bowers & Freitag, 2003). This power asymmetry generates conflicts between hotels and OTAs within the distribution channels as both try to maximize their own benefits. The Merchant Model passes the inventory risk of unsold rooms to the OTA, shared to a certain extent by the hotel, which has a lower profit margin. However, in the Agency Model hotel bears the burden of inventory risk in return for a higher profit margin for each room sold (Lee, Guillet, and Law 2013). In the opaque model, on the other hand, the OTA hides price and product information during the reservation process until the purchase is finalized by the customer. In this model, the sales are final and cannot be canceled once the reservation has been finalized. One of the versions of the opaque model is "name your own price" (NYOP). It is mostly used to sell excessive inventory with a minimum margin. As a usual practice of business, hotels employing direct and indirect distribution channels try to optimize their benefits in each channel and sometimes heavily shift from one to another. Every model hotels use has some set of benefits, advantages and disadvantages. Advantages and disadvantages maybe change over time or maybe shifted from one to another depending on the amount of disposable inventory, commission rate, room prices, and market demand fluctuations. A number of factors impact a hotel's strategy making choices among the OTA business models or OTAs. The most challenging strategy in this process is to create profitable customers and a sustainable business. However, this is not as easy as it seems. While direct channels enable hotels to control their prices and inventories, selling hotel rooms via OTAs has many challenges, besides creating price disparity. It is to the benefit of hotels to revise their relationships and understand the full dynamics of their business with OTAs so that they can develop some strategies to overcome some major problems. The aim of this paper is to discuss how hotels could develop some strategies to minimize conflicts with OTAs and maximize their benefits.

Keywords: OTA, hotels, distribution channel, hotel marketing, business models, benefit optimization

References

Barrio, D.F (2016). The role of OTAs in the Distribution Process of Spanish Hotel Chains, Esic Market Economics and Business Journal, 47(3), Sept-Dec 2016, 451-478.

Bowers, B., & Freitag, J. D. (2003). The billion dollar leak - the impact of the merchant model on US hotel profits. Smith Travel Research. Retrieved on May 11,2004 from: www, smithtravelresearch. com

Emmer, R.M., Tauck, C., Wilkinson, S., & Moore, R.G. (2003). Marketing Hotels using Global Distribution Systems. The Cornell Hotel and Restaurant Administration, 44(5/6), 94-104.

Lee, H. A., Denizci Guillet, B. and Law, R. (2013). An Examination of the Relationship between Online Travel Agents and Hotels. A Case Study of Choice Hotels International and Expedia.com. Cornell Hospitality Quarterly 54 (1) 95-107.

Liaoa, P., Ye, F. & Wu, X. (2017). A Comparison of the Merchant and Agency Models in the Hotel Industry. International Transactions in Operational Research. 00 (2017) 1–22.

Ye, F., Zhang, L. & Li, Y. (2018) Strategic Choice of Sales Channel and Business Model for the Hotel Supply Chain, Journal of Retailing; Greenwich Vol. 94, Iss. 1, 33-44.

Walker, B (2021). Online Travel Agencies Market Share Across the world. Retrieved on April 12, 2021. from: https://www.hotelmize.com/blog/online-travel-agencies-market-share-across-the-world/

The Tourist's Emotional Experience Along the "Digital" Tourist Journey: The IBM Watson Case

Valentina Della Corte, Fabiana Sepe, Marialuisa Marzullo, and Angelo Ranieri

Department of Economics, Management, Institutions
University of Naples Federico II, Italy

Abstract

While tourist experience is recognized as a critical determinant of service success (Engelbrecht et al., 2014; Sugathan & Ranjan, 2019; Cetin, 2020), both academics and managers are yet to find a means to gain a comprehensive understanding of how it is possible to facilitate the tourist' emotional experience along the digital tourist journey (Yung et al., 2020; Pencarelli, 2020). In the modern era, digital transformation has changed the demand/offering interaction in the tourism industry, as well as affecting the tourist journey. In this direction, it is desirable to think that smart technologies have the potential to revolutionize the world, a perspective shared by several authors in the literature (Cuomo et al., 2021). Similarly, other authors argue that the application of relevant artificial intelligence (AI) and, in particular, the use of smart technologies (Loveys et al., 2020), could help to address this challenge supporting actors in their digital tourist journey. The role of smart technologies in tourism services (Buhalis, 2019), their acceptance to support stages such as engagement, cultural contact, loyalty (Chi et al., 2020), are research topics already addressed in the current academic literature, but their role within the tourist journey is not well specified. Specifically, in the tourism industry, more and more academics have over time underlined the undeniable impact of the smart technologies' development on the growing attractiveness of both destinations and cultural sites, largely characterized by profound information sharing and value co-creation (Da Costa Liberato et al., 2018). Both scholars and practitioners recognize that the storytelling of a place, or a cultural site, can no longer be demanded only to institutional actors. Indeed, the voice of the tourist who approaches it can be the most honest statement to put across the whole landscape, together with its cultural and social values (Frias et al, 2019). When deciding to visit a destination, visitors try to gather travel information searching for contents able to involve them by anticipating the travel experience, allowing it to go on during the journey, and making them feel part of a travelers' community. In this sense, the ecosystem approach, which exploits the natural resources and reliability of those tourists who have already experienced the destination (and/or the cultural site), becomes an important source of value (Liu et al., 2019; Giannopoulos et al., 2020). The connection of physical infrastructure and natural/cultural resources with social amenities/facilities and business activities makes tourists able to leverage the collective intelligence of an area to generate advantages (Cuomo et al., 2021). As a consequence, the use and the adoption of smart technologies, and, generally, of AI devices allows not just to simplify and speed up business activities, but also to guarantee an increase in the quality of the tourism service provision (Allam & Newman, 2018). Based on the above-mentioned assumptions, the purpose of this paper is to understand and show how the use of smart technologies can facilitate the tourist's emotional experience along the whole digital tourist journey.

For this exploratory study, we adopted a phenomenological research methodology (Bogdan and Taylor, 1975), and employed an interviewing method of data collection and analysis (Smith et al. 2009). We chose a phenomenological approach because it provided us the opportunity to gain

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

knowledge of tourist's everyday experiences (Merleau-Ponty, 1962). In particular, it allows us to understand how tourists interact with the world they live in (Lanigan, 1979) and investigate their emotional experience along the whole "digital" tourist journey (Gill, 2015). According to the phenomenological approach, the researcher places his/her interpretations aside and presents the raw descriptions provided by the subjects (Sanders, 1982). To collect a diverse range of experiences with smart technologies in the tourism context we decided to investigate and interview users of smart technologies enhanced by IBM Watson. As a first step, we tried to find and select a wide range of information about IBM Watson (Piekkari, Lakoyiannaki, & Welch, 2010). Thus, we identified actors involved in the adoption and deployment of smart technologies enhanced by IBM Watson through IBM Italy. We expanded the number of potential experiences by participating in business events and reviewing specialized magazines, industry association literature, and official reports or communications released by national and international institutions (Han & Park, 2017). Our theoretical sample comprised 5 interviews analyzed in tourism. From February 2019 to January 2020, we conducted in-depth interviews with tourists of 5 companies' respondents (see Table 1); interviews ranged from one to two hours. Data also came from secondary sources, including the whitepaper, official website, videos, blogs, and reports.

Table 1: AI Tools Enhanced by IBM Watson

AI Tools and Companies	Features	N. Interviews
SmartEcoMap (by SmartEcoMap)	A virtual travel assistant for tourist destinations. SmartEcoMap is a cutting edge cognitive virtual assistant powered by IBM Watson that can help any tourism destination improve the tourist experience.	N. 2 Customers N. 1 Manager office
Eliza Tourism (by Red Skies)	Eliza Tourism is an innovative cognitive technology solution developed by Red Skios and focused on the world tourism sector. It uses the most advanced technology available regarding to augmented intelligence, machine learning and big data analysis through the pioneer software IBM Watson, providing to the visitors a cognitive virtual assistant that interacts with them from the understanding of human natural language.	N. 3 Customers N. 1 Manager office
Connie (by Hilton)	Connie, a small humanoid robot. A Watson-enabled robot concierge in the hospitality industry. Connie draws on domain knowledge from Watson to inform guests on local tourist attractions, dining recommendations and hotel features and amenities.	N. 4 Customers N. 1 Manager office
Best Western	Best Western partnered with IBM Watson Advertising on a new artificial intelligence (AI)-powered ad that offers personalized vacation planning with travel tips and tricks, accommodation recommendations and offers based on travel preferences, the company announced in a news release. Consumers can engage with the ad by providing information on their travel plans. The AI-powered ad will respond with tailored suggestions for how consumers can get the most out of their vacation and enjoy Best Western locations across North America.	N. 5 Customers N. 1 Manager office
WOWband (by Royal Caribbean)	Royal Caribbean's WOWband, an NFC-enabled wristband, is already enabling guests to be identified as they check-in before boarding a cruise vessel, track luggage, pay for drinks, book meals and entertainment and move through ships	N. 6 Customers N. 1 Manager office

Thanks to the similarity of the descriptions our interviewees provided about their relationships with smart technologies empowered by IBM Watson, we gained additional insight into the themes we had identified in the literature. The preliminary findings offer the opportunity to analyze that smart technologies, powered by AI, are becoming an integral part of the digital tourism journey, facilitating tourists' emotional experience. The study shows how the use of smart technologies, now widespread to the entire population and already used by a considerable number of companies in the tourism context, makes it possible to know the emotional needs of the tourists, satisfy these needs and generate a personalized experience, by enhancing emotion engagement and increasing emotional loyalty. The results also show that a personalized emotional experience improves a tourist's emotional well-being. This study provides new insights into the role of the smart technologies, powered by AI, in the tourism system, contributing to the existing literature on the use of new technologies in the digital tourism journey and their emotional involvement.

Specifically, the paper frames the smart technologies, which have been widely narrowed to the technological and cybernetic field, in a service perspective advancing the knowledge about both the tourists experience and the smart technologies paradigm. The proposed tourists-centric approach can help service companies to study and to better understand the tourist's emotional experience during a digital tourism journey. The AI-augmented technologies can also help companies to foster immersive and engaging relationships with tourists. The main limitations of this study regard the reliability of the phenomenological analysis and the reliability of the interviews, as methodological tool. Properly, both analyses are methodologically sound, but they should be expanded for greater statistical representativeness. Moreover, the bias of online data, including the whitepaper, official website, videos, blogs, and reports disregards the narrations and perceptions of people (e.g., tourists) that are not web users, thus other people need to be differently involved. Finally, this study focuses on tourists' emotions, warranting further research on AI's value in studying other tourist experience elements.

Keywords: tourist's emotional experience, "digital" tourist journey, IBM Watson

References

Allam, Z., & Newman, P. (2018). Redefining the smart city: Culture, metabolism and governance. Smart Cities, 1(1), 4-25.
Bogdan, R., & Taylor, S. J. (1990). Looking at the bright side: A positive approach to qualitative policy and evaluation research. Qualitative sociology, 13(2), 183-192.
Buhalis, D. (2019). Technology in tourism-from information communication technologies to eTourism and smart tourism towards ambient intelligence tourism: a perspective article. Tourism Review, 75(1), 262-272.
Cetin, G. (2020). Experience vs quality: predicting satisfaction and loyalty in services. The Service Industries Journal, 40(15-16), 1167-1182.
Chi, O. H., Gursoy, D., & Chi, C. G. (2020). Tourists' Attitudes toward the Use of Artificially Intelligent (AI) Devices in Tourism Service Delivery: Moderating Role of Service Value Seeking. Journal of Travel Research.
Cuomo, M. T., Tortora, D., Foroudi, P., Giordano, A., Festa, G., & Metallo, G. (2021). Digital transformation and tourist experience co-design: Big social data for planning cultural tourism. Technological Forecasting and Social Change, 162, 120345.
da Costa Liberato, P. M., Alén-González, E., & de Azevedo Liberato, D. F. V. (2018). Digital technology in a smart tourist destination: the case of Porto. Journal of Urban Technology, 25(1), 75-97.
Engelbrecht, W. H., Kruger, M., & Saayman, M. (2014). An analysis of critical success factors in managing the tourist experience at Kruger National Park. Tourism review international, 17(4), 237-251.
Frías-Jamilena, D. M., Castañeda-García, J. A., & Del Barrio-García, S. (2019). Self-congruity and motivations as antecedents of destination perceived value: The moderating effect of previous experience. International Journal of Tourism Research, 21(1), 23-36.
Giannopoulos, A., Skourtis, G., Kalliga, A., Dontas-Chrysis, D. M., & Paschalidis, D. (2020). Co-creating high-value hospitality services in the tourism ecosystem: Towards a paradigm shift?. Journal of Tourism, Heritage & Services Marketing (JTHSM), 6(2), 3-11.
Gill, M. J. (2015). A phenomenology of feeling: Examining the experience of emotion in organizations. In New ways of studying emotions in organizations. Emerald Group Publishing Limited.
Lanigan, R. L. (1979). The phenomenology of human communication. Philosophy Today, 23(1), 3.
Liu, H., Wu, L., & Li, X. (2019). Social media envy: How experience sharing on social networking sites drives millennials' aspirational tourism consumption. Journal of Travel Research, 58(3), 355-369.
Loveys, K., Sebaratnam, G., Sagar, M., & Broadbent, E. (2020). The effect of design features on relationship quality with embodied conversational agents: a systematic review. International Journal of Social Robotics, 1-20.
Merleau-Ponty, M., & Smith, C. (1962). Phenomenology of perception (Vol. 2012). London: Routledge.
Pencarelli, T. (2020). The digital revolution in the travel and tourism industry. Information Technology & Tourism, 22(3), 455-476.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Piekkari, R., Lakoyiannaki, E., & Welch, C. (2010). "Good" case research in industrial marketing: Insights from research practice. Industrial Marketing Management, 39, 109–117.
Sanders, P. (1982). Phenomenology: A new way of viewing organizational research. Academy of management review, 7(3), 353-360.
Smith, S. B., Gill, C. A., Lunt, D. K., & Brooks, M. A. (2009). Regulation of fat and fatty acid composition in beef cattle. Asian-Australasian Journal of Animal Sciences, 22(9), 1225-1233.
Sugathan, P., & Ranjan, K. R. (2019). Co-creating the tourism experience. Journal of Business Research, 100, 207-217.
Yung, R., Khoo-Lattimore, C., & Potter, L. E. (2020). Virtual reality and tourism marketing: conceptualizing a framework on presence, emotion, and intention. Current Issues in Tourism, 1-21.

Analysis of the Projected Gastronomic Tourist Destination Image on Instagram: Tulum Case Study

Marina Solís-Gutiérrez[1] and Maria Elena Aramendia-Muneta[2]

[1]Department of Advertising, Public Relations and Audiovisual Communication
Autonomous University of Barcelona, Spain

[2]Faculty of Economic and Business Sciences
Public University of Navarre, Spain

Abstract

Social networks have become a comprehensive medium where travelers access information about destinations, share information and even their own travel experiences. In the field of tourism, image has been shown to have an important influence on the selection of holiday destinations. With the rise of visual media, Instagram has proved to be a significant key element to promote and influence people's perception. This exploratory research focuses on a gastronomic tourism context spotlighting the city of Tulum, Mexico. Its great significance lies on the fact of being the first study that analyzes the gastronomic digital content of the city of Tulum and its impact on the gastronomic tourism's development. In order to study this correlation, this case study empirically examines the relationship between likes and comments on Instagram photos to identify the type of culinary content that creates a higher engagement with users. By combining a content and regression analysis methodology, data from 404 Instagram photos, posted between September 2019 and February 2021 on the Instagram accounts of Tulum's TripAdvisor top five restaurants was collected, with the aim of distinguishing, comparing and classifying the gastronomic-centered content to identify which physical characteristics, attributed to each image, caused a higher engagement rate in users.

Keywords: destination image, Instagram tourism, destination management, gastronomic tourism, tourism image, food tourism

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Role of Immersive Virtual Reality in Customer Pre-Purchase Stage: A Case Study Analysis

Annarita Sorrentino, Daniele Leone, and Andrea Caporuscio

Department of Management and Quantitative Sciences
Parthenope University of Naples, Italy

Abstract

Background and Purpose - New marketing trends show that industry 4.0 and smart technologies (e.g. virtual reality) are changing the way to experience products and services. Most of these technologies are often used to positive support the consumption experience stage and very little cases use them to motivate the purchase. Virtual reality (VR) represents an established technology in innovation management literature, in which one or more actors can communicate with three-dimensional and high resolution in contexts and elements generated by a computer (Steuer, 1992; Riva et al., 2007), thereby setting a sensation of immersion and contact with the reconstructed environment. Burke (2002) indicated virtual reality as touchpoints can enhance the consumer experience if its application is tailored to the unique requirements of consumer segments and product categories. Other scholars described the significance of VR as a fundamental instrument able to verify and assembly supply chain processes (De Sa and Zachmann, 1999; Ottosson, 2002) and still others (Flaviàn et al., 2019; Pizzi et al., 2019; Berg and Vance, 2016; Bonetti et al, 2018) are exploring the way these touchpoints are changing the consumer-brand relationships. This technology has been notably improved during the recent decades with refers to the video creation and purchase decision in a digital perspective (Wei, 2019; Pizzi et al., 2019; Guttentag, 2010). Indeed, just put a compare a VR device of the 70s, which needed several computers, video cameras, many electronic connections and an ad-like environment hoc, and a today's VR device (e.g. Samsung's Oculus Gear VR) which can transmit the same feelings by placing a simple helmet on our head and use it anywhere moving freely. Especially after the events related to the covid-19 pandemic, the importance of keep in touch with customers has resulted vital and the digital technologies have played a key role to entertain people, keep the link with the brand alive and arouse the desire to try or repeat certain experiences. This study analyzes the role of immersive virtual reality as innovative touchpoints in the pre-purchase stage. In particular, this research analyses the effects of the use of an immersive virtual catalogue of cruise vacation on the desire to buy a cruise vacation. Indeed, the research question of this study is: "Can an immersive catalogue stimulate the desire to purchase?"

Design/methodology/approach – Using a qualitative approach, we analyze the case of Immersive Configurator implemented by the Mediterranean Shipping Company (MSC), which offers an absolute novelty as the first immersive virtual catalogue. The case has been approached in two steps aimed at exploring the phenomenon from supply-side and demand-side. In the first step, in depth interviews with six key MSC managers were conducted to understand the reasons why a cruise company achieves a competitive advantage using a smart technology. In the second step, we aim to collect a non-probability convenience sample of consumers accordingly to Etikan et al. (2016) study, where respondents were identified in the south of Italy, within travel agencies and tour operators. Data were examined through thematic analysis using the WordStat software and for a better data triangulation, we exploited other sources of evidence such as online

documentations and official archival records of MSC. Triangulation of data helped us to reinforce made our analysis to provide a solid evidence and coherency with the research aim of the study more robust (Yin, 2009). Thus, we tried to explore a broader perspective to deeply understand how customers and firms could benefit from the implementation of VR technology in the pre-purchase stage.

Results and Implications - Preliminary results shows different elements such as the digital participation of the customer and the configurability of the catalogue able to visualize in real time or by mail the wrapping of VR configuration.

This study offers managerial implications that is clearly emerged from the words of different respondents and also thanks to the virtualization of catalogue that seems to satisfy customers by itself. Thus, it is a powerful marketing weapon tool for a company, that can thereby reconfigure the entire customer journey, by trying to evocate new feeling or sensations or change the order that traditionally the customer experiments. Physical participation may transform the pre-purchase journey in a new activity that may be labelled as physical, explorative and leisure activity. It is due to a complete virtual customer immersion that is able to create a more comfortable and relaxed atmosphere that enables to observe, collect and analyze much deeper customer's behavior during", at the pre-purchase journey. Theoretically, this paper expands the existing literature in different ways. First, within the field of consumer behaviour, this study explored the pre-purchase stage of the journey (Sharples, 2019) by advancing previous studies most focused on the customer's perceptions after the consumption stage, Second, the present study enlarges the empirical knowledge of the use of VR technologies and finally, in the context of the cruise literature, this study offers insights into best practice.

Originality, Limitations and Conclusions for future research - While most of the previous studies is focusing on the analysis of the virtual reality in customer experience in the moment of service delivering, rare are the studies which consider the pre-purchase stage, even less in the cruise industry. Preliminary findings labelled categories of fundamental dimensions that guide the experience, although our analysis has restricted its focus onto the first step of customer journey, pre-purchase stage but might it would be quite interesting investigating onto investigate the role of VR reality on the other step of customer journey like on at other stages, such as the on-board experience. This was because the object of analysis is the experience, not the customer, obviously that MSC VR journey is formed also by customers, but the risk would be of focalizing on the features of customer by missing the reshaping of journey. Approaching the topic by selecting just one of these lenses, is in our opinion a great lack. Under this belief, we have conducted our investigation for fixing the most sensitive and valuable dimension that affect the pre-purchase customer journey. On the other hand, the paper contributes to the previous literature on cruise experience by exploring an empirical evidence on the use of virtual reality in the pre-purchase experience. Extant literature lack of adopting a wide perspective, therefore this study seeks to fill this gap by investigating both supply-side and demand-side. We propose various implications for managers and scholars dealing with the management and implementation of new technologies to improve the customer experience and offer interesting opportunities for future research.

Keywords: immersive virtual reality, customer experience, pre-purchase stage, MSC

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

References

Berg, L. P., & Vance, J. M. (2017). Industry use of virtual reality in product design and manufacturing: a survey. Virtual reality, 21(1), 1-17.

Bonetti, F., Warnaby, G., & Quinn, L. (2018). Augmented reality and virtual reality in physical and online retailing: A review, synthesis and research agenda. In Augmented reality and virtual reality (pp. 119-132). Springer, Cham.

Bowman, D. A., & McMahan, R. P. (2007). Virtual reality: how much immersion is enough? Computer, 40(7)

Burke, R. R. (2002). Technology and the customer interface: what consumers want in the physical and virtual store. Journal of the academy of Marketing Science, 30(4), 411-432.

Carrozzino, M., & Bergamasco, M. (2010). Beyond virtual museums: Experiencing immersive virtual reality in real museums. Journal of Cultural Heritage, 11(4), 452-458.

De Sa, A. G., & Zachmann, G. (1999). Virtual reality as a tool for verification of assembly and maintenance processes. Computers & Graphics, 23(3), 389-403.

Etikan, I., Musa, S. A. and Alkassim, R. S. (2016), "Comparison of convenience sampling and purposive sampling", American journal of theoretical and applied statistics, Vol. 5, No. 1, pp. 1-4.

Flavián, C., Ibáñez-Sánchez, S. and Orús, C. (2019), "The impact of virtual, augmented and mixed reality technologies on the customer experience", Journal of Business Research, Vol. 100, No. 1, pp. 547-560.

Flavián, C., Ibáñez-Sánchez, S., & Orús, C. (2019). The impact of virtual, augmented and mixed reality technologies on the customer experience. Journal of Business Research, 100, 547-560.

Guttentag, D. A. (2010). "Virtual reality: Applications and implications for tourism", Tourism management, Vol. 31, No. 5, pp. 637-651.

Ottosson, S. (2002). Virtual reality in the product development process. Journal of Engineering Design, 13(2), 159-172.

Pizzi, G., Scarpi, D., Pichierri, M., & Vannucci, V. (2019). Virtual reality, real reactions?: Comparing consumers' perceptions and shopping orientation across physical and virtual-reality retail stores. Computers in Human Behavior, 96, 1-12.

Riva, G., Gaggioli, A., Villani, D., Preziosa, A., Morganti, F., Corsi, R., ... & Vezzadini, L. (2007, January). NeuroVR: an open source virtual reality platform for clinical psychology and behavioral neurosciences. In MMVR (pp. 394-399).

Sharples, L. (2019). Research note: customer experience management in cruise pre-consumption. International Journal of Culture, Tourism and Hospitality Research.

Steuer, J. (1992). Defining virtual reality: Dimensions determining telepresence. Journal of communication, 42(4), 73-93.

Wei, W. (2019), "Research progress on virtual reality (VR) and augmented reality (AR) in tourism and hospitality", Journal of Hospitality and Tourism Technology.

What Factors Affect the Satisfaction of Exhibitors?

Yuanqi Cui[1] and Alaa Nimer Abukhalifeh[2]

[1]Sol International School
Woosong University, South Korea

[2]School of Economics and Management
Shandong Jiaotong University, China

Abstract

Exhibition industry is known as the barometer and weathervane of economic development. It can promote economic and trade exchanges, and promote industrial innovation and upgrading. Exhibition industry has become an important economic activity in many cities in China, which has been written into the 14th five-year plan and government work report. Exhibition industry can improve the city's infrastructure construction, it will also put forward high requirements for the host city and organizer's service. Exhibitors are the most important participants in the exhibition industry. The number of exhibitors and the scale of their companies directly determine whether the exhibition activities can be held successfully. At the same time, the satisfaction of the exhibitors determines whether the exhibitors will participate in the exhibition again, also affects the word-of-mouth publicity of the exhibitors to a city, and affects the evaluation of the investment and business environment of a city. This paper analyzes the influencing factors of exhibitor satisfaction through the specific case and obtains the influencing factors of exhibitor satisfaction, to improve the service quality of the host city and organizer. Based on the data collected by questionnaire and structural equation model analysis, this paper concludes that the geographical location of the host city, environment, transportation, accommodation and the friendly degree of on-site service of the exhibition organizers are the main factors affecting the satisfaction of exhibitors.

Keywords: perceived service quality, satisfaction, exhibitor

Acknowledgements

Comments from the editor and anonymous reviewers are gratefully acknowledged.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Challenges of Small and Medium-Sized Restaurant in Macao During COVID-19 Pandemic

Un Teng Zoe Tam[1] and Sow Hup Joanne Chan[2]

[1]Louis Vuitton Macau Co. Ltd, Macau, PR China

[2]Faculty of Business Administration
University of Macau, Macau, PR China

Abstract

This paper investigated the challenges of small and medium-sized enterprises (SMEs) during the COVID-19 pandemic, particularly in the context of restaurant industry. This study also examined how the restaurant operators overcome the challenges faced in order to retain their competitiveness during the coronavirus crisis. Qualitative research approach was used in this study. We conducted semi-structured interviews with three small and medium-sized restaurants between 18 December 2020 and 10 February 2021 in Macao. Content analysis was employed for this study. The results indicate that the restaurant operators faced major challenges including dramatic drops in business, labor shortages, food safety concern and successive competitions among restaurant industry. In order to stay competitive, the restaurant operators made several changes in their business operation. The restaurant operators also reported that the strategies implemented by the government to support the restaurant industry during this difficult period helped their businesses to remain sustainable. As this is the primary study to investigate the challenges on the small and medium-sized restaurants in Macao, the findings contribute to the current literature on crisis management in hospitality industry. Practical implications for the restaurant operators and suggestions to policy makers will be provided.

Keywords: challenges, restaurant, Macao, COVID-19

Popularity Bias of Online Hotel Reviews: An Alternative Evaluation Using Sentiment Analysis

Ufuk Pala

Faculty of Economics and Administrative Sciences
Giresun University, Turkey

Abstract

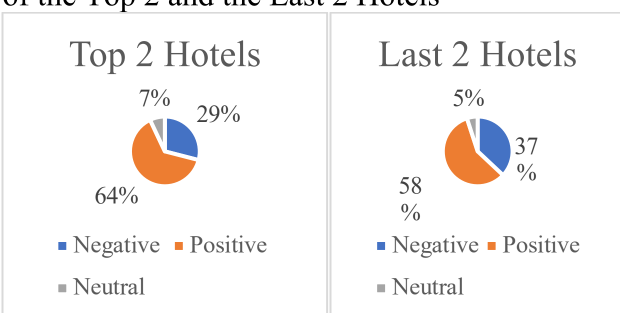
Online reviews have become one of the most important aspects for customers when evaluating a product or a service. Posted online reviews by consumers generally give information about the experience they had related to a specific product or a service. This in turn affects the popularity of the product or the service in ranking systems of the websites. A survey in 2018 revealed that 93% of consumers in the USA read online reviews when buying a product or a service for the first time (Turner & Rainie, 2020). In the hospitality and tourism domain, websites including user-generated content have also become very popular among travelers. Studies show that individuals are increasingly following these kinds of websites to gather information about accommodation and travel needs (Cox, Burgess, Sellitto, & Buultjens, 2009; Daugherty, Eastin, & Bright, 2008; Fotis, Buhalis, & Rossides, 2012; Lu & Stepchenkova, 2015). Online ratings give consumers a presumption about a service or a product. Consumers tend to favor more popular items with the thought that popularity means quality (Powell, Yu, DeWolf, & Holyoak, 2017). However, these online reviews and ratings are the results of a subjective evaluation. Therefore, it raises the question about the credibility and trust in online reviews and ratings (Aral, 2014; Ayeh, Au, & Law, 2013; de Langhe, Fernbach, & Lichtenstein, 2015; Evans, Stavrova, & Rosenbusch, 2021; Klein, Marinescu, Chamberlain, & Smart, 2018). In general, user-generated content websites offer too many options related to a product or a service. With the help of filtering, ranking, and recommendation systems, websites attempt to present relevant content among too many options. Nevertheless, these recommendation systems based on conditions like online review popularity tend to represent the most extreme views (Klein et al., 2018). In addition, the ranking system is based mostly on scoring instead of the content of online comments. This prevents consumers to evaluate newer products or services or options for niche tastes (Abdollahpouri, 2019). It can also result in the lack of opportunities for less known brands or products to be visible. For example, Adamopoulos and Tuzhilin (2014) suggested presenting unexpected recommendations to avoid popularity bias. Kamishima, Akaho, Asoh, and Sakuma (2014) recommend enhancing neutrality to correct popularity bias stemming from online reviews. In this study, rather than the ranking system of the user-generated content of the TripAdvisor (travel guidance platform) website, sentiment analysis of online reviewers was used to compare the 5-star hotels' value. Sentiment analysis is applied according to the content of online reviews to find out if there is a difference between ranking system and the sentiment of online reviewers.

One of the world's largest travel guidance platforms is TripAdvisor.com. Currently, TripAdvisor.com has been established itself as an important venue for electronic word of mouth by allowing users to interact and provide reviews on restaurants, hotels, or local places with more than 884 million reviews (Tripadvisor.com, 2021a). The ranking system of Tripadvisor.com is based on the quality (1 to 5 bubble ratings), recency (recent reviews weigh more in the ranking), and the quantity (the number of reviews) (Tripadvisor.com, 2021b). In order to find out whether

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

there is a difference between high and low-ranked online reviews, sentiment analysis was applied. Sentiment analysis is used to identify and categorize the users' emotions by collecting data from online product reviews, social media, forum discussions, blogs, Twitter, etc. (Prabowo & Thelwall, 2009). It classifies data into categories as positive, negative, neutral. By applying sentiment analysis, we are able to compare the online reviews' sentimental consequences rather than the ranking system itself. To evaluate the difference between high and low-ranked online reviews, a total of 121 five-star hotels in Turkey were selected. Turkey is one of the most popular vacation destinations in the world with many options such as health, congress, sea-sand-sun tourism. Hotel ranking is listed based on website recommendations. Due to too many reviews, only the top 2 and the last 2 hotels were examined. The Top 2 hotels had a total of 2.486 and the last 2 hotels had a total of 503 reviews. Rapidminer, which is a big data analytics tool, was used to analyze online reviews. To determine the sentimental scores of online reviews, Aylien text analysis, and text processing extensions were implemented. The sentiment analysis shows negative results if the text includes negative words such as "bad, terrible, disappointed", and positive results for the words such as "good, excellent". Figure 1 represents the sentiment analysis results of the top 2 and the last 2 hotels according to their online reviews. Results in Figure 1 show the actual emotions based on the online reviews of users.

Figure 1: Pie Chart Representing the Negative, Positive, Neutral Sentiments of Online Reviews of the Top 2 and the Last 2 Hotels



Although these hotels are located at both ends of the ranking system, sentiments of online reviews are not very distinctive from each other. These results show that emotional attitude does not differ in terms of online reviews for either top-ranked or least-ranked hotels. Although online reviews and ratings often present valuable information about a product or a service of interest, popularity bias stemming from recommendation systems of user-generated content websites can end up with negative results for consumers. The popularity of products or services will make them more visible, but solely the popularity doesn't reflect the quality (Ciampaglia, Nematzadeh, Menczer, & Flammini, 2018). Sentiment analysis shows the positive, negative and neutral attitudes toward a product or service depending on comments. The results of the study show that different algorithms to evaluate online reviews can be used for ranking systems. Even if ranking systems list the least popular product or service at the end, this doesn't mean that the product or service is the worst one among other options. To make the less popular options visible to consumers for a more fair ranking, recommendation systems of websites should be re-developed. A more comprehensive analysis is required in order to fully understand the problems lying behind the recommendation systems. Therefore, all of the hotels in a particular destination should be analyzed for better results. Besides examining online reviews, a perspective from users' point of view is also needed. The data relating to consumer preferences about the hotels with the help of a survey should be collected. Thus, consumers' real feelings about their preferences of a hotel related to ranking can be investigated independently from online reviews. With the collaborative data obtained from big data and survey respondents, it can be possible to suggest a model for a fair ranking system. More datasets will be used for a better analysis.

Keywords: popularity bias, online hotel reviews, sentiment analysis

References

Abdollahpouri, H. (2019). Popularity Bias in Ranking and Recommendation. Paper presented at the Proceedings of the 2019 AAAI/ACM Conference on AI, Ethics, and Society, Honolulu, HI, USA.

Adamopoulos, P., & Tuzhilin, A. (2014). On Unexpectedness in Recommender Systems: Or How to Better Expect the Unexpected. ACM Trans. Intell. Syst. Technol., 5(4), Article 54.

Aral, S. (2014). The problem with online ratings. MIT Sloan Management Review, 55(2), 47.

Ayeh, J. K., Au, N., & Law, R. (2013). "Do We Believe in TripAdvisor?" Examining Credibility Perceptions and Online Travelers' Attitude toward Using User-Generated Content. Journal of Travel Research, 52(4), 437-452.

Ciampaglia, G. L., Nematzadeh, A., Menczer, F., & Flammini, A. (2018). How algorithmic popularity bias hinders or promotes quality. Scientific Reports, 8(1), 15951

Cox, C., Burgess, S., Sellitto, C., & Buultjens, J. (2009). The Role of User-Generated Content in Tourists' Travel Planning Behavior. Journal of Hospitality Marketing & Management, 18(8), 743-764.

Daugherty, T., Eastin, M. S., & Bright, L. (2008). Exploring Consumer Motivations for Creating User-Generated Content. Journal of Interactive Advertising, 8(2), 16-25. doi:10.1080/15252019.2008.10722139

de Langhe, B., Fernbach, P. M., & Lichtenstein, D. R. (2015). Navigating by the Stars: Investigating the Actual and Perceived Validity of Online User Ratings. Journal of Consumer Research, 42(6), 817-833.

Evans, A. M., Stavrova, O., & Rosenbusch, H. (2021). Expressions of doubt and trust in online user reviews. Computers in Human Behavior, 114, 106556.

Fotis, J., Buhalis, D., & Rossides, N. (2012). Social Media Use and Impact during the Holiday Travel Planning Process, Vienna.

Kamishima, T., Akaho, S., Asoh, H., & Sakuma, J. (2014). Correcting popularity bias by enhancing recommendation neutrality. CEUR Workshop Proceedings, 1247.

Klein, N., Marinescu, I., Chamberlain, A., & Smart, M. (2018). Online reviews are biased. Here's how to fix them. Harvard Business Review. Retrieved from https://hbr.org/2018/03/online-reviews-are-biased-heres-how-to-fix-them

Lu, W., & Stepchenkova, S. (2015). User-Generated Content as a Research Mode in Tourism and Hospitality Applications: Topics, Methods, and Software. Journal of Hospitality Marketing & Management, 24(2), 119-154.

Powell, D., Yu, J., DeWolf, M., & Holyoak, K. J. (2017). The Love of Large Numbers: A Popularity Bias in Consumer Choice. Psychological Science, 28(10), 1432-1442. doi:10.1177/0956797617711291

Prabowo, R., & Thelwall, M. (2009). Sentiment analysis: A combined approach. Journal of Informetrics, 3(2), 143-157.

Tripadvisor.com. (2021a). About Us. Retrieved from https://tripadvisor.mediaroom.com/us-about-us

Tripadvisor.com. (2021b). Everything You Need to Know About the Tripadvisor Popularity Ranking. Retrieved from https://www.tripadvisor.com/TripAdvisorInsights/w765#:~:text=The%20Popularity%20Ranking%20is%20based,of%20those%20reviews%20over%20time.

Turner, E., & Rainie, L. (2020). Most Americans rely on their own research to make big decisions, and that often means online searches. Retrieved from https://www.pewresearch.org/fact-tank/2020/03/05/most-americans-rely-on-their-own-research-to-make-big-decisions-and-that-often-means-online-searches/.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Machine Learning Prediction of Hotel Booking Cancelation

Michelle Yoo[1] and Ashok K. Singh[2]

[1]The Collins College of Hospitality Management
California State Polytechnic University, USA

[2]Department of Hotel Management
University of Nevada, Las Vegas, USA

Abstract

Room cancellations are a key component of accurate prediction of hotel room demand; some hotel chains impose rigid cancellation policies, which can have a negative impact on advanced bookings. Overbooking happens to be an extremely important component of the airline revenue management as well, since a large percentage of passengers do not cancel the reservation but end up as a no-show. The primary objective of this project is to build an ensemble predictive model for hotel room cancellations, and also determine which features or predictors are important for such a model. The Machine Learning (ML) methods of Random Forest (RF), Support Vector Machines (SVM), and xgboost are used to predict room cancellations, and then a voting algorithm was used for the final prediction. Two real hotel demand datasets, one from a resort hotel H1 and the other from a city hotel H2, are used to illustrate the procedure. For the resort hotel, the ensemble method yielded the highest overall accuracy (97% for the Training set, 87% for the Test set), whereas the xgboost method yielded the highest overall accuracy for the city hotel (95% for the Training set, 87% for the Test set).

Keywords: cancelation, forecasting, hotel booking, machine learning; predictive modeling, revenue management

Identification of Negative Factors Affecting Museum Experience: The Case of Antalya Museums

Muhammet Necati Celik[1] and Aydin Cevirgen[2]

[1]Institute for Postgraduate Education
[2]Faculty of Tourism
Alanya Alaaddin Keykubat University, Turkey

Abstract

The museum experience begins before visit decision and continues after actual visit (Alexander, Blank, & Hale, 2018; Falk & Dierking, 2013). It is a process that includes pre, during, and post-visit phases (Kuflik, et al., 2015). In the pre-visit phase, general information as opening time, location, and ticket price of the museum is researched by visitors. During the visit phase, also named actual visit begins with entering to the museum and involves other additional services as a cafe, shop, etc. (Alexander, et al., 2018). The last phase includes post-visit memories and reflections (Kuflik, et al., 2015). In the current digital age, common experiences are reviewed by visitors on online platforms. Online reviews reflect the post-visit experience and may become part of the pre-visit experience for potential visitors. With the increasing use of the internet, the number of people reviewing museums via Web 2.0 and the number of academic researches related to online reviews have been increased in recent years (Cheng et all., 2019; Stoleriu et all., 2019; Taecharungroj & Mathayomchan, 2019; Chuang et all., 2017). Online reviews provide rich information for consumers and managers, on the other hand, they cause information overload (Cao, Duan, & Gan, 2011; Zhou & Guo, 2017). When museum visitors are considered as consumers, it can be said that online museum reviews play an important role in order to attract new visitors to the museum. Those reviews are read and followed by potential museum visitors in order to get useful information. According to a study conducted by Vlachos (2012), which supports the previous view, %87 of travelling people are using the internet. Also, %43 of travelling people are reading the reviews about a place before planning their travel. In a different study, it is emphasized that eWOM including online reviews was useful for travel planning and decisions of travellers (Chong, Khong, Ma, McCabe, & Wang, 2018). Therefore, the role of shared experience via online reviews can not be denied while making travel decisions. Pan and Zhang (2011) mentioned that online reviews can be used for retaining and attracting consumers. Thereby, online reviews can be used by museums too as a tool for retaining and attracting visitors. Especially, online reviews are an easy way of learning troubles in museums. These troubles during museum experience of visitors can be determined via systematically analyzing online reviews. As to solving the troubles, solutions must be developed by museum management. Thus, visitor satisfaction can be enhanced by museum management through determining and solving the troubles. Also, if museum professionals let visitors co-create their own experience, visitors can contribute to a better museum experience by their online reviews within Web 2.0 (Falk & Dierking, 2013: 283). Museums are one of the major attractions at destinations for visitors. Although Antalya has become prominent with its sea, sand, and sun-based tourism products, it also has valuable museums. Therefore, it is very important to increase the number of museum visitors, service quality, and visitor satisfaction in Antalya museums. Especially, identification and improvement of the negative situations experienced by museum visitors are essential. According to Antalya Provincial Directorate of Culture and Tourism (2019), approximately 630 thousand people visited those museums. While

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

15 million visitors visited Antalya in 2019 (Republic of Turkey Ministry of Tourism and Culture, 2019), the visitor number of those museums seems to be low. This situation shows that more than 14 million visitors left the city without visiting those museums. The share of museum visitors in total should be increased by providing a better visitor experience and enhancing visitor satisfaction. In this direction, the main purpose of the research is to analyze reviews of the museums on Tripadvisor with the content analysis method. The troubles of museums have been determined and suggested some solutions for Antalya Museums with the research. Firstly, negative situations encountered in the museums affiliated with the Ministry of Culture and Tourism in Antalya were determined by using online reviews on Tripadvisor. Thereafter, solutions for these negative situations were suggested. Antalya Museum, Alanya Museum, Saint Nikolaos Memorial Museum, Elmalı Museum, and Side Museum have been included in the research. But, Elmalı Museum has been excluded from the scope of the research because of not enough reviews on Tripadvisor. In the research, netnography research design has been used which is one of the qualitative research methods. Netnography is a contemporary alternative research methodology to traditional research methodologies (Mkono, 2012). It is defined by Kozinets (2002) as a faster, simpler, and cheaper online marketing research technique than ethnography in order to provide consumer insight. Nethnography is a methodology that comprise examining and analysing the data on the computer via research questions (Mkono, 2012). Number of researches using netnography increased as a result of the evolution of the internet and information technologies in last decades (Heinonen & Medberg, 2018). As a result, 505 reviews of visitors who visited the museums during the years of 2018 and 2019 written in Turkish and English on Tripadvisor were analyzed by content analysis. Collected data comprise unstructured reviews of related museums as a text form. The main results of the study can be summarized as follows: Firstly, the small size of Alanya museum has been emphasized by 32% of the visitors. In this context, it is recommended to increase the diversity of the artifacts exhibited in the Alanya Museum and to widen the museum area. On the other hand, the apathy of the staff and expensiveness of the museum facilities have been the most mentioned negative situations in Antalya Museum. In order to solve those two problems, review of prices and identification of the role of the museum staff are a necessity. In the Saint Nikolaos Memorial Museum, overcrowding of the museum has been determined as the major problem. Visitor management methods can be used in order to solve overcrowding in the museum. Also, the carrying capacity of the museum can be calculated by museum management. Finally, approximately 28% of the visitors in Side Museum have complained that the museum was small in a place with such beautiful historical sites around it. The artifacts unearthed as a result of the excavations should be kept and exhibited in the region by museum management. Also, a wider exhibition area should be built. Consequently, in order to become prominent with historical values too, visitors of museums must be satisfied and museums of Antalya must be managed and promoted well by museum management. In this sense, it is recommended that the negative situations revealed by the research should be taken into consideration and improved by museum management. Also, it is recommended that co-creation of visitor experience should be allowed together with visitors via online platforms by museum professionals. In addition, the museums need to develop their own official websites and it is suggested that the museums need to adapt themselves to digitalized era. The data obtained from Tripadvisor do not reflect the views of all museum visitors and in depth information about museum experience. However, it provides useful information for researchers. For future studies, not only qualitative, but also quantitative or mixed method researches can be suggested about museum experience.

Keywords: museum experience, online reviews, museum management, Antalya

References

Alexander, V. D., Blank, G., & Hale, S. A. (2018). Tripadvisor Reviews of London Museums: A New Approach to Understanding Visitors. Museum International, 70(1-2), 154-165. https://doi.org/10.1111/muse.12200

Antalya Provincial Directorate of Culture and Tourism. (2019). Museum and Archaeological Site Statistics. Antalya.

Cao, Q., Duan, W., & Gan, Q. (2011). Exploring determinants of voting for the "helpfulness" of online user reviews: A text mining approach. Decision Support Systems, 50, 511-521. https://doi.org/10.1016/j.dss.2010.11.009

Cheng, X., Fu, S., Sun, J., Bilgihan, A., & Okumus, F. (2019). An investigation on online reviews in sharing economy driven hospitality platforms: A viewpoint of trust. Tourism Management, 71, 366-377. https://doi.org/10.1016/j.tourman.2018.10.020

Chong, A. Y., Khong, K. W., Ma, T., McCabe, S., & Wang, Y. (2018). Analyzing key influences of tourists' acceptance of online reviews in travel decisions. Internet Research, 28(3), 564-586. https://doi.org/10.1108/IntR-05-2017-0212

Chuang, T. C., Liu, J. S., Lu, L. Y., Tseng, F.-M., Lee, Y., & Chang, C.-T. (2017). The main paths of eTourism: trends of managing tourism through Internet. Asia Pacific Journal of Tourism Research, 22(2), 213-231. https://doi.org/10.1080/10941665.2016.1220963

Falk, J. H., & Dierking, L. D. (2013). The Museum Experience Revisited. California: Routledge.

Heinonen, K., & Medberg, G. (2018). Netnography as a tool for understanding customers: implications for service research and practice. Journal of Services Marketing, 32(6), 657-679. https://doi.org/10.1108/JSM-08-2017-0294

Kozinets, R. V. (2002). The Field behind the Screen: Using Netnography for Marketing Research in Online Communities. Journal of Marketing Research Netnography for Marketing Research in Online Communities(39 (February)), 61-72. https://doi.org/10.1509%2Fjmkr.39.1.61.18935

Kuflik, T., Wecker, A. J., Lanir, J., & Stock, O. (2015). An integrative framework for extending the boundaries of the museum visit experience: linking the pre, during and post visit phases. Information Technology & Tourism, 15, 17-47. https://doi.org/10.1007/s40558-014-0018-4

Mkono, M. (2012). Netnographic Tourist Research: The İnternet as a Virtual Fieldwork Side. Tourism Analysis(17), 553-555. https://doi.org/10.3727/108354212X13473157390966

Pan, Y., & Zhang, J. Q. (2011). Born Unequal: A Study of the Helpfulness of User-Generated Product Reviews. Journal of Retailing, 87, 598-612. https://doi.org/10.1016/j.jretai.2011.05.002

Republic of Turkey Ministry of Tourism and Culture. (2019). Border Statistics. Retrieved March 9, 2021, from https://www.ktb.gov.tr/EN-249299/yearly-bulletins.html

Stoleriu, O. M., Brochado, A., Rusu, A., & Lupu, C. (2019). Analyses of Visitors' Experiences in a Natural World Heritage Site Based on Tripadvisor Reviews. Visitor Studies, 22(2), 192-212. https://doi.org/10.1080/10645578.2019.1665390

Taecharungroj, V., & Mathayomchan, B. (2019). Analysing TripAdvisor reviews of tourist attractions in Phuket, Thailand. Tourism Management, 75, 550-568. https://doi.org/10.1016/j.tourman.2019.06.020

Vlachos, G. (2012). Online Travel Statistics 2012. Retrieved from Info Graphics Mania: https://infographicsmania.com/online-travel-statistics-2012/

Zhou, S., & Guo, B. (2017). The order effect on online review helpfulness: A social influence perspective. Decision Support Systems, 93, 77-87. https://doi.org/10.1016/j.dss.2016.09.016

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

COVID-19 Residual Effects: Sustainability Strength and Volatility for the Future

Noel Criscione-Naylor and Jane Bokunewicz

School of Business
Stockton University, United States

Abstract

The topic of sustainability, the use of resources and the ability to achieve ecological balance has become a widely researched topic within hospitality and tourism segments including but not limited to: events and entertainment (Getz, 2017; Riungu, Backman, & Kiama, 2018), food and beverage (Bilska, Tomasezewska, & Kolozyn-Krajewska, 2020; Filimonau & Coteau, 2019), and hotel operations (Curry, 2016; Filimonau, Derqui,, & Matute, 2020). In research examining national tourism policy, Torkington, Stanford, & Guiver (2020) identified that environmental sustainability was depicted as instrumental to maintaining tourist demand and growth across the industry niches. The industry and those that participate in tourism and hospitality activities have become increasingly aware of the need to conduct practices sustainably whereby the community, the environment, and economic benefits are all significantly considered (Riungu, et al., 2018). However, sustainment of sustainability initiatives has often been met with challenges despite support from a variety of stakeholders and actions to force compliance within organizations from local, state and federal entities (Galvani, 2020). This has now been compounded with the COVID-19 pandemic and its global impact on the world, creating an extenuating impact on sustainability initiatives with the addition of suggested and required health and wellness protocols. New standards that must be met by destinations and businesses may consequently result in long-term risks of sustainability survivability. In the 2020 annual risk report from the World Economic Forum (2020), the top five risks in terms of likelihood were environmental, and the top four of five risks in terms of impact were both social and environmental in nature, all influenced by COVID-19. Despite the short-term benefits associated with the pandemic such as reduced occupancy rates, reduction in travel, and so on, there are fears that corporate financial support for sustainability initiatives will be reallocated as companies shift priorities to focus on financial recovery and meet new business requirements (Jones & Comfort, 2020). The purpose of this research was to assess the current state of sustainability strength in the "Resort Capital of the East Coast" one-year post COVID-19 and forecast volatility of sustainability initiatives as hospitality segments reopen and move more toward normal business operations. Early indicators demonstrate a shift in overall waste from commercial to residential; yet, the reduction in waste for commercial entities has not been in proportion to occupancy mandates.

Data was obtained from the Atlantic County Utilities Authority (ACUA). As per their mission "The Atlantic County Utilities Authority is responsible for enhancing the quality of life through the protection of waters and lands from pollution by providing responsible waste management services. The Authority is an environmental leader and will continue to use new technologies, innovations and employee ideas to provide the highest quality and most cost-effective environmental services". ACUA operates two divisions: Wastewater Division and the Solid Waste Division. Data was provided from 2019-2021 in both the areas listed above for residential and commercial waste. ACUA covers the full area of "Resort Capital of the East Coast", Atlantic City,

and the surrounding counties of Atlantic County. We used averages provided by the New Jersey Department of Environmental Protection (NJDEP) for household recycling materials. Inter-coastal rainfall was accounted for during the periods of measure and water usage in these communities was examined. Overall, there is a decrease in trash coming from commercial establishments. From March through July, ACUA measured a 41 percent decrease in commercial trash as well as a 29 percent decrease in commercial recycling when compared with the same time in 2019. These reductions were not aligned to the temporary mass closings in the area that had occupancy rate restrictions after a brief period of full closure. On the residential side, from March through July, there was an 11 percent increase in household trash and recycling from Atlantic County municipalities when compared to the same time in 2019. ACUA's wastewater treatment facility in Atlantic City is responsible for treating wastewater (which is the dirty water that comes from sinks, toilets, dishwashers, washing machines, etc.) from the homes and businesses located in the 14 municipalities that tie into their system. Since the pandemic caused the shutdown of many businesses, the flow of wastewater coming into the facility greatly decreased. From March through July, there was a 13 percent decrease in flows when compared to 2019. Further data collection is in progress to obtain individual business data for the resort area. Continued data collection will help to identify variation across similar business entities and potentially lead to the identification of best practices or businesses that are most in need as reopening efforts continue with increase capacity. Comparing baseline data of waste pre and post COVID-19 offer's evidence of the impact of the pandemic in the following ways: the increase in waste due to additional sanitation requirements which may have a long-term impact on costs in the business to offer services; insight into the average waste per visitor when examining large businesses in the area and forecast total increases based on occupancy percentages. Sustainability and environmental programs are key components of long-term value and business resiliency (EY Americans, 2020); but in the current crisis, they may seem like a luxury that can be sidelined for now. This research brings the conversation back to the table to be considered and prioritized. Accordingly, the research provides insights into whether waste needs to be an immediate priority and identify efficient, short-term and long-term options. This research also helps to understand the indirect burden it may put on service providers such as ACUA in the short and long term. This research is of value as it seeks to provide evidence of the potential change in relationships between sustainability and the hospitality and tourism industry highlighted by the COVID-19 crisis, offering a range of research opportunities, at both the theoretical and empirical levels. Furthermore, this research will support existing literature of the continued need to create awareness of waste disposal challenges. Findings and implications of this study support Čorak et. al., (2020) findings that the COVID-19 crisis should become a turning-point for growth-strategies in hospitality and tourism development to be transformed into more sustainable and more inclusive activity. Furthermore, the hospitality and tourism setting make sustainability efforts complex and require continuous improvement (Getz, 2017).

Keywords: sustainability, waste, COVID-19

References

Atlantic County Utilities Authority (2020). How the COVID-19 Pandemic is Impacting Waste in Atlantic County. ACUA. Retrieved from http://acua.com/Blog.aspx?pageid=5449&id=8771&blogid=1705

Bilska, B., Tomasezewska, M., and Kolozyn-Krajewska, D. (2020). Managing the Risk of Food Waste in Foodservice Establishments. Sustainability. 12(5):2050. Retrieved from https://doi.org/10.3390/su12052050

Čorak, S., Boranić Živoder, S., & Marušić, Z. (2020). Opportunities for tourism recovery and development during and after COVID-19: Views of tourism scholars versus tourism practitioners. Tourism (13327461), 68(4), 434–449. Retrieved from https://doi-org.ezproxy.stockton.edu/10.37741/t.68.4.5

Curry, A. (2016). Closing the Loop on Food Waste. Executive Housekeeping Today, 1–5.

EY Americas (2020). Why sustainability and ESG's are more important than ever. EY Americas. Retrieved from https://www.ey.com/en_us/assurance/why-sustainability-and-esg-are-now-more-important-than-ever

Filimonau, V., Derqui, B., & Matute, J. (2020). The COVID-19 pandemic and organisational commitment of senior hotel managers. International Journal of Hospitality Management, 91, N.PAG. Retrieved from https://doi-org.ezproxy.stockton.edu/10.1016/j.ijhm.2020.102659

Galvani, A., Lew, A. A., & Perez, M. S. (2020). COVID-19 is expanding global consciousness and the sustainability of travel and tourism. Tourism Geographies, 22(3), 567–576.Retrieved from https://doi-org.ezproxy.stockton.edu/10.1080/14616688.2020.1760924

Getz, D. (2017). Developing a Framework for Sustainable Event Cities. Event Management, 21(5), 575–591. Retrieved from https://doi-org.ezproxy.stockton.edu/10.3727/152599517X15053272359031

Jones, P., & Comfort, D. (2020). The COVID-19 crisis and sustainability in the hospitality industry. International Journal of Contemporary Hospitality Management, 32(10), 3037–3050. Retrieved from https://doi-org.ezproxy.stockton.edu/10.1108/IJCHM-04-2020-0357

Riungu, G., Backman, K., Kiama, F. (2018). An Analysis of Event-Related Research across Allied Fields. Event Management, 22(4), 571–582. Retrieved from https://doi-org.ezproxy.stockton.edu/10.3727/152599518X15300559276949

Torkington, K., Stanford, D., & Guiver, J. (2020). Discourse(s) of growth and sustainability in national tourism policy documents. Journal of Sustainable Tourism, 28(7), 1041–1062. Retrieved from https://doi-org.ezproxy.stockton.edu/10.1080/09669582.2020.1720695

World Economic Forum (2020). The Global Risks Report. World Economic Forum. Retrieved from http://www3.weforum.org/docs/WEF_Global_Risk_Report_2020.pdf

Positioning Malaysia as a Duty-Free Destination by 2020: An Investigation to Estimate Economic Impacts of Duty-Free Markets in Malaysia

Jeetesh Kumar[1], Suresh Kannan[1], and Kashif Hussain[2]

[1]School of Hospitality
[2]School of Media and Communication
Taylor's University, Malaysia

Abstract

In 2018, there was 25.83 million tourist arrival to Malaysia (Tourism Malaysia, 2018). It was a slight decrease of 0.12 million compared to 25.95 million tourists in 2017. Tourist receipts were RM 84.1 billion, which increased RM 2 billion compared to RM 82.16 billion in 2017. In 2017, Singapore was the most significant contributor to Malaysia's tourist arrivals with 12.4 million. The other the top ten tourist arrivals in the short-haul markets were from Indonesia (2.76 million), China (2.28 million), Thailand (1.84 million), Brunei (1.66 million), India (0.55 million), South Korea (0.48 million), Japan (0.39 million), Philippines (0.37 million), and United Kingdom (0.36 million) (Tourism Malaysia, 2018). Malaysia's global tourism has grown from RM 29.7 billion (US$ 9 billion) in 2004 to RM 65.4 billion (US$ 19.8 billion) in 2013 with a 54.5% present growth rate from 2004-2013, placing Malaysia as top third (3rd) in international tourist arrivals (25.7 million) in Asia and the Pacific after China (55.7 million) and Thailand (26.5 million) reported by UNWTO (2014). Malaysia Airports Holdings Berhad's (MAHB) network of airports recorded 133.1million passenger movements in 2018, a 4.0% growth over 2017. International passenger movements recorded 63.3million passengers with a year-on-year increase of 5.9%, while domestic passenger movements increased by 2.3%, recording 69.7million passengers over 2017. Middle East, North America, North East Asia, South East Asia and South Asia recorded positive growth in 2018. Kota Kinabalu, Kuching, Tawau, Sibu, Bintulu, Kuantan, and Ipoh airports registered double-digit growth in passenger movements. Overall aircraft movements increased by 2.8% in 2018. International and domestic aircraft movements increased by 6.0% and 0.8%, respectively. Overall average load factor was 74.4% in 2018, 1.9 percentage points less than in 2017. General cargo movements decreased by 0.9% in 2018 to 965,149 metric tons. The cargo performance was in line with the global cargo performance, which has been sluggish. KLIA passenger movements registered 60.0million passengers in 2018, a growth of 2.4% over 2017. International and domestic passenger movements grew by 2.7% and 1.7%, respectively. KLIA2 passenger movements increased by 5.3%, with 31.9million passengers, while KLIA Main Terminal passenger movements decreased by 0.7% to 28.1million passengers. To tap the growth potential of tourism and realize Malaysia's aspiration to become a high-income country by 2020, Malaysia launched the Economic Transformation Programme (ETP, 2010). Towards this end, tourism has been identified as one of the National Key Economic Areas (NKEAs) to propel this economic transformation. In this regard, the Malaysia Tourism Transformation Programme (MTTP) was formulated to achieve the targets of attracting 36 million international tourists and generating RM 168 billion (US$ 51 billion) in terms of tourism receipts. This translates to expansion by 2.5 times the foreign exchange earnings in 2020. This strategic ambition will be achieved through, among other things, the 12 Entry Point Projects (EPPs) proposed under the Tourism NKEA based on the themes of affordable luxury, family fun, nature adventure; business tourism; and international events, spa, and sports. Tourism Malaysia through SSM works with the Malaysia Shopping Malls

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Association, BBKLCC Tourism Association, BARRA-Batu Road Retailers Association, Malaysia Retailers Association, and the Malaysian Retailers Chains Association in implementing the various promotional efforts to boost the shopping sector.

The promotional efforts do not only focus on premier shopping area like BBKLCC but extend to other potential shopping destinations such as Jalan Tuanku Abdul Rahman Heritage Shopping Zone, Bandar Utama/Damansara, Bandar Sunway and Subang Jaya in Selangor as well as George Town in Pulau Pinang, Johor Bahru in Johor, Melaka, Sabah, and Sarawak. The Extended Shopping Zones will be promoted along with the major shopping districts in premier areas in Kuala Lumpur such as Bukit Bintang, KLCC and Central Market, which offer some of the best shopping experiences in the city. Currently, there are over 300 items in the country that are exempt from tax, so there are already plenty of opportunities to grab bargains, but, amazingly for a devoted shopper like myself, I can reveal that there are plans to expand this even further – so that all goods fall into this category and Malaysia can become "the duty-free shopping destination". Places where a tourist can shop and not pay any duties includes Kuala Lumpur International Airport (KLIA), Bayan Lepas International Airport (Penang), Langkawi International, Airport (Kedah), Kota Kinabalu International Airport (Sabah), Kuching International Airport (Sarawak), Port Klang (Selangor), Tanjung Belungkur (Johor), Pengkalan Kubur (Kelantan), Padang Besar (Perlis), Bukit Kayu Hitam (Kedah), Pengkalan Hulu (Perak), Rantau Panjang (Kelantan) and Kuala Baram (Sarawak). Domestic designated duty-free islands include Langkawi, Labuan and Tioman (https://asiancorrespondent.com/2012). The Economic Transformation Programme (ETP) is a comprehensive effort that will transform Malaysia into a high-income nation by 2020. EPP1 targets are positioning Malaysia as the desired duty-free haven in the region by 2020. Competitive pricing is the main driver for attracting tourists, increasing sales, and propelling the country towards this goal. Initiatives under this EPP have also centered on abolishing import duties, focusing on products, which have high tourist spending, and beginning with the removal of import duties on 328 items under eight categories announced in Budget 2011. Shopping Secretariat Malaysia (SSM) ramped up promotions of Malaysia as a duty-free destination as part of the overall VMY 2014 campaign. It worked closely with key industry players such as the Bukit Bintang-Kuala Lumpur City Centre (BBKLCC) Tourism Association, Malaysian Retailers Association (MRA), Malaysian Retailer-Chains Association (MRCA) and the Batu Road Retailers Association (BRRA). EPP champion includes Tourism Malaysia, Pavilion Kuala Lumpur, Malaysian Association for shopping & high-rise complex management, Retail group Malaysia, Ministry of domestic trade, cooperatives and consumerism and Duty-free Malaysia (The Economic Transformation Programme, 2010). It is a recent tendency for developing countries to establish a duty-free zone within a country to attract foreign direct investments. Through the Tourism NKEA, collaborative efforts between the Ministry of Tourism and Culture, other Government agencies and the private sector have been enhanced to secure Malaysia's position as a leading tourist destination. Twelve Entry Point Projects were introduced in this NKEA to help meet the country's targets by 2020. EPP1 targets are positioning Malaysia as the desired duty-free haven in the region by 2020. Competitive pricing is the main driver for attracting tourists, increasing sales, and propelling the country towards this goal. As part of efforts under this EPP, Tourism Malaysia and the Ministry of Domestic Trade, Cooperatives and Consumerism have begun monitoring the price of goods in Malaysia's regional neighbours Singapore, Hong Kong, Indonesia, and Thailand. This is to continually gauge Malaysia's product and price competitiveness within the region. Further measures under this EPP include Tourism Malaysia strengthening its efforts to benchmark Malaysia as the regional shopping destination via ongoing awareness campaigns and competitive

pricing. Therefore, this study aimed to investigate the size and economic impacts of duty-free markets in Malaysia. Quantitative research approach was applied in this research. By using nonprobability convenience sampling 438 surveys were collected from five (5) duty-free destinations, including Langkawi International Airport, Kedah, Kota Kinabalu International Airport, Kota Kinabalu, Kuala Lumpur International Airport 1 and Kuala Lumpur International Airport 2, Selangor, Bayan Lepas International Airport, Penang by using a self-administrative survey instrument. It was noticed that most of the participants travelled by flights, where the Air Asia was on the first choice used by participants. Research confirms that many participants travelled for leisure and an average number of stay in Malaysia; most respondents reported three-five (3-5) nights. This research has found out that overall, the participants had average spending of RM 695 at several duty-free destinations in Malaysia, for Langkawi RM 567, for Penang RM 530, for Kota Kinabalu RM 516, for KLIA1 RM 351 and KLIA2 RM 328. Participants had a high perception of staff's language ability, neatness and cleanliness of shops, value for money, opening hours of shops, and choice of payment methods in terms of their experience at duty-free destinations in Malaysia. Besides, concerning the total direct economic value, participants had a total expenditure of RM 1.5 billion. The findings of current research conclude that the overall economic multiplier for the participants was 1.54. In terms of total economic impact, the participants contributed RM 2.3 billion and a total economic value per FTE of RM 77,220. Further, recommendation and suggestions are included for the concreted stakeholders.

Keywords: duty-free, destination, Malaysia, economic impacts, money generation model (MGM)

References

Economic Transformation Programme (2010). A Roadmap for Malaysia. Putrajaya: Performance Management and Delivery Unit (PEMANDU). Malaysia.

Tourism Malaysia (2018). Annual Report. Available at: http://corporate.tourism.gov.my

United Nations World Tourism Organization (UNWTO, 2014). Tourism Highlights. Madrid: UNWTO Press.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

SWOT Analysis as an Initial Step Towards Sustainable Tourism Development Planning: Case of Edirne City, Turkey's Gate to Europe

Aydemir Ay[1] and Erdogan Ekiz[2]

[1]The Edirne Municipality, Turkey

[2]School of Tourism & Hospitality
The Ostelea, Morocco

Abstract

The city of Edirne is located at the crossroads of Asia and Europe, hosting the busy borders with Greece and Bulgaria. The city center is only 7 km from Greece and 17 km from Bulgaria. Edirne has been blessed with not only historical, but also natural and cultural riches. More specifically Edirne, historically known as Hadrianopolis, was founded by the Roman emperor Hadrian, served as the third capital of the Ottoman Empire for almost a century, and houses numerous ancient sites from different civilizations and religions (Islam, Christian, Jewish, and Baha'i). All these factors make Edirne a vibrant and potentially very attractive tourism destination for various types of tourists, including but not limited to history devotees, gastronomy enthusiasts, nature lovers, cross-border visitors/shoppers and so on. Since 1360, Edirne has hosted Kırkpınar Oil Wrestling Tournament, which is now a festival on the UNESCO Intangible Cultural Heritage List of Humanity. All these and many other attractions/offerings make Edirne important for international and domestic tourism. Moreover, tourism plays a substantial role in Edirne's economic well-being as a significant direct and indirect revenue generator and source of employment. Before the COVID-19 pandemic hit global tourism and limited the travel industry, Edirne hosted 5.5 million tourists (international and domestic), at its 37 accommodation establishments. However, given the significance of tourism, there is a lack of a unifying tourism master plan for the city. Thus, this paper aims to present a detailed analysis of Edirne's strengths and weaknesses as a tourism destination and what opportunities and threats it may face, aka SWOT analysis. To do so, a mix-methodology approach (secondary and primary data sources and qualitative and quantitative techniques) will be utilized to reach stakeholders at the Government offices and tourism and hospitality industry. Also, ongoing and strategic plans of the Edirne Municipality and supporting industry bodies will be presented to support and enrich the findings of the SWOT analysis. Finally, implications for sustainable tourism development for Edirne will be provided.

SWOT Analysis of Edirne as a Tourist Destination - Abbreviated List

Strength

- Strategic location and having five border gates to European countries that makes accessibility easy.
- Rich historical inheritance that helps creating and improving tourist experience.
- Hosts well-known and UNESCO recognized (World Intangible Cultural Heritage list) festivals, such as Kirkpinar Oil Wrestling, Kakava and Hidirellez.
- The shopping choices provided by high quality and large shopping malls attract the citizens of Balkan countries.
- Ease of access with traveler friendly requirements/regulations for the European countries, especially Greece and Bulgaria.

- Educated, skilled and experienced service providers in the hospitality and tourism industry (supplied by tourism high schools and universities).
- Existence of strong and strategy-oriented nature sports and tourism associations working with the industry and the governmental bodies.

Weakness

- Not having a unified destination management and marketing strategy that is participative and disseminated to all shareholders.
- Shortage of rooms/beds during festivals and major events.
- Seasonality and high demands during certain months and the impact of this on the prices.
- Lack of Edirne based travel agencies and tour operators which could directly benefit the economy.
- Current state of the historical sites suffering from the lack of restoration works and upkeeping.
- Suffering from infrastructural issues that affects the industry adversely, such as insufficient parking and public transportation.
- Failing to ensure that local cultures (Pomak, Rumelia and Balkan immigrants) participate in tourism product offering.

Opportunities

- Planned investments on the various alternative tourism types likely to diversify the tourism offering, such as gastronomy tourism, rural tourism, culture tourism, wine tourism, sports tourism and religious tourism for Jews, Muslims, Christians and Baha'i. The Tourism Development Unit of the Edirne Municipality will be responsible for the implementation.
- Istanbul - Edirne high speed train services will start which will increase the international and domestic tourist arrivals.
- Centers/associations that will support the industry will launch in near future, such as Edirne Gastronomy Center and Edirne Jewish Culture House.
- Several museums will be opened by Edirne Municipality and Ministry of Tourism, such as II. Mehmed Museum.
- EU citizens will be allowed entry to Turkey without a visa from the customs through Enez seaport (a small coastal town in Edirne).

Threads

- Turkey and EU relationships are fragile these days which may result in sections and/or travel restrictions affecting tourist arrivals from EU countries.
- Greece and Bulgaria's ever improving political collaboration may result in tourists' destination choice decisions (visiting one another instead of Turkey/Edirne).
- Legal and illegal refuge paths from Middle East and Asia go through Turkey's door to Europe, Edirne. If this is perceived an Edirne problem, it may affect the incoming tourist numbers.
- Increasing number Edirne's population as well as both domestic and international tourists will increase the stress on the physical environment. This may create problems such as increasing carbon emissions and environmental pollution with the tourism movement.
- Edirne's competition with neighboring cities of Kırklareli and Tekirdag, may result in dividing the tourist numbers between them, lessening the economic benefits of tourism.

Keywords: sustainable tourism development, Edirne, SWOT analysis, strategies/plans

References

Ay, A. (2014). Yerel halkin turizmin etkileri ile ilgili algi ve beklentileri: Edirne Ili uzerine arastirma. (Unpublished master's thesis). Beykent Universitesi Sosyal Bilimler Enstitusu, Istanbul.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Ay, A., Bavik, A., Taskiran, E., & Ekiz, H. E. (2014), "Investigating the Factors Affecting Residence Attitude towards Tourism Development: A Case of Edirne Turkey", The 7th International Conference on Service Management, 10-12 December Macau S.A.R., China: Institute for Tourism Studies, Full Paper Published, Proceeding Book, pp. 30-44.
Başarangil, İ., Meteoğlu, N., & Demir, H. Y. (2020). A Research on the Shopping Trends of Bulgarian Tourists with the View of the Tradesmen of Edirne Selimiye Arasta. Journal of Tourism and Gastronomy Studies, 8(2), 825-838. 28.
Ekiz, E.H., & Ay, A. (2020) Assessment of Expectations and Perceptions of People of Edirne On Environmental Effects of Tourism. EUropean Journal of Managerial Research, 3(5), 130-144.
Er, Ö., & Bardakoğlu, Ö. (2016). Kültürel Mirasin Sürdürülebilir Turizm Ürünü Çeşidi Olarak Değerlendirilmesi: Edirne Örneği. İşletme Fakültesi Dergisi, 17(2), 95-111.
Köse, B. Ç., & Karalar, S. (2019). The Role of Local Entrepreneurs in Urban Tourism: A Study on Hotels in Edirne City Centre. City Tourism, 102.
Tuna, M. (2011). Social and environmental impacts of tourism development in Turkey. In sustainability of tourism: Cultural and environmental perspectives (pp. 1-16). Newcastle: Cambridge Scholars Publications.

Acknowledgements

The authors would like to thank the Mayor of Edirne, Mr. Recep Gürkan and his team at the Edirne Tourism Development Unit for his/their valuable insights and support.

Stages of Loyalty and Its Relation to Service Quality and Satisfaction

Joohyun Lee

The Department of Business & Leadership
Eastern Mennonite University, United States

Abstract

Even though a significant amount of consumer behavior research has focused on loyalty, the conceptual nature of loyalty is still arguable and evolving (TaghiPourian & Bakhsh, 2015). Conventionally, loyalty was viewed as one-dimensional behavior such as purchase frequency or probability. Later, loyalty was explained as a two-dimensional phenomenon that is a function of favorable attitudes and behavioral repetition over some period (Khan, 2009). However, behavioral and attitudinal perspective of loyalty construct is not enough to explain a complex phenomenon of loyalty. In a three-dimensional approach, affective, cognitive, and behavioral loyalty congregate to make fuller understanding of loyalty (Worthington, et al., 2009). Oliver (1999) suggested that access to consumers' beliefs, affect, and intention phases in the attitude-behavior development structure would contribute to the development of loyalty construct. Therefore, loyalty can be assessed from the cognitive phase (when the consumer faces information), affective phase (an attitude of liking toward the brand), conative stage (behavioral intention) and, finally, action control (behavioral consistency of repurchase). Even though several studies attempt to measure loyalty, no research have tested these four stages of loyalty and its relationship with service quality and satisfaction in the field of leisure, recreation, and tourism.

The purpose of study: This study examines stages of loyalty (cognitive, affective, conative, and action stages) and its relationship with service quality and satisfaction.

Methods: The questionnaire was developed with the intention of asking respondents about four primary attributes of loyalty measures: cognitive, affective, conative, and action loyalty. Cognitive loyalty toward a state park was obtained through three questions asking their beliefs and preference to alternative parks. Affective loyalty was measured by fulfillment and satisfaction of the visit to the park. Cognitive loyalty was constructed to measure park visitors' behavioral intention to continue visiting the park in the future and positive word of mouth. Finally, action loyalty was measured by items of psychological commitment, Additionally, service quality and satisfaction were asked along with demographic information. Sampling frame for this study was Florida State park visitors. A total of 1200 questionnaires were sent to the park visitors who agreed to participate on a following mail-back survey after completing Florida State park visitor satisfaction survey. A total of 323 surveys were returned. Males comprised about 51% while 49% were females of the sample. The age distribution was skewed towards the older age group of 65 years and older (36%), followed by the age group of 55 to 64 years old (31%). The respondents visited the same park about 11-12 times in the last 12 months.

Data Analysis: The analysis of this study consisted of three steps. First, the reliability of the constructs was calculated. Second, a structural equation modeling (SEM) approach was employed to investigate the relationship among cognitive loyalty, affective loyalty, cognitive loyalty, and behavioral loyalty. EQS 6.4 was used to utilize SEM. Third, multiple regression analysis was used

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

to examine the relationships between service quality and loyalty, and between satisfaction and loyalty.

Results: Reliability test for four dimensions of loyalty proved that all four concepts were reliable with Cronbach's alpha value between .83 and .95. The findings show significant chi-square statistics for a structural model. The results indicate that the models have good fit with the data (NNFI=.93, CFI=.95, SRMR=.06, and RMSEA=.09). Overall fit resulted in a chi-square statistic of 385.8 (df = 70, $p< .001$). It suggests that the effect of cognitive loyalty on affective loyalty was significant ($\beta = .91$). Also, affective loyalty influenced conative loyalty positively and significantly ($\beta = .67$). Finally, cognitive loyalty influenced behavioral loyalty significantly ($\beta = .92$). The result of multiple regression analysis indicated that the effect of service quality on all four stages of loyalty was significant. Service quality had a positive and significant influence on cognitive loyalty ($\beta = .55$); affective loyalty ($\beta = .43$); conative loyalty ($\beta = .50$); and behavioral loyalty ($\beta = .65$). Further, the effect of satisfaction on loyalty stages was significant. Satisfaction had a positive and significant relationship with cognitive loyalty ($\beta = .90$); affective loyalty ($\beta = .99$); conative loyalty ($\beta = .96$); and behavioral loyalty ($\beta = .95$).

Conclusions: First, the theoretical framework of four loyalty formation was supported. Park visitors who had developed positive beliefs about the park were likely to develop a positive and likable attitude toward a park. Also, park visitors who liked the park were likely to say positive things about the park to others. Furthermore, park visitors who developed a positive future intention were likely to resist to change their choices about the park. Therefore, four stages of loyalty formation were also empirically validated in a park setting. Second, the effect of service quality and satisfaction on loyalty stages were also supported. Service quality and satisfaction influenced cognitive, affective, cognitive, and action loyalty. Future study should investigate in examining the relationship between actual behavior and four stages of loyalty.

Keywords: loyalty, service quality, satisfaction

References

Khan, B. M. (2009). Consumers and Their Brands: Deciphering Dimensions of Loyalty. International Journal of Business Insights & Transformation, 2(1), 84-92.

Oliver, R.L. (1999). Whence Consumer Loyalty. Journal of Marketing, 63, 33-34.

TaghiPourian, M. J., & Bakhsh, M. M. (2015). Loyalty: From Single-Stage Loyalty to Four-Stage Loyalty. International Journal of New Technology and Research, 1(6), 48-51.

Worthington, S., Russell-Bennett, R., & Hartel, C.J., (2009). A Tridimensional Approach for Auditing Brand Loyalty, Journal of Brand Management, 17(4), 243-253.

Challenges of IT Applications in Hotel Management: A Study of Hotels in Guangzhou

Carrie Yin Ching Li

The School of Hotel and Tourism Management
The Hong Kong Polytechnic University, Hong Kong

Abstract

By the sudden effect of an unprecedented coronavirus disease 2019 (COVID-19), the pandemic has enhanced the need for IT applications in both supply and demand sides of the hotel industry (Hao, Xiao & Chon, 2020). The significant role of IT in hotel management during the pandemic was fundamentally critical in providing contactless service, intelligent technology, mobile payment and so on that could effortlessly reduce interpersonal contact and the risk of cross-infection by increasing customers' confidence in the hotel environment during the pandemic (Hao, Xiao & Chon, 2020). Sometimes, benefits and challenges are in parallel. While a lot of people appreciate IT for the benefits it has brought, such as efficiency and time-saving, many hoteliers may not always see it as a strength because it simultaneously brings forth a flood of management concerns and challenges such as technical problems, reoccurring operational issues, or even organizational investment failures. Investing in IT becomes a dilemma because it always comes with a price. To fully understand how IT applications have been used from a hoteliers' viewpoint, there are two objectives in this study. First, it intends to find out the major IT challenges that the hotel industry in China faces amid current conditions; Second, it provides suggestions and implications relates to these IT challenges for the industry. This study was drawn on the interviews with 51 hotel employees working in hotels in Guangzhou, China. Responses to the interviews were content analyzed, which resulted in 16 sub-themes that were further refined into five top themes. The dominant sub-themes that emerged out of the qualitative inquiry included IT practicableness, suitability, convenience, flexibility and friendliness, the speed of internet/internal network/server loading, IT safety, security and stability, hardware, and issues after IT updates and changes. Subsequent overarching themes included hotel ownership towards IT challenges, communication obstacles, IT customization and pandemic impact. The study not only sheds light on the current state of IT challenges faced in Chinese hotels but also proposes two important frameworks—a framework about IT impact on hotel performance adapted from Melian Gonzalez and Bulchand-Gidumal (2016) and a constructive communication framework for hoteliers on how to critically assess and manage these IT challenges and carefully decide for each IT investment. Despite the growing importance of IT applications in the hotel industry, there has been limited empirical evidence about IT challenges particularly from the hoteliers' perspective. Therefore, this study is intended to bridge this gap and raise attention to the IT challenges and implications in hotel management while taking essential learnings stemming from the current circumstances. Limitations and scope of future research are also discussed.

Information technology has been a timeless research subject in academia since the past century. The applications of IT have been widely utilized in many industries particularly in hospitality. Therefore, it is difficult to give a brief literature review to summarize all aspects of IT applications in hospitality management. In this study, the literature review was elaborated and separated into two parts. On one hand, the first part of the literature was a general review of IT applications and

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

their pros and cons in hotel management. This section provided a thorough review of all the limitations and challenges of IT applications that existed in the past literature and their impacts, which paved the foundation for content analysis in the next section. The second part was a literature analysis with both thematic and summative approach on selected articles. The first group of the literature review was conducted with thematic content analysis (Fox, 2004) by segmenting and grouping the findings of four related studies into 12 major themes and integrated them into a new framework adapted from Melian-Gonzalez and Bulchand-Gidumal (2016). The second group of the literature review was analyzed and presented with a summative approach (Hsieh & Shannon, 2005) by constructing a table summarizing all major IT challenges that were frequently discussed or mentioned in the related literature under the new framework. There were two important purposes served in this literature analysis. First, it was to identify the top IT challenges most frequently mentioned by researchers so that it enabled this study to make a comparison against the future interview result, to verify whether academic focus accurately reflected the actual hotel practitioners' concern. Second, it was important to relate these major challenges to different organizational performance, providing potential implications for future discussion.

Another major highlight of this study is the exploration of hotel management in China and influence under the pandemic. There are four major supporting shreds of evidence below showing that the Chinese hotel industry deserves academic attention based on its market combination of hotel ownerships—State-Owned Hotels (SOH), Private-Owned Hotels (POH), and International Hotel Chain (IHC), and hotel star ranking system were unique in hospitality context; second, its rapid and dominative growth in tourism and hospitality supply and demand had captured world's attention in the past decade; thirdly, its understudied concerns about IT applications and systems whether they were effectively adapting to the local hotel environment, and finally its academic publication on IT-related studies was certainly understated in the past. The above evidence and characteristics of Chinese hotel sectors were rarely investigated or discussed before in academic literature. Although COVID-19 was started in China, it occurred before this thesis topic was formed and now a stronger urge was required to uncover potential IT practices and challenges in the Chinese hotel sector before or during the post-pandemic recovery. These important pieces of evidence push the need for this study as there are yet any other countries sharing similar hospitality traits or phenomenon like China did. In term of data collection, convenience and selective samplings are both considered. Finally between July and September 2020, 51 individual in-depth semi-structured interviews were coordinated with hotel employees who are working from nine hotel departments in the eight designated four- to five-star hotels (SOH, POH and IHC) in Guangzhou, China. The interviews were conducted through phone calls within the potential time from 20 to 40 minutes mainly due to certain constraints for the Pandemic and hotel working schedule. According to the similar study written by Hao, Xiao, and Chon (2020), this study potentially shed light on corresponding IT strategies implemented successfully in China's hotel industry under the influence of COVID-19 that would be helpful and inspirational to the sectors in other parts of the worlds to become more resilient to the similar disasters and better prepared for industrial revitalization during the pandemic era.

Finally, having addressed the major differences of this study and prior studies, readers could have a better sense to differentiate the perspectives about IT challenges from Chinese hoteliers. From viewing IT challenges mostly the technical issues, specifying the details and causes of those IT challenges associated with hotels star ranking, IT utilization, educational level, hotel ownerships, department, and management levels compared with past studies as well as raising an interesting finding on POH's unique IT customization, this study left many potential research topics for future studies. Besides, the communication obstacle was seen as one of the major reasons for informing or facilitating IT challenges or possibly the barrier in overcoming the technical issues between management, employees, and the IT department at work. First, the failure of delivering operational needs and expectations for IT applications from line employees to both upper management and the IT department based on their hours and purpose from utilizing those IT applications at work. Moreover, the management and communication style plagued by three different hotel ownerships especially SOH would substantially reduce the effectiveness and efficiency of the communication in solving the IT challenges between departments. Therefore, a constructive communication framework was proposed to build a collaborative platform to put IT challenges on a weekly operational agenda. On the other hand, IT customization was recommended as a possible solution to overcome the major challenge that most of the interviewees commented on in this study. Despite IT customization may be an ideal solution for hoteliers, it may also come with other second considerations, like whether it is affordable? The advantages and disadvantages to have a local or foreign IT system? Whether there are flexibilities for future IT support and adjustment? IT customization is an option for future IT applications, yet it does not guarantee there is always a return on investment. Henceforth, hoteliers should carefully address the needs and concerns for IT applications before every single IT investment.

Keywords: information technology (IT), IT challenges, hotel management, tourism and hospitality management, and electronic commerce

References

Fox, N. J. (2004). Qualitative data analysis: HAR6010 (Taught unit from MSc in health and social care research). Sheffield: University of Sheffield.

Hao, F., Xiao, Q., & Chon, K. (2020). COVID-19 and China's Hotel Industry: Impacts, a Disaster Management Framework, and Post-Pandemic Agenda. International Journal of Hospitality Management, 90, 102636.

Hsieh, H. F., & Shannon, S. (2005). Three Approaches to Qualitative Content Analysis. Qualitative health research, 15(9), 1277-1288.

Melián-González, S., & Bulchand-Gidumal, J. (2016). A model that connects information technology and hotel performance. Tourism Management, 53, 30-37.

Melián-González, S., & Bulchand-Gidumal, J. (2017). Information technology and front office employees' performance. International Journal of Contemporary Hospitality Management, 20(8), 2159-2177.

Acknowledgements

I would like to take this opportunity to express my gratitude from the bottom of my heart to my favorite supervisor Professor Rob Law, advisors Dr. Daniel Leung, Dr. Lina Zhong and Dr. Annie Ko, General Manager of White Swan Hotel in Guangzhou Mr. Tim Zhang, and finally my devoted friends and family who have shown me a great deal of support, guidance, assistance, and encouragement along the way in the preparation of this research. Without these people, I could not imagine how to pull off this work after all.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Online Tourism Destination Image Formation: The Role of Travel Selfies, Information Authenticity and Interaction Intensity

Sathish Kumar Velayuthan and Noor Hazarina Hashim

Azman Hashim International Business School
Universiti Teknologi Malaysia, Malaysia

Abstract

The world is now eyeing the next phase of "tourist-to-tourist" (T2T) interaction that happens online with support from social media platforms, fast internet connections and other supporting facilities. The on-site interaction, which once happened with verbal cues, is now happening on social media platforms reinforced by visual imageries, videos and textual contents. Though some people are using this platform to build their social relationships and networks, tourists at the other end are actively sharing their travel photographs in the name of travel selfies at an instant. Literatures are merely updated with the information on selfies in general, as a form of narcissistic self-behavior, personality and psychology, user gender and behaviour, clinical and medical use of selfies, forensic and cyber politics, privacy concern, business and branding, illegal hunting and Paris and Pietschnig, (2015) seemed to be the pioneers to introduce travel selfie as a form of digital tourist photography. Selfies are defined as a photograph that an individual captures of himself or herself alone or with others, typically with a smartphone held at arm's length or pointed at a mirror, and is uploaded to a social media website (Sorokowski et al., 2015). Precisely, this paper considers travel selfies as a form of travel photography taken by Malaysian tourists and aimed to be shared with next others in social media, to which photos taken are not confined to any limited genre but primarily as a form of self-expression. The rise of the travel selfie phenomenon is somehow underrated within the tourism literature as an attraction shading element and as a product of narcisstic self-behaviour (i.e. Christou et al., 2020; Taylor, 2020) denying the capacity of this digital photography taken by the actual tourist that shares mass of real-time information that could co-create the image of a tourism destination. This indeed reflects to the definition of destination image by Crompton, (1979) that destination image is 'the sum of beliefs, ideas and impression that a person has towards a destination,' (p.19). Leaving behind the motivation for sharing travel selfies on social media platforms, the literature lately has been highlighted with the rise of fake posts on social media and information falsifications which is primarily done to gain more "likes" from both known and unknown peers. Placing the same context of 'false information sharing' in the tourism industry, such phenomena could undeniably destroy the perception that a prospective tourist has towards a particular destination. Indeed, visual information has the capability to inform, educate, and persuade the readers as individuals get attracted to imageries much faster than words. Likewise, could a travel selfie play a vital role in online destination image formation considering the role of information authenticity? On the other hand, as part of T2T interaction, Stromer-Galley, (2004) and Lam et al.,(2020) highlighted that interactivity encompasses four fundamental forms, namely, interaction between people; between people through mediated channels; between people and computers and between computers through software, hardware and networks.

Though Yang (2016) has noted that interaction intensity may impact the image formation process, fewer studies have focused on the interaction intensity that happens on the online scape, especially on social media between tourists and how it impacts online destination image formation. Thus,

considering the tourists' interaction intensity within the travel selfie phenomenon, this study aim to explore the role of travel selfies, information authenticity and interaction intensity towards online tourism destination image formation. This study draws on the consumer-dominant (C-D) logic paradigm to examine the tourist-to-tourist interaction that happens within the travel selfie realm and online destination image formation. This study is quantitative in nature that employs a multi-method approach. It involves two phases of data collection from archives and online survey. Bronner & de Hoog (2011) suggested that researches on social media and review sites can be carried out in two prime dimensions, namely 'site centered or topic centered' and thusly this study opts for site centered approach focusing on Instagram. Reflecting back to the aim of this paper, the target population has been set to be 'Malaysia tourist who are Instagram users'. The first phase of data collection involves retrieving travel selfies posted by the actual tourist on Instagram within a stipulated time frame defined by the researcher and several predetermined hashtags will be used to reach the imageries via purposive sampling method. Retrieved travel selfies will be coded and analysed via content analysis technique. The second phase of data collection involves primary data aimed to be retrieved via online survey from Malaysian tourists who are Instagram users. This phase seeks to reach prospective tourists to understand their perception towards travel selfies, information authenticity and destination image. Lack of statistical data on Malaysian tourist who are Instagram users has led the researcher to design an online survey via survey monkey.com with several qualifying questions in order to meet the exact population. The instrument will be designed with several exit questions and pre-determined criteria to be met by each individual in order to be a qualified respondent. Before beginning the data collection process, the instrument will go through the expert validation process, pre-test for instrument validity and pilot test for instrument reliability. The respondents are aimed to be reached via snowball sampling technique within a specific time frame. Due to the study's exploratory nature, responses will be analysed via Smart partial least squares (PLS) software version 3.3, which is suitable for hypothesis testing of the research model (Hair et al, 2018). The analysis will first begin with measurement model analysis to test convergent validity and discriminant validity followed by structural model analysis. Theoretically, this study's finding is expected to fill the gap within the computer-mediated communication, co-creation and T2T interaction literatures by extending the knowledge on information authenticity, interaction intensity, and online destination image formation. Theoretically, the proposed framework is also expected to be an eye-opener for (C-D) logic paradigm scholars precisely in tourism to understand the role of tourist interaction intensity in the online communication context within the travel selfie realms. Practically, this study is expected to be an eye-opener for the tourism service providers on the need for excellent destination services and accurate information on social media platforms that could co-create and co-destroy the online destination image through T2T interaction. This study is also expected to expose the capacity of travel selfies posted by the actual tourist on social media that can be used as an indirect marketing tool by tourism businesses to strengthen their destination image. The proposed research framework is expected to craft a new path for the tourism destination marketing realm.

Keywords: travel selfies, information authenticity, interaction intensity, online tourism destination image

References

Bronner, F., & de Hoog, R. (2011). Vacationers and eWOM: Who Posts, and Why, Where, and What? Journal of Travel Research, 50(1), 15–26. http://doi.org/10.1177/0047287509355324.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Christou, P., Farmaki, A., Saveriades, A., & Georgiou, M. (2020). Travel selfies on social networks, narcissism and the "attraction-shading effect." Journal of Hospitality and Tourism Management, 43, 289–293. https://doi.org/10.1016/j.jhtm.2020.01.014

Crompton, J. L. (1979). An Assessment of the Image of Mexico as A Vacation Destination and the Influence of Geographical Location upon that Image. Journal of Travel Research, 17(4), 18-23

Hair, J.F., Risher, J.J., Sarstedt, M. and Ringle, C.M. (2018), "When to use and how to report the results of PLS-SEM", European Business Review, 31, 2-24. https://doi.org/10.1108/ebr-11-2018-0203

Lam, J. M. S., Ismail, H., & Lee, S. (2020). From desktop to destination: User-generated content platforms, co-created online experiences, destination image and satisfaction. Journal of Destination Marketing and Management, 18, 100490. https://doi.org/10.1016/j.jdmm.2020.100490

Paris, C. M., & Pietschnig, J. (2015). "But first, let me take a selfie": Personality traits as predictors of travel selfie taking and sharing behaviors. In TTRA International Conference (1–7). [Online] (Accessed on: 14 January 2021) Available from: http://scholarworks.umass.edu/ttra%0Ahttp://scholarworks.umass.edu/ttra/ttra2015/Academic_Papers_Oral/1

Stromer-Galley, J. (2004). Interactivity-as-product and interactivity-as-process. The Information Society, 20(5), 391–394.

Sorokowski, P., Sorokowska, A., Oleszkiewicz, A., Frackowiak, T., Huk, A., & Pisanski, K. (2015). Selfie posting behaviors are associated with narcissism among men. Personality and Individual Differences, 85, 123–127.

Taylor, D. G. (2020). Putting the "self" in selfies: how narcissism, envy and self-promotion motivate sharing of travel photos through social media. Journal of Travel and Tourism Marketing, 37, 64–77. https://doi.org/10.1080/10548408.2020.1711847

Yang, F. X. (2016). Tourist Co-Created Destination Image. Journal of Travel and Tourism Marketing, 33(4), 425–439. https://doi.org/10.1080/10548408.2015.1064063

Creation of Integrated Model for the Adoption and Continuance Usage of Smart Tourism Applications for the Millennial and Baby Boomers During COVID-19 Pandemic

Garima Malik

Amity Business School
Amity University, India

Abstract

Before the outbreak of Covid-19 pandemic the tourism sector was one of the most significant revenue generating sectors for the economies in several countries. The outbreak has brought the tourism sector to a standstill. The current study is concentrating on the extent of usage of smart tourism services in the post-adoption stage in the Covid-19 pandemic amongst Generation Y and Generation Z. In order to accomplish the objective, an integrated theoretical research model is developed based on previous researches on SDT, TTF and ECT and an additional construct, namely smart pricing is used to investigate the continuance intention in the context of smart booking services to predict the adoption and post adoption behaviour of Smart Tourism Applications (STAs) in Covid-19 pandemic. The data was collected from two-groups namely Generation Y and Generation Z from a well-drafted questionnaire from a total of 747 respondents comprising of 367 from generation Y and 380 from generation Z respondents across India. The study demonstrates that both the generations have differences in the perceived competency impacting technology characteristics of both the generations which is impacting confirmation to use. Results clearly mean that meeting customers' expectations is critical to improve their satisfaction in the current scenario.

Keywords: smart tourism applications, self-determination theory, task-technology fit, expectation confirmation theory, smart pricing, pandemic

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Utilizing Big Data in Smart Destination

Kubra Ozer[1] and Gurel Cetin[2]

[1]Institute of Social Sciences
[2]Faculty of Economics
Istanbul University, Turkey

Abstract

The population growth has prompted cities to develop compulsively intelligent approaches. The concept of "smartness" is a confluence of various components that work integrated with each other, in order to take swift actions and make effective decisions. Smart cities are focusing on developing an understanding of how emerging technologies can be used better to create value for the residents. Smart destinations on the other hand focus on those technologies used to create value for travelers (Gretzel et., 2015). This case study aims to identify how wifi data can be utilized in smart destination and utilizes Istanbul Metropolitan Municipality (IMM) Wifi data to identify popular regions and attractions in the city. This information is also cross-checked with secondary data and various information concerning the foreign tourists to these regions, the routes tourists use to visit the city and fluctuations and timing of demand. The basis of smart cities is the service it provides, by analyzing big data to produce information for the purpose. Collecting, managing and analyzing the unprocessed data produced in smart cities, by different stakeholders and organizations, and providing tools for informed decision making is important considerations. Taken from a tourist perspective, the smart city means smart destination. Bringing smart applications to life in a city fronted by tourist activities will help position the city as a smart destination. The improvement of the tourism experience will also affect the image and identity of the destination, enhancing the competitive advantage in the market. At the same time, smart applications that will facilitate the availability of tourist services offered in the destination and offer high quality experience to tourists will provide a positive impact on the image and economy of the destination. Previous studies examined big data conceptually in the smart city (La Rocca, 2014; Liu, 2016; Sun et., 2016; Feng, 2019; Ardito et., 2019; Perez and Barreiro, 2019) without much use of empirical data. In this study, IMM Wifi data was used as a case data to demonstrate how big data can be used in smart destinations. Research into the use of public wifi is insufficient, although it is an important data showcasing implications for smart destinations (Hudson, 2010). This study aims to provide information on tourist routes, identify less-visited areas and provide alternatives to overcrowded areas by obtaining information from analysis of big data collected by Istanbul Metropolitan Municipality (IMM) Wifi. With the provision of wireless internet access in a smart city, the quality of life of society in information technologies and communication is expected to become more attractive to the city, attract tourists and investors to the destination, thereby contributing to economic development (Ojala et., 2008). At the same time, providing free Wifi access to strangers who will have to pay roaming fees for 3G/4G connections will support the hospitality of the smart destination (Estevez, 2006). Yet these services also collect significant data about user profile (e.g. nationality), location and duration of the service, and applications used for the duration of the connection. Tableau software was used to convert these unprocessed datasets collected by Istanbul Statistics Center, which serves within Istanbul Metropolitan Municipality, into meaningful data through big data analyses. The IBB Wifi data used in the study was about 190 billion data from the Istanbul Statistics Centre under the Istanbul Planning Agency established within the IBB. The

large data from 2020 supplied has been analyzed with the Tableau software. Data visualization prevents the uncertainties of big data. The data collected in the Tableau software has been edited and analyzed and visualized in order to display how big data can be used in smart destinations. It is important to understand how and in what contexts the IMM Wifi service is used and thus help understand the needs of tourists. Such and understanding will allow both public and private decision makers to adopt their services, communications and pricing based on the needs and demand patterns of the visitors.The IMM Wifi data streams used in doing this study were examined under four titles, including number of tourists, location, time and purpose of use. Number of Tourists: how many foreign tourists use IMM Wifi?; location: what destination do foreign tourists visit most in Istanbul?, where are the areas foreign tourists visit outside the tourist destination?; time: at what time of year do foreign tourists use more IMM Wifi? (differences between nationalities), how intense is it for nationals to use IMM Wifi on public holidays?, how long do tourists use the Wifi network?;usage purpose: which apps do foreign tourists use when connected to the IMM Wifi network?, on what public transport do foreign tourists use IMM Wifi?, which nation of foreign tourists prefer which public transport? The findings of this study should approached in light of some limitations. Firstly the data set does not really identify whether each of these connections are unique. That is not say a visitor might have connected to the wifi several times during their time at the attraction and these are all registered as new connections in the data set. At the same time, the data also fails to identify factors such as age, gender, educational status which limites the implications for identifying a tourist profile with the IMM Wifi. Finally, the system identifies the nationality based on the mobile operator, hence might not be very accurate, for example any visitor connecting to the wifi using a local operator is identified as Turkish or visa versa. As a result of this study, enriching data for IMM Wifi users, increasing IMM Wifi ports, developing IMM Wifi promotional strategies, adding IMM Wifi foreign language options may be offered as a recommendation. It is important to understand how and in what contexts the IMM Wifi service is used, thereby helping to better understand tourist needs. By adapting the services offered to the needs and behaviors of tourists, it will be able to improve existing services and help in planning new products. As a result of the study, businesses with knowledge of the concentration of tourist movements in the specific region will plan their services accordingly. When this study in progress is completed it will also provide recommendations on planning and managing the smart city to tourism stakeholders including but not limited to the local government. Yet, the real contribution of the study is to showcase how big data can be utilized to create knowledge that can be used to inform decision making capabilities of tourism stakeholders. Various public organizations including local governments, customs, statistic centers, research institutions collect various data that might be useful to tourism decision making when integrated. Tourism industry also collects various other specific data on guest profile, behavior and purchasing. However without collecting, integrating and anlysing such big data their use offers limited reliability. Big data might improve the accuracy of such knowledge and create a synergy among the stakeholders, leading to a more smart and competitive destination.

Keywords: smart destination, big data, tourist destination, Istanbul

References

Ardito, L., Cerchione, R., Del Vecchio, P., & Raguseo, E. (2019). Big data in smart tourism: challenges, issues and opportunities, (pp. 14-17).

Estevez, M. (2006) WiFi Solutions. IT Management School of Policy and Management, International University Miami, FL (pp. 15-23).

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Feng, L. (2019). Research on Tourism Public Crisis Countermeasures Based on Big Data. In 2019 IEEE 8th Joint International Information Technology and Artificial Intelligence Conference (ITAIC) (pp. 1273-1279). IEEE.

Gretzel, U., Sigala, M., Xiang, Z., & Koo, C. (2015). Smart tourism: foundations and developments. Electronic Markets, 25(3), 179-188.

Hudson, H. (2010), Municipal wireless broadband: lessons from San Francisco and Silicon Valley. Telematics and Informatics, 27, 1 (pp. 1-9)

La Rocca, R. A. (2014). The role of tourism in planning the smart city. TeMA-Journal of Land Use, Mobility and Environment, 7(3), (pp. 269-284).

Liu, H. (2016). Tourist Big Data, Mining and Their Application Direction in Tourism. In 2016 International Conference on Education, Sports, Arts and Management Engineering (pp. 420-423). Atlantis Press.

Ojala, T., Hakanen, T., Salmi, O., Kenttälä, M., Tiensyrjä, J. and Närhi, P. (2008), Characterizing the usage of a large municipal WiFi network (pp. 8- 10).

Perez Guilarte, Y., & Barreiro Quintans, D. (2019). Using Big Data to measure tourist sustainability: myth or reality?. Sustainability, 11(20), (pp. 41-56).

Sun, Y., Song, H., Jara, A. J., & Bie, R. (2016). Internet of things and big data analytics for smart and connected communities. IEEE access, 4 (pp. 766-773).

E-Commerce in Tourism Companies: Impact of COVID 19

Maria Gorete Dinis[1] and Adelaide Proenca[2]

[1]Polytechnic Institute of Portalegre
University of Aveiro, Portugal

[2]Polytechnic Institute of Portalegre
Valoriza, Portugal

Abstract

In recent years, there has been a growing adoption of the internet by tourism companies to communicate and sell their products online. On the other hand, the habits of consumers in tourism are changing, with an evident preference, especially in the younger segment, for the search for information and the purchase of tourism products and services on online platforms. Tourism is considered a strategic sector in Portugal, with a significant development of this activity in recent years, representing, in 2018, 14.6% of the Gross Domestic Product (INE, 2019). The sector is mostly made up of small and medium-sized companies and although, internationally, tourism is among the pioneers in Internet adoption and e-commerce activity (Buhalis, 2003), in 2015, in Portugal only 10% of the enterprises (with 10 or more employers) have a website that provide online ordering or reservation / booking. However, this data change with the type of sector, the dimension of the companies and even with the sales channel, having recently assisted an increase in the presence of tourism companies on platforms such as Booking or in the social networks. On the other hand, the use of e-commerce and trust in companies is also related to the socio-demographic characteristics of users. For example, persons with a difficult financial situation shows a lower confidence in online shopping (European Union, 2019).

The pandemic caused by COVID-19 had a strong impact on the tourism sector, leading to breaks and changes in tourism sales and consumption patterns (UNWTO, 2020). Internet access in Portugal increased by around 40%, with many companies opting to take advantage of the crisis to review their digital strategies (Hydra IT, 2020), or to integrate the online world. E-commerce has been the object of study by researchers, however, studies focusing on the tourism sector and during the period of pandemic crisis are still incipient. The aim of the present study is to understand the adoption of e-commerce by tourism companies before, during and after the pandemic. The data collection process consisted, in a first phase, of an exploratory study, carried out using an observation grid, which focused on tourist companies in Portugal, located in three municipalities in mainland Portugal, covering the North, Alentejo and Algarve regions from the country. This preliminary study aims to verify if companies practice e-commerce, on which platforms they do it and since when. In a second phase, to deepen the study, a survey was carried out using an online questionnaire built on the “Google Forms” platform. The questionnaire was sent, via e-mail, to the same 79 companies in the tourism sector, namely local accommodation, travel and tourism agencies and tourist entertainment agents. The companies were invited to complete the questionnaire online during the months of December 2020 and January 2021 (in a period of full pandemic). In view of the objectives of the study and the type of target population involved, it seemed appropriate to resort to a methodology of a predominantly quantitative nature, which involved the use of statistical treatment techniques in enabling an analysis of a descriptive nature. However, despite this predominance, the answers resulting from a small set of open questions

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

included in the questionnaire required the use of content analysis techniques. In terms of structure, the questionnaire consists of three sections: the first is dedicated to obtaining information about the use (or not) of e-commerce by companies, the second part is intended to learn about the use of e- commerce in a period of pandemic crisis and the possibility of maintaining this type of trade after the pandemic and, finally, a last section dedicated to the characterization of companies.

In total, 65 responses were obtained, the majority of which were micro-enterprises, companies that started their activity five or less years ago and companies whose main activity falls within the typology of local accommodation, country houses and hotels. The results show that most companies in the tourism industry use e-commerce to sell their products, with the company's website and / or Facebook page as the main channels. About 40% of respondent companies indicate that more than half of their sales are made through e-commerce. Ease of access, visibility in terms of disclosure of the company are the main advantages highlighted by companies in the use of e-commerce and in terms of disadvantages companies indicate the investment costs in this type of commerce, which include platform commissions. Despite the fact that about 37% of companies recognize that the pandemic motivated by COVID-19 boosted the acquisition of their services through e-commerce, more than half of the companies report that this crisis did not have this effect on their commercial activity. Regarding the post-pandemic period, most companies expect to maintain the measures adopted during the pandemic period. With this study, it was verified that although most of the companies in the tourism sector already offered the acquisition of their services through e-commerce, a little more than a third recognizes that this type of trade was boosted by constraints resulting from the application of government measures. to combat the pandemic crisis. This study, like any investigation, has as limitations the size of the study sample, namely the fact that only three counties were considered, as well as the response rate obtained to the survey. In future investigations, it is suggested to apply the survey to companies in the post-covid-19 period and to compare the results obtained. In addition, it is also suggested that the study be extended to other municipalities in Portugal.

Keywords: tourism companies, e-commerce, COVID-19, Portugal

References

Buhalis, D., 2003, eTourism-Information technology for strategic tourism management, Prentice Hall, London.

European Union, 2019, Consumers attitudes towards cross-border and consumer-related issues 2018 – Final Report, available at: https://ec.europa.eu/info/sites/info/files/consumer-survey-2018-main-report_en.pdf (accessed 05 April 2021).

Hydra IT, 2020, e-Commerce: Tendências 2021 no Comércio Eletrónico em Portugal, available at: https://www.hydra.pt/2020/12/28/ecommerce-tendencias-2021/ (accessed 15 April 2021).

INE, 2019, Estatísticas do Turismo:Novos resultados|Novos desenvolvimentos, available at: https://bit.ly/2EnFYOo (accessed 15 March 2021).

UNWTO, 2020, UNWTO World Tourism Barometer May 2020 Special focus on the
Impact of COVID-19 (Summary), available at: https://bit.ly/30C6wlS (accessed 23 July 2020).

The Effects of Sustainable Tourism on Poor and Vulnerable Communities: Evidence From Rio de Janeiro

Gianluca Goffi

School of Hotel and Tourism Management
Hong Kong Polytechnic University, Hong Kong

Abstract

Tourism should contribute to address the needs and interests of the poor and vulnerable local communities (Boluk, Cavaliere, & Higgins-Desbiolles, 2019). The study aims at analyzing how sustainable tourism is in Rio de Janeiro, Brazil, and whether sustainable tourism has an impact on the living standards of poor and vulnerable local communities. Rio de Janeiro was chosen as the applied case since it is plagued with widespread urban poverty, greater income inequality, and high criminality levels (Motte-Baumvol and Nassi, 2012; Frisch, 2012; Imas and Weston, 2011; Riccio et al. 2013; Oosterbaan and van Wijk, 2015; Kerstenetzky and Santos, 2009; Lacerda, 2014; Szwarcwald, Andrade, and Bastos, 2002). The research is part of a large study about sustainable tourism in developing countries (Goffi, Cucculelli, and Masiero, 2019). Tourism stakeholders including hotel managers, tourism scholars, travel agency managers, tour guides and public tourism managers were surveyed in Rio de Janeiro. A total of 306 valid questionnaires were received. Respondents were asked to rate on a 5-point Likert scale more than twenty attributes related to the sustainability of local tourism development, and four indicators useful to measure the socioeconomic impact of tourism on poor and vulnerable communities (improvement of living standards, social impacts, effects on local businesses and on local employment). Mean values and standard deviations were determined for each attribute. Subsequently, a principal component analysis (PCA) was applied to reduce the number of attributes, and the resulting components were used as independent variables in an ordered logit model. The four indicators mentioned above were used as dependent variables. The results show that all the sustainability attributes were low rated by the respondents and, among them, the ones related to clean and efficient public administration received the lowest rating (2 or below). The attributes associated with sustainable tourism policy, destination management and environmental sustainability also received a low rating (<3). Moreover, the findings show that all the components resulting from the PCA have a positive impact on the four indicators measuring the socioeconomic impact of tourism on poor and vulnerable communities in Rio de Janeiro. The results indicate that the tourism industry in Rio de Janeiro is not sufficiently focused on sustainability, and that sustainable tourism has a role in improving the living standards of the poor and vulnerable local communities. Empirical evidence suggests that it is no longer possible to continue carrying out isolated policies on tourism sustainability, and that a new model of sustainable tourism that favorably affects the local socioeconomic development should be implemented.

Keywords: tourism sustainability, emerging economies, poverty alleviation, sustainable development, Brazil, South America

References

Boluk, K. A., Cavaliere, C. T., & Higgins-Desbiolles, F. (2019). A critical framework for interrogating the United Nations Sustainable Development Goals 2030 Agenda in tourism. Journal of Sustainable Tourism, 1–18.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Frisch, T. (2012) Glimpses of Another World: The Favela as a Tourist Attraction, Tourism Geographies, 14(2), 320-338.

Goffi. G., Cucculelli, M., and Masiero L. (2019). Fostering tourism destination competitiveness in developing countries: The role of sustainability. Journal of Cleaner Production, 209, 101-115.

Imas, J. M., & Weston, A. (2011). From Harare to Rio de Janeiro: Kukiya-Favela organization of the excluded. Organization, 19(2), 205–227.

Kerstenetzky, C.L. & Santos, L. (2009) Poverty as Deprivation of Freedom: The Case of Vidigal Shantytown in Rio de Janeiro, Journal of Human Development and Capabilities, 10(2), 189-211.

Lacerda, D. S. (2014). Rio de Janeiro and the divided state: Analysing the political discourse on favelas. Discourse & Society,26(1), 74–94.

Motte-Baumvol, B., & Nassi, C. D. (2012). Immobility in Rio de Janeiro, beyond poverty. Journal of Transport Geography, 24, 67–76.

Oosterbaan, S. & van Wijk, J. (2015) Pacifying and integrating the favelas of Rio de Janeiro An evaluation of the impact of the UPP program on favela residents, International Journal of Comparative and Applied Criminal Justice, 39(3), 179-198.

Riccio, V., Ruediger, M. A., Ross, S. D., & Skogan, W. (2013). Community policing in the Favelas of Rio de Janeiro. Police Practice and Research, 14(4), 308–318.

Szwarcwald, C. L., Andrade, C. L. T. de, & Bastos, F. I. (2002). Income inequality, residential poverty clustering and infant mortality: a study in Rio de Janeiro, Brazil. Social Science & Medicine, 55(12), 2083–2092.

A Research on Food Awareness After Chernobyl Disaster: The Case of Turkey

Elif Kaymaz and Sevki Ulema

Faculty of Tourism
Sakarya University of Applied Sciences, Turkey

Abstract

Chernobyl Nuclear Power Plant was was shut down due to explosions and fires that took place on April 26, 1986. As a result of the accident, a large amount of radiation was released into the air. Turkey faces a serious threat due to the Chernobyl disaster. During the post-explosion period, there were some issues such as transmission of radiation to the soil, plants and food products. The purpose of research is to determine the awareness of risks caused by the food among individuals in the context of Chernobyl Impact. In the research, nine main codes have been determined. as "Impact on Food Products", "Inquire About", "Measures Taken", "Production", "Consumption", "Social Perception", "Individual Perception", "Health Impact", and "Officials' Statements and Media News". These codes are analyzed and reached some consequences. In the light of these consequences, the most important suggestion developed based on research results is related to human and public health. Economic concerns should not override issues related to human health and the safety of future generations. Public administrators and media organizations should not conceal information about human health. People should be very careful about the risks associated with foods.

Keywords: Chernobyl disaster, Turkey, food awareness

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Tip Perception in Turkey: An Evaluation of Turkish Collaborative Hypertext Dictionary Website: Eksisozluk

Tugba Pala[1] and Gurel Cetin[2]

[1]Faculty of Tourism
Mersin University, Turkey

[2]Faculty of Economics
Istanbul University, Turkey

Abstract

Tip is an extra fee paid voluntarily by the customer in consideration of the service provided by the employee for certain jobs. When the literature about tip is examined, it can be seen that studies focus on reasons of tipping (Azar, 2010a; Azar, 2010b; Lynn, 2015; Lynn and McCall, 2016), the characteristics of the occupational groups that are tipped (Lynn, 2016), situations and behaviors that affect the amount of tip (Parett, 2015; Seiter, 2007; Bujisic, Wu, Matilla and Bilgihan, 2013; Jacob, Gueguen, Boulbry and Ardiccioni, 2010; Seiter and Weger, 2018). Tipping behavior is shaped depending on the traditional structure of each country (Shamir, 1984). Tipping is a significant part of economy in many countries and for many different services, but the tipping behavior is not the same for every job types and in every country. For example, while tipping is an insulting behavior in Japan, it is a necessity in the USA (Ferguson, Megehee and Woodside, 2017). For this reason, it is necessary to determine what tipping means for each countries' culture when discussing the tipping phenomenon. Understanding how tip is perceived in a particular culture would guide policies related to tipping in services. Travelers would also recognize different implications of tipping in various countries. The objective of the study is to understand how tipping is perceived and defined in Turkish culture. In order to reach this objective is explored user generated content in social media and examined how the tip is perceived in Turkey through the opinions of Eksisozluk writers. Data is collected from Eksisozluk and content analyzed in order to define and categorize tipping behaviors in Turkish culture. In this study, entries written under the title of "Tip" in Eksisozluk between 14.01.2000 and 13.02.2021 have been examined. 120 of the 131 entries under the title have been subjected to content analysis, taking into account that they are related to the subject. Particular attention has been paid to the writers' views on how they define the tip and why people tip. While defining the tip, it is observed that the informants usually express negative opinions about the tip. Bribery, forced donation, a favor for the employer and psychological pressure are the striking ones of these negative definitions. Tipping behavior seems to be questioned by the writers. The authors emphasized that they have different professions, that everyone should do their job properly, and that good service must be rewarded with a good salary by the employer, not with a tip. Majority of them also consider the tip as a tool that enables the employers to make more profit by making up the low salary, given to the employees by the customers. Results of the study may help tourism organizations to understand the how tipping behavior perceived in Turkey.

Keywords: tip, tipping behavior, collaborative hypertext dictionary, Turkish culture

References

Azar, O. H. (2010a). Do people tip because of psychological or strategic. Applied Economics, 42(23), 3039-3044.
Azar, O. H. (2010b). Tipping motivations and behavior in the US and Israel. Journal of Applied of Social Psychology, 40(2), 421-457.
Bujisic, M., Wu, L., Mattila, A., & Bilgihan, A. (2013). Not all smiles are created equal investigating the effects of display authenticity and service relationship on customer tipping behavior. International Journal of Contemporary Hospitality Management, 26 (2), 293-306.
Ferguson, G., Megehee, C. M., & Woodside, A. G. (2017). Culture, religiosity, and economic configural models explaining tipping-behavior prevalence across nations. Tourism Management, 62, 218-233.
Jacob, C., Gueguen, N., Boulbry, G., & Ardiccioni, R. (2010). Waitresses' facial cosmetics and tipping: A field experiment, International Journal of Hospitality Management, 29, 188– 190.
Lynn, M. (2015). Service gratuities and tipping: A motivational framework. Journal of Economic Psychology, 46, 74-88.
Lynn, M. (2016). Why are we more likely to tip some service occupations than others? Theory, evidence, and implications. Journal of Economic Psychology, 54, 134-150.
Lynn, M., & McCall, M. (2016). Beyond gratitude and gratuity: A meta-analytic review of the view of the predictors of restaurant tipping. Working Paper No. 21, Cornell University. Accessed April 22, 2019.
Parett, M. (2015). Beauty and the feast: Examining the effect of beauty on earnings using restaurant tipping data. Journal of Economic Psychology, 49, 34-46.
Seiter, J.S. (2007). Ingratiation and gratuity: The effect of complimenting customers on tipping behavior in restaurants. Journal of Applied Social Psychology, 37(3), 478–485.
Seiter, J.S., & Weger, H. (2018). The principle of reciprocity in hospitality contexts: The relationship between tipping behavior and food servers' approaches to handling leftovers. Journal of Hospitality & Tourism Research, 42,(2), 287–294.
Shamir, B. (1984). Between gratitude and gratuity: An analysis of tipping, Annals of Tourism Research, 11, 59-78.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Heuristic Outlook on the Occupational Accidents of Food & Beverage Staff in Hotels

Gulsah Akkus, Aytug Arslan, Merve Iscen, and Burcu Isik

Faculty of Tourism
Izmir Katip Celebi University, Turkey

Abstract

The labor-intense structure, 24/7 service availability, diversity of departments including kitchens, housekeeping, and technical services, the high labor turnover ratios, long working hours, and shift systems inherent in accommodation establishments all play a role in the occurrence of occupational accidents. Fundamental reasons underlying occupational accidents are unsafe behavior and unsafe work condition. This study analyzes the occupational accidents that occur in the food and beverage service department of accommodation establishments from the viewpoint of employees with a qualitative method. The study concludes that the majority of these accidents are not high risk, and they generally result from unsafe conditions. Occupational safety and health training is one of the most effective methods of preventing occupational accidents. Data collected from the interviews revealed that the occupational safety and health training of the employees provided by the accommodation establishments involved in this study is inadequate. Our recommendations in this regard are given in the conclusion.

Keywords: occupational safety and health, occupational accidents, unsafe condition, unsafe behavior, hotel, food and beverage

How Hospitality Firms Inheres Strategy-as-Practice: Evidence From Goli Vada Paw

Emre Erbas

The School of Tourism and Hospitality Management
Burdur Mehmet Akif Ersoy University, Turkey

Abstract

The purpose of this study is to illustrate the relevance of strategy as practice (SAP) paradigm for understanding how strategizing actually develops socially in hospitality industry. For this, we examined the founding narrative of Goli Vada Pav in India by its founder Venkatesh Iyer, a fast-food restaurant chain from zero to hero. We believe that development of the brand is also a tremendous case for understanding the way how strategy develops in practice or how strategizing can be incubated in social reality as to develop firm's micro and macro activities turning into strategies. It is a globally well-known case in many areas from business schools such as Harvard and IMD Switzerland to the media such as BBC and CNBC. For SAP, strategy happens at the interstices of practitioners, praxis and practices (Jarzabkowski et al., 2007; Whittington, 2018) Practices emerge from cognitive, behavioral, motivational and physical practices embedded in a particular firm and industry. Praxis refers to how practices are enacted Practitioners are the performers of activities based on practices and thus creators of the praxis (Brennan and Kirwan, 2015; Jarzabkowksi et al., 2016). In this context, the autobiographic narrative of Venkatesh Iyer about the Goli Vada Pav's success as a national brand in India (Reliance GCS) was interpreted using a reflexive thematic analysis (RTA) to reveal and interpret the meaning of the studied text to get an impression about the social reality that gives birth to strategy as practice (Bauman, 2010). For data analysis, we follow six-step RTA process of Braun and Clarke's (2006). The stages are familiarization, coding, theme development, revising themes, defining themes and producing the report. Numerous direct/summarized quotes from the narrative (Reliance GCS, 2019) are included to demonstrate key points using the voice of the participant. This ensures the narrative is grounded in data and authentic in tone (Polkinghorne, 1995). In the following, we present the results regarding how each element (i.e., practitioners, practices, and praxis) with their subthemes contributes to the strategizing of the Goli Vada Pav's business model and thus giving birth to the brand.

Practices: Indian's hunger for the national brand in their daily routines Venkatesh Iyer created the idea of a national brand on the critique of "I used to start the day with the Colgate paste, I am Hindustani, a Gillette razor, I am Hindustani, a Lux soap, I am Hindustani, Nike's shoes, I am Hindustani and I was thinking where is India in this…" The shared routines of the product inspiring from a McDonalds Burger Banner he thought: "It was like twin brother story, Burger was anything between buns, Vada Pav was anything between pav; that was mayonnaise, this was chutney; that was lettuce, this was chilli, I thought if burger can be such a big brand, then why not Vada Pav…" Embedding the product in the changing work demographics "Food has to be fast food, finger food and mobile food thanks to woman's involvement in work life and time to eat or prepare food diminished" he concludes. Relevance and commonalty of the ingredients in daily lives Even though cultural differences in the different parts of India, potato, for example, unites them; "if you see in South, the masala dosa has potato, in North, the aloo paratha has potato, Samsosa has potato,

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

fingerchips has potato, Lays has potato… Potato has got a very universal appeal...". To become a brand practice within the community based on the pilot start-up. Based on the praxis knowledge occurred in the Khali region, "I went to big brands such as Lays, IIT, VJTI, Amul and worked a lot on technologies..."

Practitioners: Goli Vada Pav created different communities of practice by feeding from the practices. Hence its practitioners can be defined as the individuals who come to taste actually their daily 'routines' (i.e., practices) in the product. The routines here refer to the ingredients in their daily nutrition and the people whose life is fast with almost there is no room for the food preparation or eat. Hence practitioners can be themed as 'the practitioners as a part of the product with their way of life'.

Praxis: The main praxis outcome was the Vada Pav's becoming a national brand in the nexus of practices and practitioners as designed within the following praxis related themes. Creating an inherent pull in the market thanks to its practical relevance in the daily lives of people. "This should have an Indian name, the Mumbai Lingo, would you call Haldiram's bhujiya as Sam's bhujiya?...". Right place to start business to check the product creates praxis (He calls this mind to market and pilot). "We started our first store in Kalyan, where full of Sindhis, they can smell business in their sleep…". Observing the praxis during the pilot process "The entrepreneur has to identify the relative importance and determinance of the challenges; which for us were wastage, pilferage and standardization…". Knowing and being in the praxis points in the community "In a day-long walking, I counted 1800 Aarey Milk booth on the footpath of Mumbai. I asked them what do you do entire day, they said, in the morning we sell milk for two hours and nothing after that. I turned 350 of them as a Goli Vada Pav in 15 days with a banner, poster etc., a complete store…". The praxis that narrates you. "A research company called me saying you have got 20cr (200 million dollar) media publicity for free. So NDTV news, Star news, Zee news, they covered the politics of vada pav… Harvard did a case study, IMD Switzerland did a case study, CNBC did a book 'My Journey with Vada Pav' and vada pav talks became famous all over India and all over the globe…"

We illustrated that if hospitality entrepreneurs design firms' fundamental activities as to have a semantic equivalent in the social world or community in which it operates, these activities might become strategies in which company survives and gain competitive advantages. We understand this from the birth of the brand which was the strategic outcome of the strategy as practice resulted from the praxis occurring between successfully defined practices and practices in the social reality. This should remind hospitality firms to be aware that the strategizing needs to be embedded within a different community of practices around firm's certain activities. Namely hospitality firms need to design their business model under the awareness of the possible praxis that results from the practices and practitioners' interaction and drive their strategies develop in this practice.

Keywords: strategy-as-practice, hospitality, praxis, strategizing, fast-food, narrative

References

Bauman, Z. (2010). Hermeneutics and social science: Approaches to understanding. Routledge.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77-101.

Brennan, N. M. and Kirwan, C. E. (2015). Audit committees: practices, practitioners and praxis of governance. Accounting, Auditing and Accountability 28(4), 466-493.

Jarzabkowksi, P., Balogun, J. and Seidl, D. (2007). Strategizing: The challenges of a practice perspective. Human Relations, 60(1), 5-27.

Jarzabkowksi, P., Kaplan, S., Seidl, D. and Whittington, R. (2016). On the risk of studying practices in isolation: Linking what, who, and how in strategy research. Strategic Organization, 14(3), 248-259.

Polkinghorne D. E. (1995). Narrative configuration in qualitative analysis. International Journal of Qualitative Studies in Education, 8(1), 5-23.

Reliance GCS (2019, May 22). How street food made me a Millionaire Success Story Venkatesh Iyer GCS Connect [Video] YouTube. https://www.youtube.com/watch?v=A8hpbr_-zT0.

Whittington, R. (2018). Greatness Takes Practice: On Practice Theory's Relevance to "Great Strategy". Strategy Science, 3(1), 342-351.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Evaluating the COVID-19 Pandemic Associated Changes on the Hotels' Organizational Culture

Christos Kakarougkas[1], Theodoros Stavrinoudis[2], and Moschos Psimoulis[2]

[1]Department of Tourism Economics and Management
[2]Department of Business Administration
University of the Aegean, Greece

Abstract

The strong negative consequences caused by the outbreak of the COVID-19 pandemic worldwide, created the need for a scientific investigation of the changes that occurred in the organizational culture of the hospitality industry. This paper, using the Delphi method, will serve three purposes. It will first assess the changes that COVID-19 pandemic has brought to the cultural components: product, external relations and entrepreneurship strategy that shape a hotel's organizational culture and determine how it interacts with other stakeholders on an inter-organizational level. Secondly, it will link these changes to the three directions of change: formal/revolutionary, informal/evolutionary, and hybrid. Thirdly, it will suggest specific policies that will help hotel managers better cope with the challenges posed by the COVID-19 era for the organizational culture of their hotel. It was found that the impact of the pandemic on the above cultural components of the organizational culture of hotels is very extensive and to address them (reduce the negative and strengthen the positive effects), hotels must implement policies that belong to the three directions of change. This research is scientifically original as it bridges a knowledge gap and holds practical value as it helps hotel executives gain a deeper knowledge of strategies - tactics that will help them deal with the negative impact of the COVID-19 in specific areas of the organizational culture of their hotels.

Keywords: COVID-19, human resources management, organizational culture, change, change management, hotels

Role of Travel Constrains and Personality Traits in Shaping Travel Intention: Traveller With Toddler Perspective

Shampy Kamboj[1] and Bijoylaxmi Sarmah[2]

[1]Department of Management Studies
National Institute of Technology, India

[2]Centre for Management Studies
North-Eastern Regional Institute of Science & Technology, India

Abstract

This paper empirically investigates the precursors of learned helplessness (travel constraints, willingness to negotiate and personality traits) and behavioural consequence (intention to travel) among traveler with toddler in the tourism context. The data was collected using a survey method from people who traveler with toddler at tourist destinations in India. The collected data were analyzed using the structural equation modeling (SEM) technique. The results reveal that travel constraints, willingness to negotiate and personality traits positively and strongly affect learned helplessness among traveler with toddler tourists. Results suggest that while perceived constraints may hamper traveling among traveler with toddler tourists via increased learned helplessness, which in turn negatively affects intention to travel tourist places. Surprisingly, although the literature on relationships examined is popular, there is scant literature examining the relationships between traveler with toddler travel related constraints, willingness to negotiate, personality traits, learned helplessness and intention to travel in the tourism context.

Keywords: intention, learned helplessness, personality traits, traveler, toddler, tourism

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The SROI Impact Measurement Tool Applied to a UNESCO World Heritage and Tourism Site: Identifying the Difficulties Involved

José Pablo Abeal Vázquez[1], Pilar Tirado-Valencia[2], and Mercedes Ruiz-Lozano[2]

[1]Faculty of Economy and Business
University of A Coruna, Spain

[2]Department of Finance and Accounting
Loyola University Andalusia, Spain

Abstract

Over time, tourism-centred scientific literature has addressed the study of UNESCO World Heritage Sites from manifold perspectives. Indeed, the multiple focuses of attention have ranged from impacts (Bak et al., 2019; Jimura, 2011) to indicators (Lanuza & Fernández, 2015), residents (Nicholas et al., 2009; Rasoolimanesh et al., 2017) and stakeholders (Li et al., 2020). This diversity extends to the analysis of management-related elements as well as to their impacts and characteristics. Our study falls within this broad context and considers issues related to all these perspectives, whilst also focusing on a very specific objective, namely to measure the impact of a UNESCO World Heritage Site using Social Return on Investment methodology (SROI). Previous studies addressing alternative aspects, whose development and conclusions have been amply reflected in literature, are extremely useful resources worthy of consideration as we move through the various stages of our analysis. SROI methodology is attracting growing attention (Ruiz-Lozano et al., 2020). Although its origins and early phases are inextricably linked to the social sphere (Gates, 2008), it has since evolved to encompass many other areas. One of the lesser-explored areas within this process is tourism (Allpress et al., 2014; Ariza-Montes et al., 2021) and UNESCO-listed World Heritage Sites, and their social impact in particular, have not yet been addressed in any considerable depth. Our aim is therefore to redress this situation with an initial study based on the application of this methodology to an element which is highly specific, yet which has major repercussions attributable both to its appeal as a visitor tourist attraction and to the process of change it exerts on the territory and manner in which this affects residents. The chosen reference for our study is the Tower of Hercules, a Roman lighthouse that remains in working condition situated in the city of A Coruña, Spain, and which was included on the UNESCO World Heritage list in 2009. The positive implications of measuring social impact are clear. However, successfully putting this methodology into practice is far from simple. The originality of our work lies in the fact that it highlights the various obstacles that could prevent the correct application of SROI methodology at each stage and also reveals how this may distort the final measurement. Furthermore, it is applied to a site with a series of homogenous criteria that are shared by countless monuments located in territories and cultures with radically differing characteristics. Due to the wealth of aspects for consideration and their key implications, our starting point lies in the basic requirements and conditions cultural assets must comply with in order to meet UNESCO World Heritage criteria (UNESCO Etxea, 2004). Essentially, they can be summarised in three ways: they must be unique, irreplaceable and authentic: unique because they can be found nowhere else; irreplaceable, because any repairs would irreversibly alter their original appearance and nature; and authentic because they are conserved just as they were when built. In our case, and as we are dealing with a cultural asset, a series of additional criteria also apply

(UNESCO Etxea, 2004), which will provide a greater insight into the object of our analysis. These include, but are not limited to, the fact that it is a masterpiece of human authorship; it represents the exchange of cultural influences; it is a unique testimony to a particular civilisation; or it is a construction that has characterised the history of humanity. All these aforementioned attributes reveal the highly complex nature of the object of our analysis. Tangible elements that are relatively simple to classify are interwoven with other immaterial aspects that are far more complex in terms of their assessment. All these elements must be analysed in-depth from the perspective of tourism in order for their later and appropriate integration into a product that not only exerts considerable appeal, but which is also sustainable in social, economic and environmental terms. In addition, the Tower of Hercules' projection as an iconic landmark capable of drawing large numbers of visitors convert it into an element of major social impact within the territory, from both a tangible and intangible standpoint, although it is this latter aspect that implies the greatest risks when analysing its impact. This is due to the difficulties involved in determining objective limits and defining the stakeholders. SROI methodology (Nicholls et al., 2012) is articulated in six stages. However, prior to its operational application, it is necessary to start from the so-called "principles" (Social Value International, 2015) that summarise the essence of the method and its application to a particular situation. Indeed, they comprise the basis of this method (Nicholls et al., 2012). The SROI guide includes a SROI analysis checklist that enables us to review that procedure and ensure that all necessary aspects have been suitably taken into consideration, although naturally this is merely a standard guide applicable to all types of projects. The SROI lists six stages, ordered sequentially and which can be summarised as follows: establishing the scope and identifying the stakeholders; mapping the results; providing evidence for those results and conferring value upon them; determining the impact; calculating the SROI; and generating and using the reports. In our specific case, stages one and two (establishing the scope and identifying the stakeholders; mapping the results) pose the greatest challenges. The Theory of Change (Kail and Lumley, 2012) is a key element in the correct application of SROI methodology. Based on previously established objectives, its application enables us to verify the activities proposed and those aspects that prevent us from achieving the proposed goals, as well as the correct interrelationship between variables and impact measurement. In our particular case, this stage is vital, as it implies the construction of a logical model capable of sustaining the later stages of our analysis. Regarding the various stages involved in drawing up the model, two are of particular importance in our specific case: identifying a realistic and achievable goal and determining the results of the various activities and the relationship between the results. The elements that define each stage are essentially links that form a chain. In this sense, any errors not only affect that particular stage, but their degree of deviation also increases as they move from stage to stage. Although a high degree of specificity is inherent to cases where this methodology is applied, it would seem advisable to attempt to standardise the method as far as possible, and in this sense, our case appears to present opportunities for this. Future lines of work would therefore involve tackling the challenge of constructing this standardised model. Our work reveals three main conclusions. Firstly, this method is sufficiently flexible to allow for its adaptation to a broad set of contexts and approaches. This opens up an initial line of work. Secondly, the degree of maturity this methodology is acquiring is opening up the possibility of creating a standardised model is certain segments and in determined cases. Finally, and stemming from the above, our work highlights the importance of drawing up a solid theory of change capable of providing a basic reference model for destination managers as well as all other stakeholders.Consequently, from a theoretical perspective, the principal implication of our work is that is underpins SROI methodology, providing solutions that

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

will reduce the degree of subjectivity that occurs at various stages. Although it is unlikely that this subjectivity can be completely eliminated, it is possible to centre the subjective component within a number of reasonable parameters. In practical terms, the control panel of the negotiation process between the various stakeholders will be more transparent, a key requirement for improving destination stewardship and facilitating stakeholder negotiations. The final stage of our research will consist of verifying the tool in order to shape the definitive model.

Keywords: social impact measurement, SROI, UNESCO world heritage, stakeholders, tourism management

References

Allpress, J.A., Rohani, M., and Meares, C. (2014). Measuring the value created by Auckland Museum's Moana - My Ocean Exhibition: A Social Return on Investment (SROI) analysis. Auckland Council technical report, TR2014/014

Ariza-Montes, A., Sianes, A., Fernández-Rodríguez, V., López-Martín, C., Ruíz-Lozano, M., & Tirado-Valencia, P. (2021). Social Return on Investment (SROI) to Assess the Impacts of Tourism: A Case Study. SAGE Open, 11(1).

Bak, S., Min, C. K., & Roh, T. S. (2019). Impacts of UNESCO-listed tangible and intangible heritages on tourism. Journal of Travel and Tourism Marketing, 36(8), 917–927.

Gates, M. (2008). Measuring and/or estimating social value creation: Insights Into Eight Integrated Cost Approaches.

Jimura, T. (2011). The impact of world heritage site designation on local communities - A case study of Ogimachi, Shirakawa-mura, Japan. Tourism Management, 32(2), 288–296.

Kail, A., & Lumley, T. (2012). Theory of Change: The beginning of making a difference. London, UK: New Philanthropy Capital.

Lanuza, A., & Fernández, J. I. (2015). The impact of tourism on the World Heritage Sites. A review of scientific publications Scopus database. Pasos Revista de Turismo y Patrimonio Cultural, 13, 1247–1264.

Li, Y., Lau, C., & Su, P. (2020). Heritage tourism stakeholder conflict: a case of a World Heritage Site in China. Journal of Tourism and Cultural Change, 18(3), 267–287.

Nicholas, L. N., Thapa, B., & Ko, Y. J. (2009). Residents' perspectives of a world heritage site. The Pitons Management Area, St. Lucia. Annals of Tourism Research, 36(3), 390–412.

Nicholls, J., Cupitt, S., Lawlor, E., Neitzert, E. and Goodspeed, T., 2012. A guide to social return on investment. 2nd ed. London: Office of the Third Sector, Cabinet Office.

Rasoolimanesh, S. M., Jaafar, M., Kock, N., & Ahmad, A. G. (2017). The effects of community factors on residents' perceptions toward World Heritage Site inscription and sustainable tourism development. Journal of Sustainable Tourism, 25(2), 198–216.

Ruiz-Lozano, M., Tirado-Valencia, P., Sianes, A., Ariza-Montes, A., Fernández-Rodríguez, V., & López-Martín, M. C. (2020). SROI methodology for public administration decisions about financing with social criteria. A case study. Sustainability (Switzerland), 12(3), 1–16.

Social Value International (2015). The Seven Principles of Social Value, and why they are important for accountability and maximising social value. Social Value International, 1–4.

UNESCO Etxea (2004). La UNESCO y el patrimonio mundial. UNESCO Etxea.

Mediating Effects of Psychological Ownership on Residents' Support and Prevention of Local Tourism

Joanne Sau-Ching Yim, Lai-Khuan Yap, and Kuang Long Lim

Department of Hospitality Management
Tunku Abdul Rahman University College, Malaysia

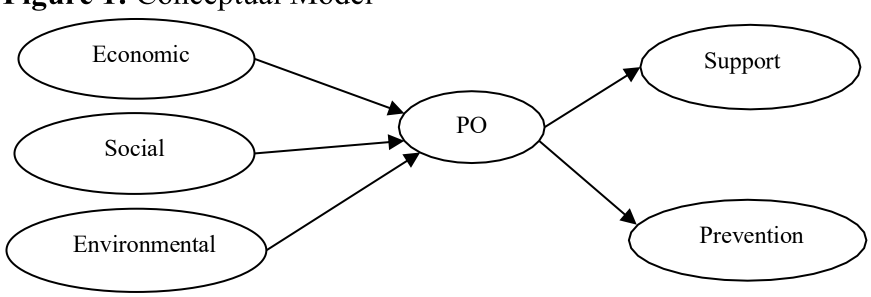
Abstract

Rural communities enjoy close proximity to their natural surroundings, treating it as their "backyard" thereby likely to assume a sense of psychological ownership (PO) towards it. The study examines this ownership effect on residents' attitude towards tourism activities in a rural Malaysian destination well-known for eco-adventure tourism such as river rafting, juggle trekking, sighting of Rafflesia the world's largest bloom, and caving activities within the largest limestone caves network in the Malaysian peninsular. A model based on Social Exchange Theory (SET) was hypothesized to examine residents' support and prevention towards tourism development with PO as a mediator. SET often investigates residents' attitudes brought about by economic, social, and environmental impacts of tourism (Andereck et al., 2005; Latip et al., 2018). As the sense of ownership binds residents to a particular place, it can intervene the development of these attitudes when economic, social, and environmental impacts are viewed as affecting residents themselves personally. PO can also intervene residents-tourist exchanges due to human's innate nature to possess (Pierce et al., 2001). It is natural for residents to perceived ownership of their locality, and the consequent sense of possessiveness might act as an intervening variable between tourism impacts and the formation of their attitudes. As such, the following hypotheses underpin the study:

- H_1: PO mediates the effects of economic (H1a), social (H1b), and environmental (H1c) impacts of tourism on support for tourism development.
- H_2: PO mediates the effects of economic (H2a), social (H2b), and environmental (H2c) impacts of tourism on prevention of tourism development.

The research model is depicted in Figure 1

Figure 1: Conceptual Model



The study adapted scales validated from previous research to measure the variables (Andereck et al., 2005; Johnson et al., 1994; Olckers, 2012; Van Dyne & Pierce, 2004; Wang & Pfister, 2008). The final responses were 281. The properties of measurement model scale are evaluated with composite reliability, factor loadings, average variance extracted, and heterotrait-monotrait to

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

establish internal consistency, convergent validity, and discriminant validity respectively. The hypotheses are estimated by using structural equation modeling (SEM) with partial least square (PLS) software (SmartPLS). Table 1 shows the results where significance of path coefficients was tested with bootstrapping of 10,000 resamples.

Table 1: Mediation Analysis (Specific Indirect Effects)

Hypotheses	β	SE	t-value	Confidence Interval	Supported?
H1a Economic - PO - Support	0.160	0.055	3.510	[0.090, 0.270]	Yes
H1b Social - PO - Support	0.040	0.040	0.920	[-0.039, 0.128]	No
H1c Environmental - PO - Support	0.070	0.040	1.790	[-0.005, 0.170]	No
H2a Economic - PO - Prevent	0.150	0.050	3.110	[0.060, 0.250]	Yes
H2b Social - PO - Prevent	0.140	0.044	1.980	[0.030, 0.140]	Yes
H2c Environmental - PO - Prevent	0.075	0.040	1.990	[0.003, 0.160]	Yes

Note: ** Significant at t > 1.96

While PO did not mediate the impact of social and environmental factor on residents' support of tourism, it significantly intervened all three impacts from economic, social, and environmental factor on residents' preventive attitude toward tourism. This suggest that the ownership effect is more profound in heightening residents' precautionary position toward tourism development.

Economically, findings implied that unless residents perceive ownership of the tourism destination and consider themselves a part of it, they will not support local tourism. On the other hand, residents will also not hesitate to prevent tourism development if it presents itself as a threat on the local economy. Socially, the study suggests that residents who are possessive over their locality will engage in preventive behavior when their social lives and culture are affected. Residents' sees themselves as one with their places of residence, which have been suggested to be a source of personal identity, and repositories of memories that helps form the sense of self (Belk, 1988). Perceived infringement of these places may results in a direct loss of the self, especially when the ownership effect heighten residents' possessive feelings. Such finding conforms to the theoretical proposition that violations of PO will induce a preventive attitude where individuals will cautiously monitor current state of development because they seek to protect and maintain stability (Avey et al., 2009; Pierce & Jussila, 2011). From the environmental perspective, residents in rural small towns have higher inclination to perceive their surrounding domain and resources as "their own" (Peltola et al., 2014). When ownership is developed for natural surroundings such as forests or national parks, individuals can feel very protective of these areas which led to an unwillingness to share the resource with other users (Matilainen & Lähdesmäki, 2014). Similarly, residents in rural small towns enjoy very close proximity to their natural surroundings, and may develop ownership for their "backyard". Such ownership effect is associated with psychological states such as territoriality seen as part of the person-place phenomenon (Wortley & McFarlane, 2011), where they engage in behavior to protect their environment. Research had suggested that eco-tourism activities can sensitized individuals toward environmental issues (Hunt et al., 2015). Given the nature-based tourism activities carried out in the forests, rivers, and caves, residents may feel that these activities negatively impact "their" environment, and unfavorable exchanges with tourists may stimulate and reinforce impulses to prevent tourism activities with a "not in my backyard" perspective. In conclusion, findings imply that PO strengthens residents' possessiveness over their locality, heighten their sense of accountability and obligation for a particular destination.

Keywords: rural tourism, residents' attitudes, psychological ownership

References

Andereck, K. L., Valentine, K. M., Knopf, R. C., & Vogt, C. A. (2005). Residents' perceptions of community tourism impacts. Annals of Tourism Research, 32(4), 1056-1076. https://doi.org/10.1016/j.annals.2005.03.001.

Avey, J. B., Avolio, B. J., Crossley, C. D., & Luthans, F. (2009). Psychological ownership: Theoretical extensions, measurement, and relation to work outcomes. Journal of Organizational Behavior, 30, 173-191. https://doi.org/10.1002/job.583.

Belk, R. W. (1988). Possessions and the extended self. Journal of Consumer Research, 15(2), 139-168.

Hunt, C. A., Durham, W. H., Driscoll, L., & Honey, M. (2015). Can ecotourism deliver real economic, social, and environmental benefits? A study of the Osa Peninsula, Costa Rica. Journal of Sustainable Tourism, 23(3), 339-357. https://doi.org/10.1080/09669582.2014.965176

Johnson, J. D., Snepenger, D. J., & Akis, S. (1994). Residents' perceptions of tourism development. Annals of Tourism Research, 21(3), 629-642.

Latip, N. A., Rasoolimanesh, S. M., Jaafar, M., Marzuki, A., & Umar, M. U. (2018). Indigenous residents' perceptions towards tourism development: A case of Sabah, Malaysia. Journal of Place Management and Development, 11(4), 391-410. https://doi.org/10.1108/JPMD-09-2017-0086.

Matilainen, A., & Lähdesmäki, M. (2014). Nature-based tourism in private forests: Stakeholder management Nature-based tourism in private forests: Stakeholder management. Journal of Rural Studies, 35, 70-79. http://dx.doi.org/10.1016/j.jrurstud.2014.04.007

Mayhew, M. G., Ashkanasy, N. M., Bramble, T., & Gardner, J. (2007). A study of the antecedents and consequences of psychological ownership in organizational settings. The Journal of Social Psychology, 147(5), 477-500. https://doi.org/10.3200/SOCP.147.5.477-500

Olckers, C. (2012). Psychological ownership: Development of an instrument. SA Journal of Industrial Psychology, 39(2), 1-13. http://dx.doi.org/10.4102/sajip.v39i2.1105

Peltola, R., Hallikainen, V., Tuulentie, S., Naskali, A., Manninen, O., & Simila, J. (2014). Social license for the utilization of wild berries in the context of local traditional rights and the interests of the berry industry. Barents Studies: Peoples, Economies and Politics, 1(2), 24-49.

Pierce, J. L., & Jussila, I. (2011). Psychological ownership and the organizational context: Theory, research evidence, and application. Cheltenham: Edward Elgar Publishing Limited.

Shu, S. B., & Peck, J. (2011). Psychological ownership and affective reaction: Emotional attachment process variables and the endowment effect. Journal of Consumer Psychology, 21, 439-452. https://doi.org/10.1016/j.jcps.2011.01.002.

Van Dyne, L., & Pierce, J. L. (2004). Psychological ownership and feelings of possession: Three field studies predicting employee attitudes and organizational citizenship behavior. Journal of Organizational Behavior, 25, 439-459. https://doi.org/10.1002/job.249

Wang, Y., & Pfister, R. E. (2008). Residents' attitudes toward tourism and perceived personal benefits in a rural community. Journal of Travel Research, 47(1), 84-93. https://doi.org/10.1177/0047287507312402

Wortley, R., & McFarlane, M. (2011). The role of territoriality in crime prevention: A field experiment. Security Journal, 24(2), 149-156. https://doi.org/10.1057/sj.2009.22

Yim, J. S., Moses, P., & Azalea, A. (2019). Predicting teachers' continuance in a virtual learning environment with psychological ownership and the TAM. Educational Technology Research and Development, 67(3), 691-709. https://doi.org/10.1007/s11423-019-09661-8

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Comparison of CB-SEM and PLS-SEM in Validating Online Casino E-Servicescape Theory

Brett Abarbanel, Ashok K. Singh, Bo Bernhard, and Anthony Lucas

William F. Harrah College of Hospitality
University of Nevada, Las Vegas, USA

Abstract

Structural equation modeling (SEM) is a multivariate statistical analysis technique for analyzing structural relationships. This technique is a combination of factor analysis and multiple regression analysis, and it is used to analyze the structural relationship between measured variables and latent constructs. The commonly used approach to structural equation modeling involves specifying a model and estimating the parameters so that the distance between the model's implied population covariance matrix and the sample covariance matrix S is minimized; this approach is referred to as the covariance based SEM (CB-SEM). In the Partial Least Squares approach to SEM (PLS-SEM), the explained variance of the endogenous latent variables is maximized. CB-SEM has been widely used by hospitality researchers, but not the soft-modeling approach of PLS-SEM. The CB-SEM method requires hard distributional assumptions on the data, whereas PLS-SEM is more flexible. This article compares the results of CB-SEM model with results derived from the PLS-SEM method to test the same hypothesis on a dataset from online casino gaming; the results show that PLS-SEM is more accurate than CB-SEM for this dataset. Literature also suggests the use PLS-SEM over CB-SEM since multivariate normality of the sample is not required, and it generally works well even with smaller sample sizes.

Keywords: online gambling, atmospherics, servicescape, user experience, partial least squares, structural equation modeling, bootstrap

COVID -19 as an Opportunity for Sustainable Development - A Critical Approach for Public Private Albanian Leadership

Klodiana Gorica

Faculty of Economy
University of Tirana, Albania

Abstract

This article is a critical review of a post pandemic proactive and opportunity approach based on international guidelines, national priorities and local needs. The study follows up the right and best strategies which not only will sustain recovery of tourism resilience, but also will achieve sustainable development through tourism in a new concept of destination. Methodology is based in a literature review and scientific reports of several important international organization, also on analyze of different models. Methodology was organized based on Qualitative Interview with important stakeholders Albania. For this is prepared a fist questionnaire which intended to gather qualitative information, feedback, vision, perception of important public persons includes in tourism area related to issues and critical opinion for the future orienting strategies. Vice mayor, professors from universities, directors on different public/private institutions has given their opinions. Some interview with local representative of municipalities where developed, some other representatives of public and private units, tour operators and hospitalities located in Tirana and some other regions. Focus group with international experts from Europe and Balkan region. Several focus group where held during covid times. This part of methodology is realized even through Zoom platform online, as well as physically in Tirana. Focus group where interactive and pointed out some problems and challenges. Tour operators, private public NGO that can have direct and significant indirect impact actually, but also can be considered as powerful actors for future development where invited. Second questionnaire was prepared for this type of methodology; Individual meeting with important technical stakeholders and civic society. Several findings are related to a solution or going ahead a path which will be based on a community approach, on using Covid as a bundle of opportunities in order that tourism can be orient through a proactive mindset. Output are produced and strategies are designed. An analyze of outgoing activities impacts are structuring as follows: A detailed discussion of qualitative interview with important stakeholders: focusing on the main problems, impacts of ongoing and potential activities and resulting in some critical challenges, current developments and tourism impacts from COVID 19: analysis of the main factors that condition and inhibit the development as well as several findings proposed in macro-Balkan level. The role of civic society/Ngo/association/group of interest as a potential and Opportunity for challenges of development in and after Covid times. (this analyze is based and summarized on individual meeting with important technical stakeholders and civic society).

Keywords: sustainable tourism models, SDG, covid 19, resilience, Albania

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Exploring the Families' Local Guided Tour Experiences in the Sharing Economy Platform

Ozan Atsiz

Tourism Faculty
Yozgat Bozok University, Turkey

Abstract

The tours offered in the sharing economy platforms have been used by travelers in the destination. However, no research examines their experiences and families' experiences in the local guided tours. In response to this research gap, this study attempts to understand the families' experiences in the guided tours offered by a local in the sharing economy platforms by using online reviews posted on a popular sharing economy platform, namely Withlocals. The data were collected from a popular sharing economy website, namely Withlocals. The data were examined through content analysis. As a result of analysis, three main components occur: travel companion, learning, and memorable. These components were commented on by families in different ways.

Keywords: family tourism, local-guided tour, sharing economy, Withlocals

Social Media vs. Social Distancing: Fresh Evidence by Cultural Tourism

Erica Del Vacchio, Roberta Gargiulo, Cesare Laddaga, and Francesco Bifulco

Department of Economics, Management, Institutions
University of Naples Federico II, Italy

Abstract

The Covid-19 pandemic is threatening the daily lives of people around the world and has had a devastating impact on several business areas. The tourism sector is one of those that has been most affected by this pandemic emergency. In fact, tourist services and international travel have been completely interrupted and / or canceled (Baum & Hai, 2020). Even if there is still much debate about what cultural tourism is, the United Nations World Tourism Organization (UNWTO) defines it as a "all movements of persons to specific cultural attractions, such as heritage sites" including museums, monuments, and archaeological parks (du Cros & McKerchner, 2020). Since the pandemic doesn't let people travel to satisfy their cultural needs, our purpose is to analyze the impact of Covid-19 on the management of communication channels/tools carried out by museums and archaeological parks and verify the effectiveness of the digital communication tools used in terms of engagement rate.

The current pandemic is significantly affecting the world economy and consumer behavior: Zheng et al. (2021) highlight how the fear of contracting the virus negatively affects the tourists' travel habits. Indeed, the need for users to limit contacts and keep social distances, leads to a higher demand for services based on home deliveries, drones, and contactless payments (Choe et. Al.,2021). Even before the Covid-19, some authors (e.g., Damnjanovic´ et al., 2020) demonstrated that digital marketing practices were the core business for the involvement and attraction of tourists. Further, it was necessary to adopt a broad vision of digital marketing and consider it as a process that integrates all the different digital channels, to promote a product or service (Kotler et al., 2016). Currently, the crisis resulting from the pandemic has the effect of upsetting the strategies already established in the hospitality sector, companies tended to push employees to take vacation (unpaid holidays) and focus on pandemic prevention measures with a negative impact on pricing and competitive management policies (Lai, 2020). Indeed, the impossibility to visit a museum or a heritage site, involves a greater effort in terms of communication strategies to overcome social distance and improve engagement with all stakeholders.

The social communication of heritage sites is considered fundamental to promote its enhancement and knowledge (Hammou et al., 2020); the pandemic which compromises the non-verbal communication, negatively affects the service experience, and reduces the ability to build a relationship of trust (Hofmann et. Al.,2021). In this direction, to cope with the pandemic situation and the social distancing, digital communication tools and multimedia platforms can facilitate interactions with/among cultural tourists and are excellent solutions to make cultural organizations more interesting, as they respond to the different needs of heterogeneous target audiences (Del Vacchio et al., 2020).

However, although the topic of covid and services has been dealt with on a theoretical level, empirical research is still scarce, and our paper addresses this gap with aim to fill the discrepancy

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

between theory and practice. Indeed, this paper aim to better understand the impact of Covid-19 on Italian archeological museums and parks services and verify the efficiency of digital tools.

Methods. The authors conducted an online survey (dataset of 30 respondents) to Italian museums and archaeological parks. The sample was chosen based on the cultural institutions that were present in the MiBACT database dedicated to the 'Culture does not stop' initiative and the attention is focalized only to those that started a path of digital improvement of communication tools. This sample is divided into three clusters based on geographic location (Northern Italy 19%, Central Italy 33%, Southern Italy and Islands 48%) .

Findings. First evidence shows that 90% of respondents increased their online activity during the lockdown period. In particular, the number of contents published monthly has increased: Facebook (from 20 to 40 posts), Instagram (from 16 to 37), Twitter (from 2 to 4). Therefore, the data show that these organizations focused their attention on the management of effective online communication through the various social platforms, which is in line with the national average of all museums. In addition, 83% of respondents articulated a heterogeneous offer of ad hoc digital content, proposing new initiatives or, sometimes, strengthening the existing ones, to cope with forced closure and keep the relationship with customers alive. Not only that, first findings also show that the new management of archaeological services has garnered significant interest from the online audience: in fact, the engagement rate increased in 93% of respondents. However, 7% of museums were not, inevitably, able to measure the involvement of their public; in these cases, the lack of tools and / or digital skills to carry out an analysis of their online activity, is also found in the profiling of users since only half of the museums interviewed were able to identify the age group of the public most involved in social activities (between 25 and 55 years).

Conclusion. The study shows that even the Italian cultural tourism industry, which often lags those international ones, is working to manage this pandemic emergency by responding with new ways of managing tourism services. In particular, the archaeological parks and museums have faced this emergency by adopting a digital communication strategy for their services, obtaining excellent results in terms of engagement rate.

Implication. As literature review suggested (Choe et al., 2021), the pandemic would have led to a higher demand for contactless services, and this is confirmed for the cultural tourism too. Further, despite the importance of non-verbal communication and the worsening of consumers' experience claimed by some authors (Lechner et al., 2020; Hoffmann et al., 2021), our data confirmed that this growing involvement of museums in digital communication, would lead to a higher level of customers' engagement which means that the audience is interested in cultural contents, even in a remote way. From a managerial perspective, managers should use these digital tools to create valute and improve the end user experience. Furthermore, managers have the opportunity to use these tools not only to facilitate museum communication but also for efficient management of public services (eg from virtual tours to educational initiatives).

Future Research. Since the pandemic situation is still going on unfortunately, further research could investigate more in depth how the tourism sector can survive basing its offerings only on online services. Further, this research considered the Italian scenario, but more studies could analyze the European and extra-European context. It would be interesting too, to study the potential association between the increased online activity and brand awareness and loyalty, in addition to engagement. Taking into consideration not only the service management changing but including the customers' perspective and participation too it is not foregone, because probably nobody would ever imagine or think of cultural services without the direct contact between the art and the audience.

Keywords: archeological, digital, marketing, communication, engagement

References

Choe, J.Y.J., Kim, J.J., & Hwang, J. (2021) Perceived risks from drone food delivery services before and after COVID-19. International Journal of Contemporary Hospitality Management, Vol. ahead-of-print No. ahead-of-print

Damnjanović, V., Lončarić, D., & Dlačić, J. (2020). TEACHING CASE STUDY: Digital marketing strategy of Accor Hotels: shaping the future of hospitality. Tourism and hospitality management, 26(1), 233-244.

Del Vacchio, E., Gargiulo, R., & Bifulco, F. (2020). Digital Communication and Museum Experience. A Multichannel Approach. Micro & Macro Marketing, 29(3), 513-533.

Du Cros, H., & McKercher, B. (2020). Cultural tourism. Routledge.

Hammou, I., Aboudou, S., & Makloul, Y. (2020). Social Media and Intangible Cultural Heritage for Digital Marketing Communication: Case of Marrakech Crafts. Marketing and Management of Innovations, 1, 121-127.

Hofmann, V., Stokburger-Sauer, N. E., Wanisch, A., & Hebborn, H. (2021). Masked smiles matter–employee verbal expertise and emotion display during COVID-19. The Service Industries Journal, 41(1-2), 107-137.

Lai, I. K. W., & Wong, J. W. C. (2020). Comparing crisis management practices in the hotel industry between initial and pandemic stages of COVID-19. International Journal of Contemporary Hospitality Management. Vol. 32 No. 10, pp. 3135-3156.

Setiawan, I., Kartajaya, H., & Kotler, P. (2016). Marketing 4.0: Moving from Traditional to Digital. Wiley.

Zheng, D., Luo, Q., & Ritchie, B. W. (2021). Afraid to travel after COVID-19? Self-protection, coping and resilience against pandemic 'travel fear'. Tourism Management, 83, 104261.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Ecosystem of Service Robots: Which Is the Actors' Role?

Cesare Laddaga, Andrea Ruggiero, Erica Del Vacchio, and Cristina Mele

Department of Economics, Management, Institutions
University of Naples Federico II, Italy

Abstract

The Service Robots market is estimated to grow at a CAGR of about 14% over the forecast period 2021 to 2026. The rise of research in the field of Artificial Intelligence (AI), Natural Language Processing (NLP), and development platforms such as the Robotic Operating System has enabled the rise in a class of robots called Service Robotics. These kinds of robots are primarily designed to interact with people (Dautenhahn, 2007; Wirtz, 2018) in a consistent human social manner, involving healthcare, education, media, entertainment and retail. In particular, in recent years an industry that has seen a great increase in attention to service robots is tourism, for demographic pressures (Webster and Ivanov, 2020) and the thrusts of technological development (Tussyadiah, 2020), but above all for the effects on the economy of the Covid-19 pandemic (Christou et al., 2020; Seyitoglu and Ivanov, 2020). Service robotics play an important role in the tourism debate both in terms of consumers (; Ivanov et. al, 2018), of the employees (Wirtz et al, 2018) and of the companies (Ivanov, 2020). The complexity of the topic questions on multiple aspects. On the one hand, first studies show that the anthropomorphic form of robots is the most appreciated by tourists (Christou et al, 2020), however, for the services that constitute a greater human interaction and an emotional component, tourists continue to prefer service frontline employee (Choi et al., 2020; Fuentes-Moraleada et al., 2020; Ivanov et al., 2020;). Second, the importance of respecting social distancing due to the pandemic (Cakar and Aykol, 2020) emerges, being primarily intended for concierge and doorman roles (Shin and Jeong, 2020). The debate on the roles and interactions between actors in a service robot ecosystem lacks.

Literature Review. Service robots are defined as "system-based autonomous and adaptable interfaces that interact, communicate and deliver service to an organization's customers" (Wirtz et al., 2018, p.909). The recent advancement in robotic technologies has led to the introduction of service robots applied in various forms and service contexts (Lu et al., 2020), increasing remarkable capabilities in intelligent and sociable human-robot interactions (Lee and Naguib, 2019). In service research, scholars investigated the acceptance (Wirtz et al., 2018), anthropomorphism features (Goudey and Bonnin, 2016) and drivers on which service robotics impact (Xiao et al., 2021). However, current research on service robots is fragmented and largely conceptual (Lu et al., 2020) and still lacks to adopt an ecosystem perspective in understanding the development and the adoption of service robotics.

Leveraging on S-D logic, service robots can be conceptualized as operant resources; which means that technology can act on other resources (Akaka and Vargo, 2013) and facilitates and limits human action through interpretative schemes, structures and norms. Service ecosystems embeds the actors who are part of them to cooperate with each other through shared exchange logics and thus stimulate and facilitate the integration of resources; which leads to the creation of a 'network value' and, that is, the possibility of creating benefits for all the actors who are part of the network (Gummesson, 2008). With this in mind, there is a need to understand how service robots can be

integrated into hospitality services as a means to facilitate interpersonal interactions to create value for all the actors involved (developer, users, provider etc.) (Lu et al. 2019).

Methods. The study aims to map the service robot ecosystem to understand the roles and interactions that take place between the actors following a multi-level approach, (Akaka e Vargo, 2014): micro, meso and macro level. To answer this aim, we adopted the qualitative methodology of case study (Yin, R.K., 1992). This was undertaken by an empirical investigation of multiple case studies, with evidences from hospitality context (eg. restaurant, hotel etc..) and followed by an analysis of the collected data (Stake, 2005). Data collection involved 15 interviews carried out with as many actors involved in the ecosystem of social robots. The companies responsible for the design and production of social robots, the developers and the user companies (i.e. hotel, airports etc.) were interviewed.

Findings. Producers and designers develop the social robots, starting from the technologies available on the market, making sure to offer companies a “standard machine” that can be later adapted to as many needs as possible, thus reaching a broader set of potential customers. The possibility of designing social robots that are “general purpose” does not exist and, therefore, it is necessary an additional step before the solution is ready to be adopted in the market. Responsible for this step are the robot developer companies, positioned between the customer companies and the manufacturers. In fact, developers mediate between the manufacturers’ needs to industrialize the production of their robots and to reach vast markets, building generic and scalable technologies, with the end users’ needs that require highly customized services and products.

Conclusion. First evidence contributes to the existing literature on several fronts. Firstly, this research fills the void on the identification of all the actors participating in service provision through service robots (developer, provider, users) in the hospitality context, obtaining a mapping of the service robot ecosystem. Furthermore, this research sheds light on the infusion of social robot technology into hospitality services.

Implication and Further Research. This study is not without limits, which can be considered as fundamental preconditions for the development of future academic research. First, future research could broaden the analysis sample and carry out a larger scale study. Second, future researchers could expand the context of analysis by extending research to other industries by validating these current findings. Finally, it could be interesting to expand the study with a more in-depth analysis on value co-creation processes.

Keywords: provider, stakeholder, operant, hospitality

References

Čaić, M., Odekerken-Schröder, G., & Mahr, D. (2018). Service robots: value co-creation and co-destruction in elderly care networks. Journal of Service Management.

Çakar, K., & Aykol, Ş. (2020). Understanding travellers’ reactions to robotic services: a multiple case study approach of robotic hotels. Journal of Hospitality and Tourism Technology.

Choi, Y., Choi, M., Oh, M., & Kim, S. (2020). Service robots in hotels: understanding the service quality perceptions of human-robot interaction. Journal of Hospitality Marketing & Management, 29(6), 613-635.

Christou, P., Simillidou, A., & Stylianou, M. C. (2020). Tourists’ perceptions regarding the use of anthropomorphic robots in tourism and hospitality. International Journal of Contemporary Hospitality Management.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Dautenhahn, K. (2007). Socially intelligent robots: dimensions of human–robot interaction. Philosophical transactions of the royal society B: Biological sciences, 362(1480), 679-704.

Fuentes-Moraleda, L., Díaz-Pérez, P., Orea-Giner, A., Muñoz-Mazón, A., & Villacé-Molinero, T. (2020). Interaction between hotel service robots and humans: A hotel-specific Service Robot Acceptance Model (sRAM). Tourism Management Perspectives, 36, 100751.

Goudey, A., & Bonnin, G. (2016). Must smart objects look human? Study of the impact of anthropomorphism on the acceptance of companion robots. Recherche et Applications en Marketing (English Edition), 31(2), 2-20.

Gummesson, E. (2008). "Extending the new dominant logic: from customer centricity to balanced centricity". Journal of the Academy of Marketing Science, Vol. 36 No. 1, pp. 15-17

Ivanov, S. (2020). The impact of automation on tourism and hospitality jobs. Information Technology & Tourism, 22(2), 205-215.

Ivanov, S., Webster, C., & Seyyedi, P. (2018). Consumers' attitudes towards the introduction of robots in accommodation establishments. Tourism: An International Interdisciplinary Journal, 66(3), 302-317.

Lu, L., Cai, R., & Gursoy, D. (2019). Developing and validating a service robot integration willingness scale. International Journal of Hospitality Management, 80, 36-51.

Odekerken-Schröder, G., Mele, C., Russo-Spena, T., Mahr, D., & Ruggiero, A. (2020). Mitigating loneliness with companion robots in the COVID-19 pandemic and beyond: an integrative framework and research agenda. Journal of Service Management.

Pike, J., Picking, R., & Cunningham, S. (2020). Robot companion cats for people at home with dementia: A qualitative case study on companotics. Dementia, 1471301220932780.

Seyitoğlu, F., & Ivanov, S. (2020). Service robots as a tool for physical distancing in tourism. Current Issues in Tourism, 1-4.

Shin, H. H., & Jeong, M. (2020). Guests' perceptions of robot concierge and their adoption intentions. International Journal of Contemporary Hospitality Management.

Stake, R. E. (2013). Multiple case study analysis. Guilford press.

Vargo, S. L., & Lusch, R. F. (2004). "Evolving to a new dominant logic for marketing". Journal of marketing, vol. 68(1), pp. 1-17.

Vargo, S. L., & Lusch, R. F. (2016). Institutions and axioms: an extension and update of service-dominant logic. Journal of the Academy of marketing Science, 44(1), 5-23.

Webster, C., & Ivanov, S. (2020). Demographic change as a driver for tourism automation. Journal of Tourism Futures.

Wirtz, J., Patterson, P. G., Kunz, W. H., Gruber, T., Lu, V. N., Paluch, S., & Martins, A. (2018). Brave new world: service robots in the frontline. Journal of Service Management.

Xiao, L., & Kumar, V. (2021). Robotics for customer service: a useful complement or an ultimate substitute?. Journal of Service Research, 24(1), 9-29.

Yin, R. K. (1992). The case study method as a tool for doing evaluation. Current sociology, 40(1), 121-137.

Therapeutic Servicescapes, COVID Stress, and Customer Revisit Intention in the Hospitality Industry Post-Lockdown

Oluwatobi A. Ogunmokun and Juliet E. Ikhide

Department of Business Administration
Eastern Mediterranean University, North Cyprus

Abstract

As the post-pandemic era gradually dawns upon us, the hospitality industry seems to be slow in recovery, partly due to the continuous stress over being infected in public and hospitality places. Scholars have recommended that hospitality establishments seriously consider the potential benefits of artificial intelligence, social distancing, and cleanliness to fast-track the industry's recovery post-lockdown. This study contributes to that stream of research by proposing and testing a model that demonstrates that through alleviating COVID stress, therapeutic servicescapes at hospitality establishments could promote customers' revisit intention post-lockdown. We argue that therapeutic servicescapes have potential marketing and strategic benefits that could fast-track the hospitality industry's recovery while promoting customers' well-being. This is because servicescapes at hospitality establishments can be designed in such a way that it delivers transformative health-related benefits. Findings from the analysis of data collected from 213 relaxation bar customers, support the study's hypotheses that reflective second-order therapeutic servicescape (with relational, scope, being away, coherence, and fascination as first-order constructs) is positively related to customers' revisit intention to relaxation bars through its negative effect on COVID stress. This study theoretically contributes to the literature by empirically demonstrating that a blend of social and physical settings to form therapeutic servicescapes with restorative potentials do occur in commercial hospitality settings. Practically, the findings of the study suggest that managers should seek to blend the restorative potential of the natural environment with relational resources to enhance the therapeutic potential of their place of business. As customers emerge from social isolation experienced during the lockdown, relational resources in hospitality establishments could go a long way. This would not only deliver health-related benefits to customers, but it would also provide marketing and strategic benefits to hospitality establishments.

Keywords: therapeutic servicescapes, covid stress, revisit intention, social distancing, post-pandemic

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Study of the Sequence Effect of Engagement in Museum Visits

Noel Yee-Man Siu, Candy K. Y. Ho, Tracy J. F. Zhang, Ho-Yan Kwan, and Raissa Sui-Ping Yeung

School of Business
Hong Kong Baptist University, Hong Kong

Abstract

Customer engagement refers to the psychological connection between customers and a specific brand (Hapsari, Clemes, & Dean, 2017). Previous literature in services marketing has highlighted the strategic role of engagement activities in enhancing customer experience. However, the importance of engagement sequence is rarely investigated. In this regard, the services marketing literature seems suggesting that engagement activities prior to the core service encounter would enhance customer reactions to the consumption experience. In particular, studies in wait management have argued for the positive relationship between affective reactions to the wait and the core service's satisfaction (McGuire et al., 2010). The "wait" is the first interaction in the sequence of experiences customers have with a firm. Therefore, we should expect that having engagement activities while customers are waiting for the core service encounter may lead to higher satisfaction. However, is it always the case? Does it apply to cultural consumption in the present study? To fill the research gap, this exploratory study aims at examining the impact of engagement sequence on enhancing museum visitors' experience.

Previous research on customer engagement in general has indicated that customer engagement significantly strengthens customer–brand relationships (So et al., 2016). In the context of cultural consumption such as museum visits, research has also revealed that engagement or interactive experience can induce positive visiting experience and enhance intention to visit again (Waltl, 2006). However, the sequence of engagement in cultural consumption experience could matter. Montgomery and Unnava (2009) presented that sequence of events affects the user's experience or memory, specifically, the sequence of events can influence how people evaluate the experience and the ability to recall them. A cultural consumption experience such as a museum visit can break into three phrases, that is, prior to the visit, during the visit and post visit. Visitors may have different expectations and experience in different phases (Kuflik et al., 2015). Therefore, it is necessary to take into account both visiting phrases and the effect of the sequence when exploring the impact of engagement in the museum. To the best of our knowledge, no study is found in investigating the impact of visitor engagement sequence in the context of the museum. Thus, this research aims at analysing the impact and the strategic role of engagement sequence on museum visitors' experience.

A field experiment was conducted in October 2020 at the Hong Kong Museum of Art (HKMoA) to investigate the effects of engagement (absent vs. present) and engagement sequence (before vs. after museum visit) on museum visitors' reactions. The form of engagement activity under the pandemic was video engagement, which involved inviting participants to watch two sets of videos that introduce artworks which were currently exhibited at the museum. The order with which they watched these two sets of videos was counterbalanced. The experiment manipulated the engagement activity into three between-participants conditions, including two treatment groups,

that is, watching the engagement videos before the visit (Group A: the engagement before condition) and watching the engagement videos after the visit (Group B: the engagement after condition), as well as one control group, visiting HKMoA without watching any engagement videos (Group C: the control condition). A total of 109 undergraduate students from a local university voluntarily participated in the experiment for course credit, and they were randomly assigned to one of the three experimental conditions. The participants completed online questionnaires at three different time points, namely, before the visit, right after the visit, and one day after the visit respectively, to report their views on the museum visit. Multi-item scales were used to measure participants' reactions to the museum visit experience, including evaluations on artifactscape engagement, servicescape, vitality, satisfaction, word-of-mouth (WoM) intention, and intention to revisit the museum. All measures were adopted from previous studies. Ninety-four participants who completed all three waves of questionnaires were retained for data analysis.

Overall, the study revealed some preliminary evidence that the engagement sequence caused different outcomes in terms of visitors' experience. Engagement after the visit (Group B) tends to elicit more favorable visitor reactions than engagement before the visit (Group A). Specifically, Group A participants reported significantly lower evaluations than Group C participants did in terms of artifactscape engagement (MA = 4.90 vs. MC = 5.41, $p < 0.05$), vitality level (MA = 4.83 vs. MC = 5.36, $p < 0.1$) and satisfaction with the museum visit (MA = 5.28 vs. MC = 5.79, $p < 0.05$). Group C participants' ratings, in turn, were generally comparable to or slightly lower than that of Group B participants (artifactscape engagement: MC = 5.41 vs. MB = 5.49, n.s.; vitality: MC = 5.36 vs. MB = 5.31, n.s.; satisfaction: MC = 5.80 vs. MB = 5.79, n.s.). Moreover, the dependent variables (include artifactscape engagement, servicescape, vitality, satisfaction on the visit, WoM intention, intention to revisit) are also positively correlated, indicating that both servicescape and artifactscape experiences could collectively elevate museum visitors' experience, and visitors' feelings such as vitality, satisfaction and WoM intention may also influence one another.

Additionally, our findings also revealed that the effects of video engagement on visitor satisfaction and intention to revisit differ according to past museum visit frequency. Frequent visitors tend to have more favorable evaluations on artifactscape engagement, vitality, WoM intention, and intention to revisit than non-frequent visitors. Furthermore, the impacts of video engagement on some dependent variables (servicescape, satisfaction, intention to revisit) differ significantly between frequent and non-frequent visitors. In particular, engagement before (vs. after) the visit seems to work better for frequent visitors in enhancing evaluations on servicescape, but this engagement sequence has no significant effect for non-frequent visitors. Rather, among the non-frequent visitors, engagement after the visit seems to work better than engagement before the visit in enhancing satisfaction and intention to revisit whilst no significant differences in the effects are observed for frequent visitors. However, the engagement sequence has no significant effect among frequent visitors. Frequent visitors tend to have a higher intention to revisit than non-frequent visitors, regardless of whether the engagement is before or after the visit. Finally, an examination of means in each group reveals that frequent visitors have higher satisfaction than non-frequent visitors when the engagement is prior to the visit, whereas they have lower satisfaction than non-frequent visitors when the engagement is after the visit.

Previous studies have argued for the importance of "wait" strategy (a kind of engagement activities) prior to the core services that helps to enhance satisfaction. However, the present study

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

offers counter-intuitive findings that engagement before the visit tends to generate significantly less favourable reactions on artifactscape engagement, vitality, and satisfaction. One possible explanation is based on the concept of need for closure (Roets et al., 2015) or the tendency to evade ambiguity, simplify information, and search for structure. Many exhibits or artefacts are ambiguous and abstract, and the information delivered through exhibits may be somehow fragile (Lewalter et al., 2015); visitors have their own interpretation but they are uncertain about the meaning of the object. They may feel uneasy or puzzled when confronted with the ambiguous exhibits and the subsequent feelings of uncertainty (Grenier, Barrette & Ladouceur, 2005). The post-visit engagement relevant to the exhibits provides certainty with their interpretation, allowing the visitors to learn more about the exhibits so that they can obtain more information about what they did not understand during the visit (Kuflik et al., 2015). This may strengthen visitors' learning experience compared to the pre-visit engagement, thereby enhancing visitors' positive reactions to the visit. This explanation is also consistent with our findings that post-visit (vs. pre-visit) engagement activities generated more favorable museum visitor reactions among the non-frequent visitors, who may need more confirmative information after their visits, than the frequent visitors. To conclude, post-visit engagement is more likely to induce favorable visitor reactions than pre-visit engagement, and this sequence effect seems to work among non-frequent visitors than frequent visitors. Findings have advanced marketer's understanding of the importance of engagement sequence. This is only an exploratory study. Further research is needed to provide stronger evidence for the effect of engagement sequence on various kinds of visits or experiences.

Keywords: engagement, sequence effect, museum, satisfaction

References

Calver, S. J., & Page, S. J. (2013). Enlightened hedonism: Exploring the relationship of service value, visitor knowledge and interest, to visitor enjoyment at heritage attractions. Tourism Management, 39, 23-36.

Grenier, S., Barrette, A.-M., & Ladouceur, R. (2005). Intolerance of uncertainty and intolerance of ambiguity: Similarities and differences. Personality and Individual Differences, 39, 593–600.

Hapsari, R., Clemes, M. D., & Dean, D. (2017). The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty. International Journal of Quality and Service Sciences, 9(1), 21–40.

Kuflik, T., Wecker, A. J., Lanir, J., & Stock, O. (2015). An integrative framework for extending the boundaries of the museum visit experience: linking the pre, during and post visit phases. Information Technology & Tourism, 15(1), 17-47

Lewalter, D., Phelan, S., Geyer, C., Specht, I., Grüninger, R., & Schnotz, W. (2015). Investigating visitor profiles as a valuable addition to museum research. International Journal of Science Education, Part B, 5(4), 357-374.

McGuire, K. A., Kimes, S. E., Lynn, M., Pullman, M. E., & Lloyd, R. C. (2010). A framework for evaluating the customer wait experience. Journal of Service Management. 21 (3), 269-290.

Montgomery, N. V., & Unnava, H. R. (2009). Temporal sequence effects: a memory framework. Journal of Consumer Research, 36, 83–92.

Rather, R. A. (2019). Consequences of consumer engagement in service marketing: An empirical exploration. Journal of Global Marketing, 32(2), 116-135

Roets, A., Kruglanski, A. W., Kossowska, M., Pierro, A., & Hong, Y. Y. (2015). The motivated gatekeeper of our minds: New directions in need for closure theory and research. Advances in Experimental Social Psychology, Academic Press, 52, 221-283

So, Kevin K. F., Ceridwyn K., Sparks, B. & Wang, Y. (2016), The Role of Customer Engagement in Building Consumer Loyalty to Tourism Brands. Journal of Travel Research, 55 (1), 64-78.

Waltl, C. (2006). Museums for visitors: Audience development - A crucial role for successful museum management strategies. Intercom, 1-7.

Acknowledgement

This research is supported by Leisure and Cultural Services Department, Hong Kong (LCSD CS MBDS 6-25/19)

Human Resources Management

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Do Burnout Perception Levels of Nurses Working in the Health Sector Differ According to Demographic Characteristics?

Irfan Akkoc[1] and Korhan Arun[2]

[1]Faculty of Health Sciences
Toros University, Turkey

[2]Business Administration
Tekirdag Namik Kemal University, Turkey

Abstract

The challenge of today's healthcare environment, especially with the effect of the Covid-19 pandemic, is not only about task burdens or degrading work/life balance but about immerse expectations from all shareholders, including governments, patients, and administrations. Thus, even if nurses are trained and the most experienced professionals, dealing with these challenges is related to different factors like training and practice level, age, and family support. So, the main aim of this paper is to find out the effects of demographic characteristics of nurses on burnout and its dimensions. The sample is 71 nurses from Izmir / Turkey. The survey results were analyzed with t-test, variance analysis (ANOVA), and confirmatory factor analysis. The results show that gender, education level, and age factors are varying between nurse groups to some level. On the other hand, tenure, and marital status are not significantly related to burnout. These results proofed that individual factors are more important than organizational and family factors.

Keywords: burnout, nursing profession, health services, demographic characteristics

Examining a Moderating Effect of Employee Turnover Between Recruitment and Selection Practice and Organizational Performance in Maldives Civil Service Sector

Fathmath Muna[1], Azam S. M. Ferdous[2], and Ahmad Albattat[1]

[1]Post Graduate Center
Management & Science University, Malaysia

[2]Faculty of Business Management and Professional Studies
University Drive, United States

Abstract

This study aimed to examine a moderating effect of employee turnover between recruitment and selection practice and organizational performance in the Maldives Civil Service Sector.An adopted self-administered questionnaire distributed to Maldives Civil Servants. Google Doc questionnaire distributed through an online platform; Email, WhatsApp, Viber, and Facebook. The study tested the hypothesis through Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) procedure. Moderating factor evaluated through Regression Path Analysis Method using bootstrapping multi-group comparison indirect effects. Regression analysis revealed the moderating factor Employee Turnover (ET) has a significantly positive effect between Recruitment and Selection Practice (RSP) and Organizational Performance (OP) as it's beta significantly different from the zero at 0.001 level p-values. The study asserted that the majority of the respondents were not satisfied with their current job. Also, respondents believed that fair and effective recruitment and selection lead to employee satisfaction and less turnover. This study would beneficial to policymakers, HR leaders, HR Practitioners of government organizations. The study would help to make the right decisions and to select the best candidates when hiring. Similarly, Recruitment and Selection Practice would improve organizational performance.

Keywords: employee turnover, recruitment and selection practice, organizational performance

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

An Assessment of Leadership and HRM Strategies in Hotel Industry for Building Organizational Commitment and Emotional Well-Being of Employees in the COVID-19 Crisis

Yaswant Sing Wasal

Amity School of Hospitality
Amity University, India

Abstract

COVID-19 which originated in Wuhan city of China and has spread its dangerous wings in almost the entire part of the world has left the countries and people across the globe stranded. The hospitality sector is one of the many sectors hit hard by the pandemic as the Governments across the world sealed the international borders and suspended domestic and international flights. The pandemic may result in the loss of 50 million jobs in the travel and tourism industry worldwide, according to the World Travel and Tourism Council, which would reflect a 12-14% reduction in jobs. With the hotel industry experiencing the ripple effects of COVID -19, a great concern has arisen about the jobs of employees working across the sector, their emotional well-being including health and safety at the workplace. In such an uncertain environment, it is necessary to devise the right kind of leadership and human resource strategies to build the organizational commitment of employees by giving them the necessary support in this crisis time. At the same time organizational performance, profitability, and market share of any business is dependent on the performance of its human resources. In this context, focus on building an emotionally balanced, physically fit, and committed workforce becomes imperative. This research study was conducted to analyze the impact of COVID-19 on the HRM practices in the four-star and five-star category hotels located across various states of India. A structured questionnaire based on Likert's 5-point scale was used to assess the impact of COVID- 19 on the jobs, salary, health, and hygiene and safety policies of the hotels together with the mental and emotional well-being and organizational commitment of the employees in this sector and how far they are satisfied with the leadership and human resource management strategies of their hotel's management. The hypothesis has been formulated after considering the relevant research questions. Appropriate statistical tools and techniques have been applied to test the hypothesis. Based on the findings, suggestions for reinventing the HRM practices in the Hotel Industry in the wake of the COVID-19 crises have been incorporated.

Keywords: COVID-19, hotel industry, leadership strategies, HRM practices, emotional well-being, health and safety, organizational commitment

Personnel Relationships in the Workplace

Ali Sukru Cetinkaya[1], Shafiq Habibi[2], and Umut Yavuz[1]

[1]Department of International Trade
[2]Department of Management
Selcuk University, Turkey

Abstract

Contemporary organizations become more dynamic and complicated. Resources like building, machinery, culture, and people form the organization foundations. Human capital, as a core factor, directly or indirectly affects organizational outcomes. Some scholars have recently touched on relationships and some aspects of workplace relationships in the organization. But, detailed studies are required to focus on workplace relationships typology, domains of workplace relationships, the process of nurturing and maintaining relationships, and the effects of workplace relationships on organizational outcomes. In order to address the mentioned gap, a literature review method was employed to trace the typology of workplace relationships, in the organization. Underlying dimensions of different workplace relationship, including formal and informal, personal and professional, peer, supervisor- subordinate, and mentor relationship are studied. The study also reviews the formation process and sustaining of workplace relationships in the organization. Results implication by the managers organizes relationships in the workplace. The typology enables managers to differentiate prevailed relationships in flat and hierarchical organizations. Determinant of relationship helps management to lead employee's behavior in the right direction. The relationship process provides opportunities to enhance employee satisfaction.

Keywords: relationship typology, relationship dimensions, relationships process, relationship organizational outcomes

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Affective Commitment in New Hires' Onboarding? The Role of Organizational Socialization in the Fashion Retail Industry

Chan Pui Sze, Ching Ho Ching, Ng. Pui Yi, and Annie Ko

Faculty of Business
The Hong Kong Polytechnic University, Hong Kong

Abstract

Fashion retail companies often lack a well-structured onboarding program which consequently result in lower staff commitment and a higher turnover rate. Organizational socialization plays an important role to acculture new hires learn about their work, organizational value, and adjust to the workplace. This study examined the content dimensions of organizational socialization and investigated new hires' attitudes towards such areas. The results of exploratory factor analysis revealed seven dimensions of organizational socialization in the domain of the fashion retail industry. Regression analysis suggested a 4-factor model for improving new hires' affective commitment to the organization. These factors are permeation with organizational goals and values, sense of group goal achievement, alignment with brand and heritage, and solidarity of co-worker relationships. Implications for a strategic onboarding training program to enhance new hires' experience was discussed.

Keywords: employees, experience, HRM, strategic, training, well-being

The Evolution of Human Resources Empowerment Theory: A Literature Review (1970–2020)

Theodoros Stavrinoudis and Moschos Psimoulis

Business School
University of the Aegean, Greece

Abstract

This paper examines and classifies the methods of human resources (HR) empowerment and their features, as recorded in the international scientific literature. To this end, 132 scientific papers were drawn on and conclusions were reached regarding the evolution of the theory of empowerment from 1970 to 2020, through the method of Content Analysis. The concept of empowerment encompasses many dimensions that are examined separately in the international literature without an extensive grouping and codification of the methods found. This paper classifies the most common methods of HR empowerment and their respective features, so that future researchers have a comprehensive database and executives can locate and implement them effectively within organizations.

Keywords: human resource management, classification, content analysis

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Teamwork, Satisfaction and Mediating Effect of Affective, Continuance and Normative Commitments on Employee's Loyalty

Thalita Aparecida Costa Nicolleti[1], Eduardo Roque Mangini[1], Leonardo Aureliano-Silva[2], Cristiane Sales Pires[1], and Carolina Aparecida de Freitas Dias[1]

[1]Federal Institute of Education
Science and Technology of Sao Paulo, Brazil

[2]Higher School of Advertising and Marketing
Ilma University, Brazil

Abstract

Teamwork, staff satisfaction, and organizational commitment on employee loyalty have been investigated by previous literature. However, the mediating effects of affective (AC), continuance (CC) and normative (NC) commitments are still a big gap present in theory. Thus, the main purpose of this paper is to explore the mediate role of AC, CC, and NC on employee loyalty. In total, 123 individuals participated in this research. The SEM technique approach was used throughout Smart PLS software version 3.0. The results supported nine hypotheses and rejected one. The theoretical and managerial implications are presented as well as research limitations and avenues for future studies.

Keywords: teamwork, satisfaction, commitment, loyalty, employee

Impact of Workplace Friendship

Rehan Ahmad

Imperial College of Business Studies
Imerial University, Pakistan

Abstract

While literature remains indecisive about the impact of workplace friendship (WPF) on organizational and individual outcomes, the objective of this study is to resolve this debate by exploring conditions in which WPF can benefit the organizations. In order to test this, a moderated mediation model is proposed and tested in hospitality industry in which the relation of Innovative work behavior is studied with ostracism, organizational performance and organizational citizenship behavior. Workplace envy (WPE) is taken as a mediator to further unleash the role of workplace friendship. Such complex model would enable organizations to decide if they should encourage workplace friendship among employees or curb it. Data were collected from 278 hotel and restaurant employees in two waves. Data from the restaurant/ hotel general managers was collected in the first wave and from their section managers in the second wave. Using Structural Equation Modeling, it is observed that innovative behavior causes envy among employees and can negatively impact work outcomes. WPF found to reverse this negative impact and hence it is recommended that in order to promote innovative behavior, organizations should direct its resources to promote workplace friendship.

Keywords: workplace friendship, workplace envy, organizational citizenship behavior, organizational behavior

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Glass Ceiling Syndrome in Tourism: A Review of Tourism Companies in Turkey

Edip Dogan

Kahta Vocational High School
Adiyaman University, Turkey

Abstract

In this study, the glass ceiling syndrome in firms operating in the tourism sector in Turkey will be investigated. As we know, this syndrome, which is one of the most important career problems of women, has an important place in career related studies. Tourism is a very important sector for developing countries such as Turkey. Because tourism is a dynamic sector that contributes significantly to the need for foreign currency, the reduction of unemployment, the development of underground and aboveground services. In other words, tourism contributes to the country's economy in general. However, the tourism industry is a highly competitive industry. Because the technology, procedures and methods used in the tourism sector are not very difficult factors in terms of transferability and imitability. Therefore, all businesses operating in the tourism sector have to act under the strategic management philosophy in order to gain a sustainable competitive advantage and profit from surplus value. Businesses need to work effectively and efficiently in order to achieve these strategic goals. In order to achieve this goal, businesses have numerous tasks to fulfill. The most important of these is the need for an effective human resources management. Together with the phenomenon of globalization, businesses operate in very dynamic and uncertain environments. Things are changing quickly in dynamic and uncertain environments. In order to pro-actively respond to these sudden and unpredictable changes, businesses need qualified workforce. It is among the important duties of the human resources department to find, employ and train qualified workforce, establish performance evaluation systems and make plans regarding the future of its employees. Businesses have to do career management studies for their employees. Today, career, career planning and career management are among the important issues in terms of human resources. We can define career as restructuring the job position and increasing the motivation of the employees, in direct proportion to the work experience and activities an employee has gained during his / her work life. When career planning and career management come together, the concept of career development emerges. Career planning is the ability of people to evaluate their knowledge, skills, education and experience and make plans for their career and in this sense; it refers to a process that is under the control of individuals. We can define career development as the process carried out by the human resources department of organizations on behalf of their employees in order to have qualified human capital. When we investigate career, we come across two subjects called "new career approaches" and "career problems" on which scientists carry scientific researches. Boundaryless career, flexible careers, dual-ladder career and portfolio career are examples of new career approaches. We can define boundaryless career as an employee's crossing of physical and mental boundaries both in terms of the organization he / she works for and in terms of the job he / she does. In the flexible career approach, the employee improves himself within the framework of the opportunities offered by the organization and responds to changes faster and more effectively. So in a sense the employee has a high flexibility. Dual-ladder career is an approach that envisages the advancement of technical staff in organizations such as engineers in managerial positions. Portfolio career, on the other hand, is a

concept that expresses the methods of employees whose work portfolios are wide and rich to work whenever and with any customer they want. Today, factors such as organizational and managerial changes (network organizations, organizational downsizing, lean organizations, etc.), globalization and advances in technology have led to some new problems in career. Career problems refer to frequently encountered problems in the career plans of employees and in the career management of organizations. Career plateau, dual career couples, moonlight, dual-career and glass ceiling syndrome are examples of career problems. The career plateau can be defined as the point where the vertical upward progress of the employee within the organization stops. Dual career couples can be defined as couples who work in the same or different companies and whose career choices are similar. The moonlight problem is a concept used to express an employee's financial difficulties, gaining experience, or doing a second job for different reasons. Dual-career means that the employee has two areas of expertise and uses both areas of expertise. In this study, I will discuss glass ceiling syndrome. Glass ceiling syndrome is a subject that attracts attention and researches about it today. The active participation of women in business life and improvements in education levels have made this topic more popular as women have become more conscious about their careers at least as much as men in modern times. This concept was first used in 1986 by Wall Street Journal reportrs Hymowitz and Schellhardt to describe the factors that prevent the rise of women in America in their professional life, and the concept entered the management and organization literature. Later in 1987, Morrison et al used this concept in their books and developed a new perspective on women's positions in corporate companies. Glass ceiling syndrome is used to express the problems that women face in their business lives. This syndrome also applies to men. However, when the relevant literature is reviewed, we see that this concept has become a concept that is often identified with women. Glass ceiling syndrome refers to the inability of women to pass a certain level while advancing in managerial positions. Here, the ceiling expresses the barrier, while the glass expresses the uncertainty of this barrier. It is as if an invisible hand prevents the woman from advancing to senior management levels. The most important characteristic of this syndrome is the inability of the woman to reach the position where she can come with her knowledge, skills and abilities under normal conditions. It has been proven by practical studies that glass ceiling syndrome is experienced almost everywhere in the world. Studies conducted on this subject demonstrate the existence of a glass ceiling syndrome in Turkey. In this study, I've analyzed the number of members on the boards of directors and the rate of women in this number of companies included in BIST-Transportation and BIST-Tourism indices in Borsa Istanbul in Turkey (BIST-30/BIST-100). Boards of directors are the highest executive authorities in companies. Therefore, the ratio of women in these top management positions can provide an idea about the presence of glass ceiling syndrome in this country. According to the results of the analysis, it has been observed that the representation rate of women in senior management is extremely low. According to the results of the research, a total of 100 people work as board members in BIST-Transportation and BIST-Tourism indices. It consists of 84 men and 16 women. The number of female members is only 16% of the total. The rate of women in all companies included in these indices is below 50%. The rate of women in the boards of directors of these companies are as follows: 42.86% in Martı Hotel and Tek-Art Turizm, 40,00% in Avrasya Petrol ve Tur. and Utopya Turizm, 28.57% in Altınyunus Cesme, 16.67% in Marmarıs Altınyunus, 12.50% in Celebi and Pegasus and 11.11% in Turkish Airlines. No women are on the boards of directors of the remaining 7 companies. In other words, women are not represented on the boards of these companies even at the rate of 1%. From this point of view, the first four companies have a female representation rate of 40% and above and this rate (40% and above) can be considered as

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

an optimistic rate in the context of Turkey. When evaluated in general, it can be said that the representation rate of female employees in senior positions in companies included in these indices is low. This indicates that there is glass ceiling syndrome in these companies, which are among Turkey's corporate companies in the field of tourism. Considering the place of female employees in employment and education, these rates are expected to be at more modern levels.

Keywords: tourism, new career approaches, career problems, glass ceiling syndrome

References

Akkermans, J., Keegan, A., Huemann, M., & Ringhofer, C. (2020). Crafting Project Managers' Careers:Integrating the Fields of Careers and Project Management. Project Management Journal, 5(2), 135-153.

Ak, S., & Soybalı, H. H. (2019). Otel İşletmelerindeki İşgörenlerin Kariyer Platosu Algılamaları Üzerine Bir Araştırma. Journal of Tourism and Gastronomy Studies , 7(3), 1887-1911.

Akşit Aşık , N. (2014). Konaklama İşletmelerinde Cam Tavan Sendromu Kavramsal Bir Değerlendirme . Uluslararası Hakemli Beşeri ve Akademik Bilimler Dergisi, 3(9), 84-103.

Aktaş, K. (2015). Genel Anlamda Kariyer ve Kariyer Sorunları. Sosyal Araştırmalar ve Davranış Bilimleri Dergisi, 1(1), 26-36.

Al- Manasra , E. A. (2013). What Are the "Glass Ceiling" Barriers Effects on Women Career Progress in Jordan? International Journal of Business and Management, 8(6), 40-46.

Aranha, R., Aquinas, P., & Saldanha, A. T. (2019). Effect of Glass Ceiling on the Performance of Women Employees in Service Sector. Research Review International Journal of Multidisciplinary, 4(1), 491-497.

Baumgartner, M. S., & Schneider, D. E. (2010). Perceptions of women in management: A thematic analysis of razing the glass ceiling. Journal of Career Development(37), 559-576.

Bozkurt, Ö. (2019). Kariyer Engelleri ve Kariyer Sorunları. E. Kaygın, & Y. Zengin içinde, Kariyer Temel Kavramlar, Yönetimi, Güncel Konular (s. 63-75). Konya: Eğitim Yayınevi.

Buckalew, E., Konstantinopoulos , A., Russell, J., & El-Sherbini, S. (2012). The future of female CEOS and their glass ceiling. Journal of Business Studies Quarterly, 3(4), 145-153.

Carnes, M., Morrissey , C., & Geller, S. (2008). Women's health and women's leadership in academic medicine: Hitting the same glass ceiling? Journal of Women's Health, 17(9), 1453-1462.

Çavmak, D., Atalay, E., & Söyler, S. (2019). Hemşirelikte Kariyer Sorunları : Bir Ölçek Geliştirme Çalışması. İşletme Araştırmaları Dergisi, 11(3), 1897-1910 .

Dikili, A., & Bayraktaroğlu, S. (2013). Psikolojik Sözleşme İle İş Tatmini İlişkisine Yönelik Bir Araştırma. Eskişehir Osman Gazi Üniversitesi İİBF Dergisi, 8(2), 205-227.

Doğan, E. (2021). Cam Tavan Sendromunun Bist-30'daki Firmalarda Araştırılması. U. U. Derneği (Dü.), Cumhuriyet Zirvesi 4. Uluslararası Sosyal Bilimler Kongresi içinde (s. 144-152). Afyonkarahisar: UBAK Yayınevi.

Eiser, B. A., & Morahan, P. (2006). Fixing the system: Breaking the glass ceiling in health care. Leadership in Action, 26(4), 8-13.

Erdoğmuş, N. (2003). Kariyer Geliştirme, kuram ve uygulama. Ankara: Nobel Yayın Dağıtım.

İpçioğlu , İ., Eğilmez, Ö., & Şen, H. (2018). Cam Tavan Sendromu: İnsan Kaynakları Yöneticileri Bağlamında Bir Araştırma. Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi, 10(25), 686-709.

King, Z. (2004). Career self-management: Its nature, causes and consequences. Journal of Vocational Behavior, 65(1), 112–133.

Korankye, B. (2020). Exploring the Mediating Role of Work Engagement, Career Management and Career Satisfaction among Small and Medium Enterprises in Ghana. International Journal of Management, Accounting and Economics, 7(7), 351-369.

Özdemir, Y. (2013). Marmara Bölgesi'ndeki İşletmelerin İK Yöneticilerinin Kariyer Anlayışındaki Değişime Yönelik Değerlendirmeleri. Ç.Ü. Sosyal Bilimler Enstitüsü Dergis, 22(1), 257-274.

Seçer, B., & Çınar, E. (2011). Bireycilik ve Yeni Kariyer Yönelimleri. Celal Bayar Üniversitesi İ.İ.B.F. Dergisi, 18(2), 49-62.

Şener, E., Kocaoğlu, M., Baybek, H., & Kıvrak, A. (2018). Sağlık Sektöründe Çift Kariyerli Eşler:Hemşire Çiftlerle Nitel Bir Çalışma. Hacettepe Sağlık İdaresi Dergisi, 21(3), 461-472.

Uysal , H., & Ak , M. (2020). Invisible barriers in career processes: Glass ceiling syndrome and career anchors. Agathos, 11(2), 255-285.
Zhou, W., & Li, B. (2008). Study on the relationship between organizational career management and job involvement. Frontiers of Business Research in China, 2, 116–136.

Appendix

Name of the Company	**The Board of Directors**				
	Total	**Men**	**Women**	**Women Rate**	**Men Rate**
Marti Marti Otel	7	4	3	42,86%	57,14%
Tektu Tek-Art Turizm	7	4	3	42,86%	57,14%
Avtur Avrasya Petrol Ve Tur.	5	3	2	40,00%	60,00%
Utpya Utopya Turizm	5	3	2	40,00%	60,00%
Ayces Altinyunus Cesme	7	5	2	28,57%	71,43%
Maalt Marmaris Altinyunus	6	5	1	16,67%	83,33%
Clebi Celebi	8	7	1	12,50%	87,50%
Pgsus Pegasus	8	7	1	12,50%	87,50%
Thyao Turk Hava Yollari	9	8	1	11,11%	88,89%
Ulas Ulaslar Turizm Yat.	5	5	0	0,00%	100,00%
Pkent Petrokent Turizm	5	5	0	0,00%	100,00%
Doco Do-Co	2	2	0	0,00%	100,00%
Beyaz Beyaz Filo	6	6	0	0,00%	100,00%
Rysas Reysas Lojistik	7	7	0	0,00%	100,00%
Gsdde Gsd Denizcilik	6	6	0	0,00%	100,00%
Tlman Trabzon Liman	7	7	0	0,00%	100,00%
Total	100	84	16	16,00%	84,00%

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

General Lanscape of Human Resource Management Practices in Social Media

Ali Sahin Ornek, Can Bekaroglu, and Hanife Tas

Faculty of Political Sciences
Canakkale Onsekiz Mart University, Turkey

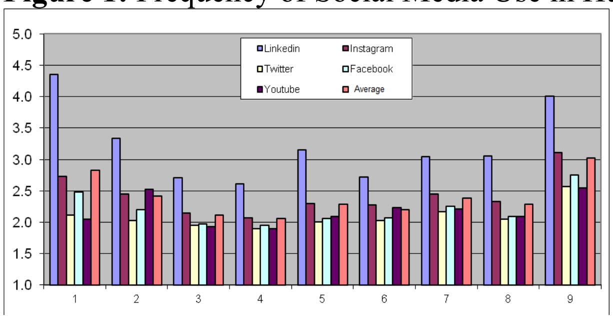
Abstract

Technological developments in information societies enable sustained competition among organizations. Social media has a critical role in the adjustment of businesses to this innovative world, giving opportunities to introduce themselves on a new platform on a relatively equal footing. Social media will also elevate their public image and prestige with the right steps and increasingly contribute to their profitability and long term sustainability. The main goal of this study is to investigate the general prospect of Human Resource Management (HRM) on the increasingly popular social media platforms in business applications, and determine the effects of social media on HRM. Five social media applications commonly used in Turkey have been evaluated for this purpose. The research subjects are composed of human resource (HR) professionals who actively used social media and were asked to fill out electronic surveys over the internet. LinkedIn was the most commonly used platform to reach a total of 324 participants, who were chosen with simple random sampling. The importance of social media on HRM practices has now been widely accepted (Dossena et al., 2019). However, there are not sufficient studies that tackle the association between social media applications and functions, and most studies concentrate on the process of recruitment and communication (Capelli, 2001; Broughton et al., 2013; Sills, 2014; Vardarlıer, 2014; Aggerholm ve Andersen, 2018; Nizamoğlu, 2918), There is also great confusion on the data regarding the effects of social media on both HRM in particular and business life in general (Kluemper et al., 2016). This study demonstrates the scope of social media applications on HRM, pointing out the statistically significant relationship between them. The social media use on HRM was analyzed particularly in terms of independent variables: age and gender of the participants as well as the revenues and number of employees of firms. The study suggests that the social media applications are predominantly used during and for the recruitment process via Linkedin in particular, while other functions of social media are revealed to be still rather nascent. Graph 1 presents the frequency of the overall use of HRM applications, which is denoted between 1 and 5, from lowest to highest in 9 keys applications, including recruitment, training and development, performance management, compensation management, career management, work health and safety, industrial relations, talent management, and communication.

Social media use in HRM has an educative role in addition to benefits in recruitment, also serving as an informative tool that facilitates communication. While LinkedIn leads the social media platforms for recruitment, Facebook and especially Twitter trails the pack. Nonetheless, social media platforms other than LinkedIn is actively used in job advertisements in Turkey, employing various methods to attract candidates to right positions. Organizations are able to freely advertise for job vacancies on or through social media, by directing to their organizational web sites and/or using their web pages directly on social media platforms. Recruitment through social media often boosts the efficiency and productivity of the process, leading to a better match between employees and employers, which also surprisingly dicreases the interest for job and consequently the number of hours spent in the organization. While LikedIn is the most frequently used platform in

practically all HRM practices, Twitter has been revealed to be the least common and business oriented platform for HR purposes. Training sessions in social media, though they are on a virtual platform, can yield useful results and instant feedback to the trainers, thanks to spontaneous participation without pressure from peers or authority. Training sessions can be given in employee exclusive groups or live in public groups open to all institutional accounts. Organizations and especially HR professionals can access to information regarding performance management and increase their awareness for developments in the field. Performance management can be instantly tracked thanks to electronic modules with modern technology. Although performance management applications are not currently very common, this is expected to change in the near future.

Figure 1: Frequency of Social Media Use in Human Resources Management Practices



1: Recruitment, 2: Training & Development, 3: Performance Management, 4: Compensation Management, 5: Career Management, 6: Work Health & Safety, 7: Industrial Relations, 8: Talent Management, 9: Communication.

Regarding Compensation Management, social media platforms (Linkedin and Youtube in particular) are used not only for guidance and informative purposes but also to boost awareness about the developments. Social media creates ample opportunities for Career Management. First of all, employees can track the leaders in their fields and seize their knowledge and experiences through social media, and even get into direct or indirect contact with their role models, or simply interact with them. This will not only help them make more informed and sound decisions but also accelerate the decision making regarding their goals and career paths. Organizations incite interest for the employees about work health and safety by using informative documents and illustrations in social media platforms, providing easy access to helpful information about issues such as work related accidents and injuries, which can be drastically reduced as awareness increases, necessary precautions are taken and safer techniques are adopted. Our study reveals that social media platforms have not yet been fully taken advantage of in Industrial Relations. It is inevitable for HR departments, who want to allocate more time to jobs with higher value added to eventually utilize social media platforms for operational purposes. Social media is a talent pool in every sense of the word, though the tricky part is to pool out the right candidates for the appropriate positions out of it. Such talents, who are mostly active in social media, must be efficiently managed both within the organization and through the social media, in order to be successful. Individuals use social media for communication both in their personal and business lives, granting them greater efficiency in time management due to increased and quicker feedback and accessibility. This mechanism, which organizations have been increasingly taking advantage of, also grants direct and/or quick contact between individuals and first parties or organizations.

Currently, social media is most frequently used for recruitment purposes although more widespread use of social media platforms is inevitable. Emphasizing this very fact, this study can

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

help improve the productivity of organizations, employees and employers alike by using social media more efficiently. Studies on social media mostly deal with the recruitment process; while there are other studies that investigate social media applications such as training and development, career management, performance management, and communication, this study differs from them by including much larger scale research about HRM practices on social media.The following suggestions can be useful for HR professionals, researchers, or organizations in general that use or plan to use social media in their future studies.

Suggestions to Researchers

- With the increasing popularity of social media applications in HRM, platforms other than LinkedIn, Instgram, Twitter, Facebook and Youtube can be included in the studies and/or research.
- Interviews can be arranged for the application part of the study, which will provide distinctive and comprehensive results.
- Social media use of Small and Medium Sized Enterprises (SMEs) or big businesses can be investigated.
- Survey questions are only answered by HR professionals who actively social media platforms as the surveys were shared through these platforms. Future studies may find different methods to extend and diversify the sample size for participants.
- According to the results obtained in the research, in HRM practices; LinkedIn is by far most preferred social media platform in Turkey and particularly utilized during the recruitment process. The usage ratios can vary by time, which can be tackled by new studies that dwell on the comparative reasons.

Suggestions to HR Professionals or Practitioners

- Those who have recently started or simply plan to use social media platforms should carefully analyze which platform to utilize.
- Social media platforms have become indispensable tools to keep up with the current news and quickly adjust to modern technology. We live in an age of speed, where organizations have a much easier access to the target audience thanks to social media.
- The contents of social media applications and the interest groups have proved to be rather different. Likewise the user profiles of social media platforms such as Linkedin, Instagram, Twitter, Facebook and Youtubealso greatly vary. It would then be greatly advantageous for businesses to tailor their job advertisements according to the target audience and the social media platform they mostly associate with.
- Each firm should be on the lookout for maximum benefit from the use of appropriate social media platforms taking the HRM strategy and policies into consideration.
- Social media platforms could provide great opportunities, especially in terms of talent management.

This research, which can be considered a seminal study in the field, demonstrates the expectations of HRM professionals from social media and to what extent they have been employing it. This study, by uncovering the general landscape of social media usage and human asset interactions with it, enables more in-depth analyses in the future.

Keywords: human resource management (HRM), HRM practices, social media usage, recruitment, LinkedIn, Facebook

References

Aggerholm, HelleKryger; Andersen, SophieEsmann (2018). Social Media Recruitment 3.0: Toward a new paradigm of strategic recruitment communication,Journal of Communication Management, 22(2), 122-137.

Anandarajan, Murugan; Teo, S.H. Thompson; Simmers, A.Claire (2006). The Internet andWorkplaceTransformation. New York, M.E Sharpe.

Andersen, Arthur (2000). 2001'e Doğru İnsan Kaynakları Araştırması. (çev. Faruk Türkoğlu), İstanbul: sabah yayıncılık.
Ashbaugh, Sam; Miranda, Rowan (2002). TechnologyFor Human Resources Management: Seven QuestionsAndAnswers. Publich Personel Management, Vol 31, No1.
Bernthal, Paul R. (2001). RecruitmentandSelectienStudy in Partnershipwith Electronic Recruiting. Exchange, Development Dimensions International.
Body, M. Danah; Ellison, B. Nicole (2008). Social Network Sites: Definition, HistoryAndScholarship. JournalOrComputer-MediatedCommunication 13, 210-230.
Bozarth, Jane (2010). Social Media For Media Trainers: TechniquesForEnhancingandExtending Learning. San Francisco: Pfeiffer, 12.
Broughton, Andrea; Foley, Beth; Ledermaier;Cox, Annette (2013). TheUse Of Social Media in theRecruitmentProcess. AcasResearch.
Buckley, Peter; Clark, Duncan (2003). TheRough Guide toThe Internet. Y.Y. RoughGuides Limited.
Burt, S. Ronald (2000). The Network Structure Of SocialCapital. Research İn OrganizationalBehaviour, Vol. 22, 345-423.
Capelli, Peter (2001). MakingTheMost Of On-LineRecruiting. Harvard Business Review, April.
Colin, J. Thomas (2006). CyberSocializing. CQ Researcher, Vol 16, No 27, July 28.
Coronas, Torres Teresa; Oliva, AriasMario (2005). E-Human Resources Management: Managing Knowledge People. IdeaGroup Publishing.
Doğan, Altan (2011). Elektronik İnsan Kaynakları ve Fonksiyonları. İnternet Uygulamaları ve Yönetimi Dergisi, 2(2), 52.
Dossena,Claudia; Mizzau, Lorenzo; Mochi, Francesca (2020). Social Media in HRM: A Humanistic Management Perspective,HRM 4.0 For Human-Centered Organizations Advanced Series in Management, 23, 201-219.
Dulebohn, h. James; marler, h. Janet (2005). E.Compensation: ThePotentialToTransformPractice? (Ed. Gueutal G. Hal, Stone L. Diana). TheBrave New World Of EHR Human Resources Management in theDigital Age. Jossey- Bass.
Edosomwan, O. Simen (2011). TheHistory of Social Media anditsİmpact on Business. TheJournal Of Applied Management AndEntrepreneurship, Vol 16, No 3.
Freeman, Becky; Chapman, Simon (2007). Is "Youtube''tellingorSellingYouSomething? Tobacco Content On The Youtube Video- SharingWebsite. Tobacco Control, 207-210.
Gati, Itamar; Saka, Noa (2001). Internet- BasedVersusPaper-And-PencilAssessment: MeasuringCareerDecision-MakingDifficulties. Journal Of CareerAssessment, Vol 9, No 4, 397-416.
Gueutal, G. Hal (2003). TheBrave New World Of E-HR. Advances İn Human PerformanceAndCognitiveEngineeringResearch.
Gunasekaran, A.; Mcneil, D. Ronald; Shaul, Dennis (2002). E- Learning: ResearchAnd Applications. IndustrialAndCommerciaal Training.
Hazar, Murat (2011). Sosyal Medya Bağımlılığı- Bir Alan Çalışması. İletişim Kuram ve Araştırma Dergisi, 152-172.
Hogler, Raymond, L.; Henle, Christine; Bemus, Carol (1998). Internet RecruıtıngAndEmploymentDiscrimination: A Legal Perspective. Human Resource Management Review, Vol: 8, No: 2, 149-164.
Irak, Dağhan; Yazıcıoğlu, Onur (2012). Türkiye ve Sosyal Medya. Okuyan Us Yayın Eğitim Danışmanlık,İstanbul.
Klieber, Paul (2009). DocumentClassification Through Data MiningSocial Media. StetsonUniversıty, November 13th.
Kietzmann, H. Jan; Hermkens, Kristopher; Mccarthy, P. Ian, Silvestre, S. Bruno (2011). Social Media? GetSerious! UnderstandingTheFunctionalBuildingBlocks Of Social Media. Business Horizons 54, 241-251.
Kluemper, Donald H.; Mitra, Arjun; Wang, Siting (2016).Social Media Use in HRM, Research in Personnel and Human Resources Management, 34, 153-207.
Krasowska, Francine (1995). HealthAndSafety On The Internet. OccupationalHealth, Vol.64, No. 10, 100-108.
Lee, In (2005). TheEvolution Of E- Recruiting: A Content Analysis Of Fortune 100 Career Web Sites, journal Of Electronic Commerce in Organizations.
Lengnıck-Hall, Mark L.; Moritz, Steve (2003). TheImpact Of E-HR On The Human Resource Management Function. Journal of laborresearch, Vol: XXIV, No: 3.
Lim, Tina; Ismail, Tun Jalan (2010). TheUse Of Facebook For Online DiscussionsAmongDistanceLearners. Turkish Online Journal Of DistanceEducation-Tojde, Vol. 11, No. 4, Article,2.
Martin, Graeme; Martin, Reddington (2009). ReconceptualisingAbsorptiveCapacityToExplainThe E-Enablement Of The HR Function (E-HR) İn Organizations. EmployeeRelations, Vol. 31 Issue: 5.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Nizamoğlu, Nezahat Özlem (2018). Personel Seçimi Ve İş Bulma Sürecinde Sosyal Medya Kullanımının Rolü. Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü, Yayınlanmamış Yüksek Lisans Tezi, Denizli.
Noe, A. Raymond; Hollenbeck, R. John; Gerhart, Barry; Wright, M. Patrick (2016). Fundamentals Of Human Resource Management. Sixth Edition, McGraw-HillEducation, Printed İn TheUnıtedStates Of America.
Örnek, Ali Şahin (2011). Dijital Kültürün Ürünü Olan Sosyal Medya Ve Facebook Fenomeni. Çanakkale Onsekiz Mart Üniversitesi Biga İktisadi ve İdari Bilimler Fakültesi Yönetim Bilimleri Dergisi, Cilt: 9, No: 1, 2011, s.14-23
Özdemir, Aytül Ayşe (2008). Sosyal Ağ Özellikleri Bakış Açısıyla Sosyal Sermaye ve Bilgi Yaratma İlişkisi: Akademisyenler Üzerinde Yapılan Bir Alan Araştırması. Anadolu Üniversitesi Sosyal Bilimler Dergisi, Cilt: 8, No: 2 2008, s.81-102
Panayotopoulou, Leda; Vakola, Marika; Galanaki, Eleanna (2007). E-HR AdoptionAndThe Role Of HRM: EvidenceFromGreece. AthensUniversity Of EconomicsAnd Business, Athens, Greece, Personel Review, Vol. 36 Issue:2.
Pearce, C. Glenn; L. Tuten, Tracy (2001). Internet Recruiting in theBankingIndustry. Business CommunicationQuarterly, Vol: 64, No:1, March, 9-18.
Safko, Lon; Brake, K. David (2009). TheSocial Media Bible: Tactics, Tools andStrategiesFor Business Success. Printed İn The United States Of America.
Sills, Maureen (2014). E- Recruitment: A ComparisonWithTraditionalRecruitmentAndTheİnfluences Of Social Media. Helsinki MetropoliaUniversity Of AppliedSciences, 5 September.
Sullivan, John (2004). Rethinking Strategic HR. CchInc.
Vardarlıer, Pelin (2014). İnsan Kaynakları Yönetiminde Sosyal Medyanın Rolü. Beykent Üniversitesi Sosyal Bilimler Enstitüsü, Yayınlanmamış Doktora Tezi, İstanbul.
Voermans,M.; Veldhoven, M. Van (2006). AttitudeTowards E-HRM: An EmpiricalStudy At Philips. PersonnelReview, Vol. 36 Issue:6.
Westerman, David; Spence, R. Patric; Heide, Brandon Van Der (2012). A Social Network As İnformation: TheEffect Of SystemGeneratedReports of Connectedness on Credibility on Twitter. Computer in Human Behavior, 199-206.
Zafar, Junaid; Shaukat, Muhammad; Mat, Norazuwa (2010). An Analysis Of E-Human Resource Management Practices: A Case Study Of State Bank Of Pakistan. EuropeanJournal Of SocialSciences, Vol. 15, No 1, 20-21.

The Effects of Empowerment and Leader–Member Exchange (LMX) on Organizational Commitment of Municipality Offices in Jordan

Othman Batanieh[1] and Rashidah Mohamad Ibrahim[2]

[1]Faculty of Business Management and Accounting
[2]Faculty of Economics and Management Sciences
University Sultan Zainal Abidin, Jordan

Abstract

Serving quality services to the customers and various stakeholders is the main motto of municipality offices in Jordan with regard to support socio economic development within its particular jurisdiction. However, in the Jordanian context, the municipalities are identified to have massive debts and this indicates that self-generated revenue is not sufficient for municipalities to accept their mandated roles as engine of growth for the community. Moreover, several municipalities are allied with poor governance, wastage as well as corruption and maladministration as evidenced from upsurge in the size of indebtedness. Thus, this study investigates the effects of empowerment and leader–member exchange (LMX) on organizational commitment of municipality offices in Jordan. Very few empirical research has been conducted on this ground using these variables in a single model in Jordan. Hence, a structured survey was conducted and selected 359 government officials via cluster random sampling. The hypotheses were tested using SEM-AMOS package 22.0 based on social exchange theory. Based on the statistical results, there is a significant effect of empowerment and LMX on organizational commitment. Subsequently, the findings evoked that there is a dire need to focus on empowerment and leader–member exchange to get better commitment from the municipality offices in Jordan.

Keywords: empowerment, LMX, commitment, municipality, Jordan

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Exploring Employee Creativity Willingness as Catalyst for Boosting Service Innovation Under Australia's Diverse Organisational Cultures

Ogbeibu Samuel[1], Adeyinka-Ojo Samuel[1], Senadjki Abdelhak[2], Emelifeonwu Jude[3], and Pereira Vijay[4]

[1]The Faculty of Business
Curtin University, Malaysia

[2]The Faculty of Business and Finance
Universiti Tunku Abdul Rahman, Malaysia

[3]School of Business & Creative Industries
University of the West of Scotland, United Kingdom

[4]Neoma Business School
Neoma Business School Reims, France

Abstract

Recent evidences suggest that organisational leaders in developed and emerging economies across the globe are inevitably saddled with the challenge of consistently inspiring employees to become more willing to exert creative behaviours that advance sustainable service innovations (Witell et al., 2016). Toivonen and Tuominen (2009 p. 893) defined service innovation as a "a new service or such a renewal of an existing service which is put into practice and which provides benefit to the organization that has developed it; the benefit usually derives from the added value that the renewal provides the customers. In addition, to be an innovation the renewal must be new not only to its developer, but in a broader context." Equally, bolstering service innovations is becoming more complex for organisations who are constantly pressured to adapt their respective organisational cultures (OCs) to constant changes impacting the business environment (Ogbeibu et al., 2020). OC mirrors a system of variations, assumptions, and deep-level values which are associated with effectiveness, and shared among employees in an organisation (Martha et al., 2002). Congruent with the work of Cameron and Quinn (1999), disparate OCs such as the clan, hierarchy, adhocracy and market OC that are experienced in a specific country can impact service innovation differently, given the nature of values typified in each OC. No doubt, as a consequence of global technological advancements, a developed country like Australia has been among the top countries around the globe that have experienced the impacts distinct OCs on their service innovation (Gobal Innovation Index, 2018; Hofstede & Michael, 2010; The Global Economy, 2018; Witell et al., 2016). Yet, Australia is not far aloof from the glooming influence of a future eclipsed by dire financial uncertainties and plagued by constant change (Salignac, Galea, & Powell, 2017). Furthermore, norms of uncertainty avoidance in Australia's distinct OCs that are also enshrined within values of several organisational employees, gives further reason to question the extent at which creative employees are willing to exhibit creativity that can engender sustainable service innovations within organisations (Hofstede, 1983; Hofstede & Michael, 2010). Consequently, under the influence of distinct OCs, leaders are bound to face severe challenges when employees become unwilling to participate in creativity initiatives associated with fostering sustainable service innovation (Ogbeibu et al., 2020; Chandy & Tellis, 1998). Studies (Amabile & Pillemer, 2012; Auernhammer & Hall, 2013; Kozbelt, Beghetto, & Runco, 2010; Plucker &

Beghetto, 2003) indicate that, although employee creativity and innovation may be influenced by several factors, it does require the willingness of an employee to first decide whether to exhibit creative behaviours. Employee unwillingness to be creative might spring up from diverse rational reasons, such as avoidance of extra service innovation related responsibilities, or when the creativity and service innovation process is perceived to be a threat to employee health or work-life balance (Amabile & Pillemer, 2012; Ogbeibu et al., 2021). Employees may even be unwilling to exhibit creative behaviours if that means securing their jobs from a leader who already feels threatened by their high level of creativity (Liu et al., 2016). Subsequently, having a workforce of employees who are unwilling to exhibit creativity could cause a steady decline of organisational service innovation (Tajeddini, Martin, & Altinay, 2020). Thus, employee creativity willingness could have a significant influence on the processes fundamental to bolstering service innovation (Hameed et al., 2021). Employee creativity willingness, is therefore, the prime and most compelling unit of thought processes that influences an employee's conscious and deliberate choice to voluntarily exhibit a specific creative behaviour (Ogbeibu et al., 2021). Moreover, employees who are not willing to be creative are not essentially subordinate or malevolent (Plucker & Beghetto, 2003). To further reinforce sustainable service innovation within Australian manufacturing industry, manufacturing organisations need to fully comprehend the most suitable OC that fosters willingness of employees to continuously drive creativity initiatives towards sustainable service innovations (Caniels & Rietzschel, 2015). Although extant literature suggests a link between OC, employee creativity, and service innovation, how distinct OCs impact service innovation is yet to be given ample consideration (Cameron & Quinn, 2011; Santos-Vijande et al., 2021). Considering the plausible dissimilar impacts of diverse OCs, it is yet unclear how employee creativity willingness may influence the relationships between each OC type and service innovation (Santos-Vijande et al., 2021). Furthermore, studies are yet to consider the probable nexus between employee creativity willingness and service innovation. Building on Amabile's (1997) componential theory of organisational creativity and innovation (CTOCI), we explore the nexus between disparate OCs and service innovation, and how employee creativity willingness could act to bolster service innovation under diverse OCs. While the CTOCI has provoked several significant contributions (Anderson et al., 2014; Birdi et al., 2016) over the years, Amabile (1997) did not emphasize the role of employee creativity willingness, and how it impacts service innovation. Although CTOCI emphasised the importance of engendering creativity and innovation, and that OC can be a plausible barrier or facilitator of innovation, it however, gave no clear insights into how each OC impacts service innovation (Amabile, 1997; Amabile et al., 1996). Our study is conceptual in nature, and the methodology employed is a multilevel review analysis of related literature. Based on thorough review of prior research debates, we therefore, attempt to address the identified conceptual and theoretical gaps and to further contribute by advocating several propositions which are; 1. Clan OC has a negative influence on service innovation. 2. Adhocracy OC has a positive influence on service innovation. 3. Market OC has a negative influence on service innovation. 4. Hierarchy OC has a negative influence on service innovation. 5. Employee creativity willingness moderates the impact of adhocracy OC on service innovation. 6. Employee creativity willingness moderates the impact of clan OC on service innovation. 7. Employee creativity willingness moderates the impact of market OC on service innovation. 8. Employee creativity willingness moderates the impact of hierarchy OC on service innovation. These propositions are relevant for aiding practitioners and policymakers to contribute invaluable insights that would help engender Australia's service industry innovation prowess, and reduce the gap of service innovation inefficiency. To achieve this, our study attempts to proffer timely

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

insights via thorough exploration of prior and recent evidences. Our propositions could aid to respectively determine what OC dimension(s) is most supportive of service innovation, and how employee creativity willingness predicts service innovation.

Keywords: employee creativity willingness, service innovation, organizational cultures, Australia

References

Amabile, T. M. (1997). Motivating Creativity in Organisations: On doing what you love and loving what you do. California Management Review, 40(1), 39-58.

Amabile, T. M., & Pillemer, J. (2012). Perspectives on the social psychology of creativity. The Journal of Creative Behavior, 46(1), 3-15.

Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. Academy of Management Journal, 39(5), 1154-1184.

Anderson, N., Potocnik, K., & Zhou, J. (2014). Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework. Journal of Management, 40(5), 1297-1333. doi:10.1177/0149206314527128

Auernhammer, J., & Hall, H. (2013). Organisational culture in knowledge creation, creativity and innovation: towards the Freiraum model. Journal of Information Science, 1–14. doi:10.1177/0165551513508356

Birdi, K., Leach, D., & Magadley, W. (2016). The Relationship of Individual Capabilities and Environmental Support with Different Facets of Designers' Innovative Behavior. Journal of Product Innovation Management, 33(1), 19-35.

Chandy, R. K., & Tellis, G. J. (1998). Organizing for Radical Product Innovation: The Overlooked Role of Willingness to Cannibalize. Journal of Marketing Research, 35(4), 474-487.

Cameron, K., & Quinn, R. E. (2011). Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework (3rd ed.). CA: John Wiley & Sons.

Cameron, S. K., & Quinn, R. E. (1999). Diagnosing and Changing Organizational Culture Based on Values Framework. Addison: Wesley Publishing Company. Inc.

Caniels, M. C., & Rietzschel, E. F. (2015). Organizing Creativity: Creativity and Innovation under Constraints. Creativity and Innovation Management, 24(2), 184-196. doi:10.1111/caim.12123

Gobal Innovation Index. (2018). Retrieved from www.globalinnovationindex.org: https://www.globalinnovationindex.org/analysis-indicator

Hameed, W. U., Nisar, Q. A., & Wu, H. (2021). Relationships between external knowledge, internal innovation, firms' open innovation performance, service innovation and business performancein the Pakistani hotel industry. International Journal of Hospitality Management, 92, 1-15. doi:10.1016/j.ijhm.2020.102745

Hofstede, G. (1983). The cultural relativity of organizational practices and theories. Journal of International Business Studies, 75-89.

Hofstede, G., & Michael, M. (2010). Cultures and Organizations: Software of the Mind. (3rd Edition ed.). New York, USA: McGraw-Hill Professional.

Kozbelt, A., Beghetto, R. A., & Runco, M. A. (2010). Theories of creativity. In J. C. Kaufman, & R. J. Sternberg, The Cambridge handbook of creativity (pp. 20-47). New York: Cambridge University Press.

Liu, W., Zhang, P., Liao, J., Hao, P., & Mao, J. (2016). Abusive supervision and employee creativity: The mediating role of psychological safety and organizational identification. Management Decision, 54(1), 130 - 147. doi:10.1108/MD-09-2013-0443

Martha, L. M., Carolina, B. G., Joseph, J. D., Niels, G. N., & Pei-Chuan, W. (2002). Cultural Dimensions at the Individual Level of Analysis: The Cultural Orientations Framework. International Journal of Cross Cultural Management, 2(3), 275-295.

Ogbeibu, S., Pereira, V., Emelifeonwu, J., & Gaskin, J. (2021). Bolstering creativity willingness through digital task interdependence, disruptive and smart HRM technologies. Journal of Business Research, 124, 422–436. doi:10.1016/j.jbusres.2020.10.060

Ogbeibu, S., Senadjki, A., Emelifeonwu, J., & Vohra, P. S. (2020). Inspiring Creativity in Diverse Organizational Cultures: An Expatriate Integrity Dilemma. FIIB Business Review, 9(1), 1-14.

Plucker, J. A., & Beghetto, R. A. (2003). Why not be creative when we enhance creativity? In J. H. Borland, Rethinking gifted education (pp. 215-226). New York: Teachers College Press.

Santos-Vijande, M. L., L´opez-S´anchez, J. A., & Pascual-Fern´andez, P. (2021). Service innovation management in a modern economy: Insights on the interplay between firms' innovative culture and project-level success factors. Technological Forecasting & Social Change, 165, 1-15.

Tajeddini, K., Martin, E., & Altinay, L. (2020). The importance of human-related factors on service innovation and performance. International Journal of Hospitality Management, 85, 1-14.

Toivonen, M., & Tuominen, T. (2009). Emergence of innovations in services. The Service Industries Journal, 29(7), 887–902. doi:10.1080/02642060902749492

Witell, L., Snyder, H., Gustafsson, A., Fombelle, P., & Kristensson, P. (2016). Defining service innovation: A review and synthesis. Journal of Business Research, 69, 2863–2872. doi:10.1016/j.jbusres.2015.12.055

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Opinions of Foreign Language Teachers Working in Secondary Education on Teaching Professional Ethics

Sedat Yakut, Hasan Arslan, and Nejat Ira

Faculty of Education
Canakkale Onsekiz Mart University, Turkey

Abstract

Ethics can be defined as the evaluation of human attitudes and behaviors in terms of good-bad, right-wrong. It can also be said as a set of ethics, ceremonial science, behaviors that the parties must adhere to or avoid between various branches of profession. The distinction between “morality” and “ethics” frequently appears in the literature. Morality may differ in different variables, but ethics are unique and do not differ (Tarım, 2020: 12). Morality is unique to a community. In other words, it may vary from society to society. Ethics, on the other hand, tries to reveal general and consensual information (Kayacı, 2020: 4). In environments where human relations exist, it is highly likely that ethical relationships also exist. Certain ethical values must be applied in business life and management. Victor Hugo says that everyone thinks about changing humanity, but no one initiates this change with himself. What a true statement! We must truly fill in the concepts we use and interpret as it suits our business (Aydın, 2017). We must first demonstrate the ethical behaviors we want to see in other people. Ethical dilemma is a situation that is desired at the same level, desired but requires two different actions that are contradictory (Çelik and Saban, 2020: 39). When professionals find themselves in an uncertain situation, they can fall into an ethical dilemma (Johnson, 2020). In order to avoid ethical dilemmas, ethical values should always be in professional life. Professional ethics principles are binding rules for a profession’s communication with society. These rules become written and almost turn into a social contract. These principles are regulated within the framework of universal ethical principles, with the boundaries in the field of application of a profession (Karabacak and Küçük, 2018: 351). In environments where ethical values are not well put to work, the sense of justice may be lost and interpersonal unrest may arise. Professional ethics should be applied in order to provide a sense of justice in the work environment. Professional ethics is a branch of ethics that critically and systematically reflects the moral problems inherent in the profession. Professional ethics, sometimes referred to as management ethics, is the application of moral standards in business activities (Ramadhan et al., 2020: 304). In addition, professional ethics can be defined as people with the same profession obeying certain behavioral patterns in their relations with each other (Aydın, 2017: 89). It is very important that the teachers who educate our children comply with the professional ethics rules. In order for teachers to leave a beautiful world to our children, teaching them ethical values, in other words, giving character education is as valuable as teaching them our mother tongue or Mathematics (Bridge, 2003: 1). Ethical values can be taught both in the family and at school. Parents and teachers should exemplify ethical values with their own right practices.

The aim of the research is to determine and analyze the opinions of Foreign Language teachers working in high schools about professional ethics. Qualitative research method is adopted in the research. Focus group interview was used from qualitative research approach patterns. A purposeful sampling strategy was used for sample selection. In the study, 76 Foreign Language teachers are employed in public high schools in the Central District of Çanakkale (MEB Okullar,

2021). Six (6) foreign language teachers who were volunteers in the study were interviewed remotely (online) with the help of a semi-structured interview form. Permission was obtained from the Çanakkale Provincial Directorate of National Education to interview the participants. The focus group call lasted 2 hours and 32 minutes and video audio was recorded. The collected data was decoded and the data was examined using the content analysis method. The participants of the study are foreign language teachers who work in public schools under the Directorate of National Education. Three of the participants are female and three are male, all of whom serve in the high school. Their experience is between 17 years and 22 years, and the average experience period is 20 years. Education status is 5 bachelor's degree and 1 master's degree. In order to protect the privacy of participants, the names were replaced with the most commonly used names in Turkey in 2020. Research; (1) installing the meaning of the ethical concept of the teacher, (2) the need for ethical principles and moral rules while there are existing laws and rules, (3) the necessity and importance of the principles of professional ethics, (4) ethics education for teachers, (5) the principles of professional ethics of teachers ‘ stakeholders (students, parents, colleagues, school administration, and community relations, including a total of five under the heading is presented. According to the results of the research, it was determined that foreign language teachers load different meanings into the concept of ethics, are aware of professional ethical principles and need ethical principles and rules. In addition, it has been found that teachers' behavior in accordance with professional ethical principles positively affects teachers' relationships with students, parents, colleagues, school administration and society. Various recommendations have been made to ensure compliance with ethical principles. It has been observed that foreign language teachers attribute various meanings to the concept of ethics such as right behavior, right person, character, doing the right thing, professionalism, universal values and doing their jobs professionally. In addition, they shared that there are differences between ethics and morality, that moral rules may vary according to countries, there may be regional or regional differences, but ethical rules are universal. Although the meanings that teachers attribute to the concept of ethics are close to ethics, it has been observed that there are deficiencies. It was also understood that they knew that the concepts of ethics and morality were different. According to the views of foreign language teachers, it has been determined that while there are existing laws and moral rules, ethical principles and rules are needed. It has been found that laws and moral rules are not sufficient everywhere because they contain regional or cultural differences, and the moral rules are broken in some regions and ethics are needed. It was determined that foreign fanguage teachers were aware of the professional ethical principles for educators published by the Ministry of Education. In addition, it is understood that these teachers believe that professional ethical principles are important and necessary for the teaching profession. It has been observed that they are aware of professional ethics and principles by school administrators through signing an article or seminar.

Foreign language teachers emphasized that ethics education should be given through parents starting from childhood and teachers starting from pre-school education institutions. They think that these principles can be difficult for teachers who do not have professional ethical principles after a certain age and experience, but it is possible with a good study. They think that teachers who do not comply with these principles should be criticized by their colleagues and that the reward and punishment system should be put into practice by the school administration. It has been found that teachers ‘behavior in accordance with professional ethical principles positively affects and affects teachers' relationships with students, parents, colleagues, school administration and society. In this way, it has been determined that the reputation of teachers will increase, student success will increase, a healthier learning environment will be formed, students ‘trust towards

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

teachers will increase, students' development will positively affect, student success will increase, solidarity with colleagues will increase, trust between stakeholders will increase and all this will reflect positively on society. In addition, it has been found that recently there have been some problems between parents and teachers, and some parents have made improper interventions in the functioning of education and training. Because of this, foreign language teachers stressed that there should be ethical principles for parents, as well as professional ethical principles for teachers. The Ministry of Education can organize non-boring seminars through instructors who are really equipped on this subject in order to remind teachers of professional ethical principles and raise awareness about these principles. Candidates for teachers can learn professional ethics and principles by taking courses related to ethics in the undergraduate education process and apply these principles personally in the schools where they are interned. Ethical principles governing parent and teacher relations can be published and these principles can be communicated to parents during registration. From the point of view of spreading ethical principles to society, all students can receive ethical education in accordance with their age from pre-school educational institutions. Teachers who comply with ethical principles and rules may be rewarded, and teachers who resist compliance with these principles may be sanctioned.

Keywords: ethics, morality, teachers, professional ethics, education

References

Aydın, İ. (2017). Yönetsel, mesleki ve örgütsel etik. Ankara: Pegem yayıncılık.
Bridge, B. (2003). Etik değerler eğitimi. Beyaz yayınları: İstanbul.
Çelik, G. & Saban, A. (2020). Sınıf öğretmenlerinin yaşadığı etik ikilemler. Milli eğitim, 49 (228), 39-70.
Johnson, M.K. (2020). Making a decision on ethical decision-making models (Unpublished dissertation). Utah State University, Utah.
Karabacak, N. & Küçük, M. (2018). Etik ikilemler ve sorunlar: (Ergün, Karabacak, Korkmaz, Küçük (Edt.). Öğretmenliğin Mesleki Değerleri ve Etik (ss.348-371). Ankara: Anı yayıncılık.
Kayacı, M. (2020). Etik davranış ilkelerinin Türkiye'de kamu yönetiminde etik iklim algısı ve etiğin kurumsallaşmasına etkileri: Diyarbakır örneği (Yayımlanmamış doktora tezi). Sivas Cumhuriyet Üniversitesi, Sosyal Bilimler Enstitüsü, Sivas.
MEB Okullar (2020). Resmi okullar. http://www.meb.gov.tr/baglantilar/okullar/index.php?ILKODU=17&ILCEKODU reached 1st March 2021.
Ramadhan, Y., Sitompul, C. & Oktavia, D. (2020). Professional ethics in providing credits for MSMEs. Advances in economics, business and management research, 151, 304-308.
Tarım, K. (2020). Sınıf Öğretmenlerinin etik yönelimleri, demokratik tutumları ve mesleğe yönelik tutumları arasındaki ilişki (Yayımlanmamış doktora tezi). Gazi Üniversitesi, Eğitim Bilimleri Enstitüsü, Ankara.

Identifying the Reasons Why Women Quit Banking Career in Post-Maternity Phase; Inadequate Work-Life Balance or Socio-Cultural Pressures – Qualitative Insights From Pakistan

Zaira Maamoor

Institute of Information Technology
COMSATS University Islamabad, Pakistan

Abstract

Banks are competing to provide best customer services by investing in competent workforce. Whilst thriving for & practicing best policies of Work-Life Balance (WLB) many of female bankers resign due to post maternity issues. The study aims in contributing towards limited body of knowledge by identifying exact factors leading these females to resign, either un-sufficient WLB or post-maternity policies of their organizations or the socio-cultural pressures emphasizing their personal life. Primary data was collected from 25 females, using semi-structured interviews, who couldn't rejoin their duties after maternity leave and resigned in last 4 years from tier-I banks operating in Punjab Pakistan. Thematic and content analysis was performed using QSR NVivo. Significant themes extracted from data included: Work Life Balance, Banks' maternity policies & benefits, Family Support, Post-partum depression. It was concluded that females resign due to un-sufficient maternity leaves, no provision of childcare at workplace, lack of family support and post-partum depression as well. As far as Practical Implications are concerned, this study provides insights to banks for understanding the issues faced by females regarding maternity and post-maternity policies and benefits they are practicing and upgrading them accordingly.

Keywords: work-life balance (WLB), female turnover, post-partum depression, social/family support, childcare in banks, maternity policies

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Self-Competence Perception and Differences From Managers and Co-Workers

Ali Sukru Çetinkaya

Faculty of Economics and Business Administration
Selcuk University, Turkey

Abstract

The need for talented human resources has become crucial for organizations to gain and maintain their own sustainable competitive advantage. The changing demographics of the labor market, enduring skills shortages, and employee demands for work-life balance force businesses to attract, develop, motivate, and retain talented persons. Effective talent management is required to develop high-potential individuals, to grow future senior managers, and to enable the achievement of strategic goals. When management has a clear understanding of the talents of their current employees, then it will be obvious for them to get the most benefit of employees, like making the right decisions while assigning works, having right promotion decisions, and employing the right person for the right positions. That will in turn increase the motivation, commitment, and performance of employees, and result in higher organizational performance. Although it is never expiring phenomena, there is still a need to investigate the basics behind this topic. Thus, this research aimed to determine employee self-competence perception and differences from managers and co-workers. This is empirically designed research. The survey technique was used to collect data. The questionnaire was finalized after having 6 expert recommendations and analyzing 30 pilot survey data. Main survey data were collected from 137 randomly selected employees working in machine manufacturing enterprises operating in Konya, in Turkey. Data were analyzed by using descriptive statistics and Paired Samples t-Test. Findings revealed that employee perception of skills about themselves and their managers was positive in terms of empathy, objective approach to problems, creativity, respect for effort, and research abilities, but negative in planning and devoted work. The results revealed that employees perceived themselves as more competent in empathizing, creativity, respecting effort, looking at problems objectively, and willing to research, and managers were more sufficient in terms of planning and self-sacrificing work. Results suggested that managers need to take into consideration the competence of employees, and delegate some of their own duties to employees.

Keywords: competence, talent, talent management, machine manufacturing enterprises

The Impact of E-Training on Employees Motivation and Performance During COVID-19 Pandemic

M. Omar Parvez[1] and Md. Shakil Ahmed[2]

[1]Faculty of Tourism
Eastern Mediterranean University, Cyprus

[2]Faculty of Business
Cape Breton University, Canada

Abstract

Technological advancement and humans are the complements of each other, essential innovations transformed human life to the advanced level, on the other hand, natural disaster like pandemic destroys the regular life cycle. At present COVID-19 is the name of fear of infection, so people would like to maintain safety distance even at workplace. Consequently, in the organization to overcome this situation training is the essential strategy to provide proper knowledge and safety skills to an employee to motivate and enhance the performance. The purpose of this paper is to examine the effects of e-training from managers on trainee's motivation and performance, as well as to identify the managerial activities, at work environment, and further examine how e-training effectiveness successively overcome the situation. The design of the study includes qualitative interviews through online, self-report, and objective methods. Data were collected from 56 entry-level and skilled level employees who attend the e-training section during the COVID-19 pandemic. Participants were asked 22 questions and during the conversation, sub-questions to understand everyone's personal experience and realization. And the analysis method in the research is primarily descriptive and the nature of examination is a co-relational study. The research discoveries some blockades in the e-training and motivation of the organization's employees and proposed some solutions for the managers to overcome the difficulties of the e-training program. Similarly, the research exposes the professionalism of skilled employees on the quality of performance in the organization is need to enhance. Because in an organization productivity is sensibly connected with its manpower and strategies; as a result, a dynamic human resource management structure is the most valuable asset for the establishments. The sample of the research contained most of the entry-level employees, which possibly limits its generality. While this study found that managers' e-training framing obstructed trainees' assertiveness and influenced their training significances, other appropriate elements of trainees' motivation during the COVID-19 period and organizational climate continue unknown. Besides technological knowledge of the employees wasn't identified so future research must additionally examine the communicating effects of these variables on e-training success. This paper has heightened the understanding in demonstrating trainees' attitudes, mentality, motivational condition, and the effectiveness of e-training. The results have suggested that both individual and circumstantial aspects impacted e-training success, and offer one useful suggestion to organizational for their future e-training.

Keywords: e-training, motivation, employee performance, supervision, management, HRM

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Perceptions of Teachers in Educational Institutions Regarding the Principles of Teaching Professional Ethics

Gulsah Aki, Nejat Ira, and Hasan Arslan

Educational Administration and Inspection
Canakkale Onsekiz Mart University, Turkey

Abstract

The aim of this study is to determine the characteristics that an ethical teacher should have, based on the teachers' opinions, to determine what can be done to raise the awareness of teaching professional ethics in teachers and to bring teachers' perspectives on teaching professional ethics principles to a conceptual analysis with focus group discussion. This research was carried out with the participation of 6 teachers working in public schools in the first semester of the 2020-2021 academic year. The focus group discussion was carried out with 6 teachers working in public schools and was held on an online platform. As a result of the analysis of the data obtained in the research, professionalism is the theme that is thought to be the most important in teachers' views on what the principles of teaching professional ethics should be. Competence is the most important theme in his views on professionalism. The theme that is considered to be the most important in their views on creating a healthy and safe educational environment is to eliminate the dangers. The theme that is thought to be the most important in their views on professional reputation is timeliness. The theme that is thought to be the most important in their views on being fair is being fair. Objective scoring is the most important theme in their views on equality.

Keywords: teacher, teacher professional ethics, education

Influence of Psychological Empowerment on Employee Competence in Nigerian Universal Basic Education System: The Mediating Role of Work Engagement

Isah Sani and Rashidah Binti Mohammad Ibrahim

Faculty of Business and Management
Sultan Zainal Abidin University, Malaysia

Abstract

The main purpose of this paper is to examine the mediating role of work engagement (WE) on the link between psychological empowerment and employee competence (EC). The Ability Motivation Theory (AMO) stress the importance of practices that are capable of enhancing individual's competence towards the achievement of organizational objectives. While considering psychological empowerment as one of the best practices influencing employee competence in an organization, some previous studies only considered other internal resources such like human resource practices. Studies that attempt to investigate the effect of psychological empowerment on EC and the mechanism through which it influences employee's competence seem to be scarce in the existing literature. This paper used WE as mediating variable in explaining the relationship between psychological empowerment and EC and also establish the link between the two variables. The paper applied AMO theory in highlighting the importance of practices that are capable of enhancing employee's competence towards achievement of organizational objectives. A quantitative survey approach was utilized, data were collected from the Nigerian universal basic education system administration (UBESA) in six states (Jigawa, Kano, Kaduna, Katsina, Sokoto, Zamfara) of the North Western region of the country. A total of 428 questionnaires were analyze using SPSS-AMOS software version 24. The statistical findings revealed that WE mediate the relationship between psychological empowerment and EC. The study also made some suggestions for future research.

Keywords: psychological empowerment, employee competence, work engagement, Nigeria, universal basic education system

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Job Stress During COVID-19 Pandemic and Its Impact on Employee's Health, Quality of Life, and Job Performance

Muhammad Rahies Khan and Naveed R Khan

Department of Management Sciences
Bahria University Karachi, Pakistan

Abstract

The spread of COVID-19 creates disruptions in every field of life but more importantly the virus directly influences employee health. So far, less attention has been paid to employee health from the COVID-19 perspective. The current study attempts to discuss job stress during COVID-19, and its impact on employee health, quality of life, and job performance. A total of 230 responses were received from health professionals. This study operationalizes working conditions, workplace relationships, and loneliness as job stressors from the COVID-19 perspective, and the results indicated that the three stressors significantly contributed to job stress which negatively affects employees' health during COVID-19. Moreover, our study evaluated the nexus between employee health and quality of life, and job performance. The results showed that employee health is positively associated with quality of life and negatively associated with job performance. Moreover, job performance positively and significantly associated with quality of life. More importantly, the path model was significant except employee health >Job performance>quality of life. Our findings implicate that policymakers should improve working conditions, enhance collaboration among employees, and provide recreational facilities to reduce job stress. Moreover, indoor physical activities should be provided to improve physical health that positively affects their mental health.

Keywords: job stress, quality of life, job performance, COVID-19

Management

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Toxicity in Organizations: A Sample Study on the Perceived Toxicity in Turkish Academicians

Mustafa Hakan Atasoy and Muhsin Halis

Institute of Social Sciences
Kocaeli University, Turkey

Abstract

The management styles of the organizations and therefore the managers are undoubtedly an important issue for employees. The behavior of both a high-level manager and top managers affects the sense, mood, and behavior of subordinates. For a long time, leadership research has concentrated too much on perfect, romantic, and “good” forms of leadership, but neglected the aggressive part: the toxic leadership. When the bad management is mentioned, the first thing that comes to mind is a bad manager. Poor management, bad leadership, or dark side of leadership is also referred to as the “toxic leadership” in the literature. In this context, in this study, the “Toxicity in Organizations”, which includes malicious, condescending, and critical styles, was analyzed from various perspective. This study focusing specifically on the toxic leadership, and its characteristics, consists of two main parts. In the first part, literature review of toxic leadership in organizations was determined; in the second part a sample study on the perceived toxicity in Turkish academicians was performed. In addition, arguments, and suggestions were made to prevent toxicity.

Keywords: toxicity, leadership, organization, management

The Impact of Industry 4.0 Strategy on the Work-Life Balance of Employees

Ali Sukru Cetinkaya

Faculty of Economics and Business Administration
Selcuk University, Turkey

Abstract

The era of Industry 4.0 has been creating new opportunities for the employees, like having more flexible and spare time. It has changed their work-life balance, like spending more time for the need to learn new concepts and skills. This quantitatively designed research aimed to investigate the impact of firms' Industry 4.0 strategy on their work-life balance in manufacturing enterprises. The survey technique was used to collect 425 valid survey data from randomly selected employees working in the manufacturing enterprises operating in Konya in Turkey. Data were analyzed by using descriptive statistics, exploratory factor analysis, structural equation modeling path analysis technique. Results displayed that there was a negative and weak relationship between firms' Industry 4.0 strategy and work-life balance ($R2 = - 0.04$; $p <0.05$). Findings suggested that firms' Industry 4.0 strategy is not fully recognized by the employees. It can be said that employees are mainly concerned with their personal lives and suppose that Industry 4.0 technologies will negatively affect their future at the workplace. Therefore, it is important to acknowledge employees about Industry 4.0 technologies. Management needs to empower employees by providing training to gain them new skills to cope with the requirements of the digital transformation.

Keywords: industry 4.0, work-life balance, manufacturing industry

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Innovation Labs to Support Tourism Organisations in Transforming Crisis Into Opportunities: Insights From a Case Study

Francesco Santarsiero[1], Daniela Carlucci[1], and Giovanni Schiuma[2]

[1]Department of European and Mediterranean Cultures, Environment and Cultural Heritage
[2]Department of Mathematics, Informatics and Economics
University of Basilicata, Italy

Abstract

This paper aims to discuss the importance of the Innovation Lab as an effective management initiative supporting tourism organisations in facing the serious challenges of innovation posed by the Covid-19 pandemic. The analysis of literature related to tourism innovation and Innovation Labs, is integrated with the field study of an Innovation Lab, that is intensely working with several companies and their stakeholders of a tourism ecosystem located in south of Italy, to seize opportunities and new solutions facing the tremendous crisis of the tourism industry. The paper contributes to study how Innovation Lab can constitute an effective management initiative supporting knowledge co-creation and exploitation for innovation dynamics in organisations, in response to disruptive socio-economic crisis and the negative outcomes of the Covid-19 outbreak.

Keywords: innovation lab, knowledge co-creation and exploitation, tourism industry, case study

Case Study: HereWay Inc. European Expansion: A Facility Location Problem

Mikhail M. Sher[1], Michael T. Paz[2], and Donald R. (Bob) Smith[1]

[1]Leon Hess Business School
Monmouth University, United States

[2]S. C. Johnson College of Business
Cornell University, United States

Abstract

This case study describes HereWay Inc., a fictional telecommunications company based in Guangdong, China that manufactures a popular line of smartphones called Soar. At present, HereWay is highly successful at serving its domestic markets. Despite their current local success, however, HereWay has been planning to expand into several international markets. Their initial expansion plans involved introducing their product to the United States market in order to compete with low-cost smartphones being sold by other Chinese and Korean manufacturers. The benefit of constructing local distribution will be discussed.

Keywords: facility location, international business, decision analysis

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Mediating Effect of Psychological Empowerment on Inclusive Leadership and Innovative Work Behaviour: A Research in Hotels

Emete Toros[1], Ahmet Maslakci[2], and Lutfi Surucu[3]

[1]Faculty of Economics and Administrative Sciences
University of Kyrenia, North Cyprus

[2]Faculty of Economics and Administrative Sciences
Cyprus Science University, North Cyprus

[3]Faculty of Economics and Administrative Sciences
European Leadership University, North Cyprus

Abstract

Managers and academics frequently emphasize the importance of innovation and the innovative business behaviours of employees in organizations for achieving long-term success and a sustainable competitive advantage. In this research, a conceptual model including inclusive leadership, innovative work behaviour and psychological empowerment is proposed to further the understanding of the premises of innovative work behaviour and to expand the literature. The questionnaire that was prepared for the purposes of the research was administered to 5-star hotel staff in the northern part of Cyprus (N = 457). The results were analysed using SPSS and AMOS software. The findings show that inclusive leadership in innovative work affects behaviour in a significant and positive way, where psychological empowerment plays a mediating role in this relationship. The research offers practical implications for practitioners while expanding the literature on innovative work behaviour.

Keywords: creativity, innovation, hotel management

The Effects of Organizational Culture on Information Sharing Attitude

Mohammadi Lanbaran Nasrin[1] and Cicek Isik[2]

[1]Social Sciences Institute
Akdeniz University, Turkey

[2]Department of Aviation Management
Necmettin Erbakan University, Turkey

Abstract

The effect of technology on businesses and organizations has made it even more important to use the information, which is used as an input in business processes, to achieve the desired organizational goals. Especially in the service sector, organizational culture becomes important as an institutional variation in the use of information in accordance with organizational purposes. With the increasing importance of teamwork, individuals' attitudes towards information sharing in working groups play a critical role in the emergence of group synergy in the IT sector. The increase in the level of task interdependency in the business processes, the increase in the level of application of interdisciplinary studies in enterprises, and the contribution of individuals to teamwork within the framework of their functional expertise reveal the positive effect of knowledge sharing for working groups in the IT field as one the types of the service sector. A factor that will pave the way for the emergence of information sharing as a desired positive attitude is the corporate culture. In this study, the attitudes of the corporate culture towards the information sharing of the employees were examined. In this study, in which the quantitative research method was adopted, 365 people working in the IT field as a service sector business line were included in the sample According to the research findings, the behavioral dimension of the adhocracy-hierarchy culture knowledge sharing attitude, Adhocracy-hierarchy culture and organic structure culture positively affect the value dimension of information sharing.

Keywords: organizational culture, Quinn-Cameron, information sharing

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

In Search of the Effective Mission Statement: Structural Support of the Firm's Culture to Augment Financial Performance

Seong-Yuen Toh

Sunway University Business School
Sunway University, Malaysia

Abstract

This study investigates the effectiveness of the mission statement from the strategic alignment perspective while considering the structural support of HR system towards the culture of the firm. Based on the resource-based view theory of the firm, this study posits that the valid mission statement contributes towards sustainable competitive advantage when the HR system is aligned with a valid mission statement and is supportive of the firm's culture in a double mediation model. The results support this claim and contribute new understanding that strategic alignment requires structural support of the firm's culture for mission statement effective. Furthermore, this indicates the need to study other intervening variables and suggests future studies to integrate strategic alignment with cultural factors in pursuit of mission statement effectiveness.

Keywords: mission statement effectiveness, mission-performance relationship, strategic alignment, HR system alignment, structural support

Novelty and Success of Healthcare Service Innovation: A Comparison Between China and the Netherlands

Yu Mu, Rujun Wang, and Ying Huang

College of Management
Sichuan Agricultural University, China

Abstract

Service innovation has been a hot research topic in general and also in the specific healthcare context. In the literature empirical evidence about the impact of novelty of service innovation on its success is inconclusive. A plausible explanation is that the used analytical frameworks do not fully capture the complexity of service innovation. This study employs a four-dimension framework of novelty and posits that the success of service innovation does not depend on individual dimensions. Based on the set-membership theory with a configurational analysis, as well as a comparison between Chinese and Dutch healthcare systems, this study puts forward propositions on the relationship between novelty and success of healthcare service innovation. The findings augment extant service knowledge by demonstrating why interdependencies among various newness dimensions of novelty are essential to consider for gaining an accurate understanding of healthcare service innovation success, particularly in different countries.

Keywords: service innovation, healthcare, novelty, configurational analysis

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

AI as a Boost for Startups Companies: Evidence From Italy

Irene Di Bernardo, Marco Tregua, Greco Fabio, and Ruggiero Andrea

Department of Economics, Management and Institutions
University of Naples Federico II, Italy

Abstract

Innovative startups are growing everywhere; clearly, digital transformation is imperative for all businesses to compete, or better survive. Institutions prompt companies and businesses to adopt digital transformation tools, providing funds too, especially to startups (MISE, 2019).In particular, this study analyzes Artificial Intelligence, understanding its implications, ties and features in startups. No commonly agreed definitions are given about AI and startups, thus the tie between them should be deepened. One of the most cited definitions considers startup as a temporary organization looking for scalable business models (Blank, 2013). In literature little attention has been paid to the connection between startup and AI. The flurry of interest in AI is triggering a variety of reactions, as the capacities to favour startups (Agrawal et al., 2017), making them more scalable (Rinzwana, 2019). Ten case studies were selected in a qualitative research, due to the early stage this field of study is in and to adopt a wider perspective. From a practical perspective, this research shows the potentialities of AI in changing markets, business activities, and ways of serving customers. This research describes how AI can trigger novelties through startups creation and the engine of novelties in markets.

Keywords: artificial intelligence, startups, innovation, entrepreneurship

The Role of Quality Management Applications for Corporate Reputation

Ibrahim Sapaloglu[1] and Isik Cicek[2]

[1]Management Engineering Department
Istanbul Technical University, Turkey

[2]Aviation Management Department
Necmettin Erbakan University, Turkey

Abstract

In today’s conditions, the content of the concept of stakeholder has expanded and its importance has increased in organizations. The increase in the expectations of the stakeholders from the institutions they are involved in is a result of this situation, and one factor in their decision to continue the stakeholder relationship is the stakeholders’ corporate reputation evaluations. Corporate reputation, which is defined as a set of values that express how the organization is perceived by social stakeholders, is a reflection phenomenon that is evaluated not only for customers but also for employees, and it has become one of the factors that will provide competitive advantage for the organizations. Corporate reputation, which is defined as a set of values that express how the organization is perceived by social stakeholders, is a reflection phenomenon that is evaluated not only for customers but also for employees and has become one of the factors that will provide a competitive advantage for enterprises. The increasing expectations of the stakeholders from the institution will cause the reputation perceptions of the employees who are the element of stakeholder to change. In providing competitive advantage, it will be of particular importance to evaluate which quality management applications are more preferred and seen as more effective by businesses from the perspective of employees who voluntarily participate in these quality management applications. A product that is qualified as quality in the eyes of the customer is also positioned interactively with the reputation of the manufacturer, and the company has a general perception of respectability as a result of the cumulative sum of these positioning. Corporate reputation evaluations of customers and employees show similarities in terms of quality management practices, and in this context, it will be examined to what extent the quality management practices in which employees play a role will differentiate corporate reputation evaluations from the perspective of employees. The purpose of the study is to determine the effectiveness of quality management practices which are JIT / Kanban, 5S, quality function deployment (QFD), quality circles, six sigma, total productive maintenance (TPM), benchmarking, and poke-yoke practices and examine to what extent it has a differentiating role in corporate reputation evaluations that are evaluated by employees. According to the findings of the research, TPM is considered as the most beneficial among quality management applications. The application of quality management tools other than JIT differentiates employees’ corporate reputation evaluations. The strongest relationship among quality management applications is found for JIT and QFD. The strongest linear relationship among quality management practices and corporate reputation was found for QFD.

Keywords: quality management applications, corporate reputation, total quality management techniques

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Which Resources Are Matter to Healthcare Performance? A Case Study on Bahrain

Mahmood Asad Ali and Mohamed Sayed Abou Elseoud

College of Business Administration
University of Bahrain, Kingdom of Bahrain

Abstract

The study aims at measuring the Bahrain public hospitals' healthcare services quality. For this purpose, the study adopts quantitative and survey techniques through designing survey questionnaire based on the five quality dimensions of SERVQUAL model which are: Tangibles, Reliability, Responsiveness, Assurance and Empathy. A questionnaire distributed electronically among citizens and residents, by using the social media network. A total of 169 responses were collected. The responses were estimated and analyzed via correlations and multiple regression techniques. The main findings show that, there is a significant influence of health care service quality on overall patient, in addition to, there are no difference in patient perceptions of health service quality dimensions attributed to any of the demographic variables. The study recommends that, hospital administration should continue their commitment to provide medical services to patients in a timely manner. Employees must obtain incentives and training courses, which might significantly impact on their job satisfaction and retention, and it could help to develop their communication skills, improve the patient experience of care, improve the health of populations, reduce the per capita cost of healthcare, and reduce clinician and staff burnout.

Keywords: healthcare, service quality, management, hospitals, Bahrain

Strategic Orientation of Service Enterprises Towards Customers

Korhan Arun[1] and Saniye Yildirim Ozmutlu[2]

[1]Faculty of Economics and Administrative Sciences
[2]Vocational School of Social Sciences
Tekirdag Namik Kemal University, Turkey

Abstract

This study investigates the effects of strategic orientation on customer orientation. The importance of the research is depending on that customer orientation not only changes the strategy processes; it also establishes an institutional understanding of the structural and cultural conditions under which the strategic focus. Cross-sectional survey data (n=105) were obtained from top managers of each service firm and analyzed with structural equation modeling technique. The results showed that strategic orientation is a strong antecedent for customer orientation. Additionally, a proactive strategy is higher positively related to customer orientation than future, and defensive strategies. Prescriptions for theory development and practitioners are highlighted.

Keywords: strategic orientation, defensive strategy, proactive strategy, future strategy, customer orientation

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Public Private Partnership in Selected Countries: A Comparative Analysis

Bekir Parlak and Abdullahi Suleiman Hashi

Faculty of Economics and Administrative Sciences
Bursa Uludag University, Turkey

Abstract

In this study, the subject of Public Private Partnership (PPP), which is a new practice in public administration, is investigated with its theoretical and practical dimensions. In this context, a comparative analysis is made on selected country samples. This concept, which has come to life within the framework of the New Public Management mentality, is increasingly accepted. Public-private partnership, which is one of the most obvious reflections of the change in public service understanding, provides many opportunities and facilities. This busines method makes it possible to realize large-scale projects. Public private partnership is first introduced conceptually in this study. Then the characteristics are described. Then, a comparative analysis is made on the samples of Russia, India, the United Kingdom and the Republic of South Africa. In the study, an original text was written in terms of both scope and framework and country examples. The study ends with a functional discussion on the subject.

Keywords: public sector, private sector, public private partnership, selected countries, comparative analysis

Exploring Digital Trust in Hotel Supply Chain: A Primary Research From the Hotel, Restaurant & Tourism Industry

Markus A. Launer[1] and Fatih Cetin[2]

[1]School of Business
Ostfalia University of Applied Sciences, Suderburg, Germany

[2]Faculty of Economics and Administrative Sciences
Nigde Omer Halisdemir University, Turkey

Abstract

The main purpose of the study is to examine the digital trust level of employees in the workplace through focusing on member companies in the supply chain from the hotel, restaurant, and tourism (hotel) industry. The research is primarily aimed at measuring digital trust in the workplace with an emphasis on people, technology, and digital process in the hotel industry. Therefore, a valid and reliable measurement instrument for the multifactorial digital trust scale was introduced. Second aim was to determine the level of trust and differences in the micro-environment of each member of the hotel supply chain. The hotel supply chain was defined by the industries agro chemicals, agriculture/farming, food processing, wholesale, and hotel/tourism/restaurant companies. The results indicated that the wholesale companies in the supply chain serving hotels have significantly higher digital trust levels in three factors (technology, people and systems) when compared the others. Furthermore, in the micro-environment, the customers and suppliers were significantly higher-level, and journalists were the significantly lowest trustful groups for the supply chain members. In a descriptive analysis shows, the digital trust to customers and manufacturers within the supply chain is the lowest in the hotels industry as well towards non-governmental organizations (NGO). The questionnaire was part of the survey developed by Marcial & Launer (2019) based on the EU funded research project "Digital Trust and Teamwork" (Launer, Schneider, Borsych, 2019; Launer, Borsych, Alvermann, 2019) based on the definitions by Launer (2014). The questionnaire was pre-tested with the calculation of test-retest reliability coefficients and the internal consistency of the proposed survey questionnaire. The measurement of the test-retest reliability was done in Germany and the Philippines (n=82). The questionnaire's internal consistency was measured through the pretesting (n=376) of the survey (Launer/Marcial/Gaumann, 2020 and Marcial/Launer 2021). The main study showed a total of 5,570 answers from over 30 different countries in 13 languages. Thereof, the supply chain serving the hotel industry was extracted (n=768). The implication for artificial intelligence and digital trust were explored by Kitzmann & Launer (2021). Further results on Digital Trust at the Workplace were presented at the 4th international Service Management Congress at Ostfalia University at the Campus Suderburg in 2020 (Launer, Svenson, Ohler, Meyer, 2020). The sample presented was 768 individuals working in the five different member categories from the hotel supply chain. A simple supply chain was assumed with five subsequent following categories: agro chemicals (n=20), farming (n=173) food processing companies (n=135), wholesale companies (n=162), and hotel, restaurant & tourism companies (n=278) from a worldwide sample. In this study, digital trust refers to the "level of confidence in people, processes, and technology to build a secure digital world" (Joyce, 2018). Thus, in this study, the level of digital trust in the workplace is measured in terms of: (a) Technology: hardware, software, databases, and telecommunications; (b) Processes: collecting, processing, and storing personal data; and (c) People: individual who manages runs, programs, and maintains an information system. There were totally 85 items measuring the digital trust at the workplace with a 4-point Likert scale from 1 (not trusted at all) to 4 (high trust). The digital trust in the workplace consisted

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

of 10 sub-dimensions, all of which are forming higher levels of three dimensions of technology (with four sub-dimensions, Technology, Device, Hardware & Software, Information systems), people (with three sub-dimensions, Management, Supporter, Externals), and systems (with three sub-dimensions, Data protection, Organizational data protection, Internet & Social media). As a basis, we have used explanatory and confirmatory factor analysis for determining the multidimensional structure of digital trust at the workplace scale. The principal component analysis with varimax rotation technic revealed 10 factors based on the initial eigenvalue criteria of 1. In addition, with an adequate and diversified sample, the maximum likelihood estimating method with using Amos program confirmed this structure with 50 items excluding 35 inconsistent items. The fit indices produced acceptable values for the confirmation (X2/df=2.55, TLI=.94 , CFI=.94 , RMSEA=.045 , RMR= .046). Furthermore, the Cronbach's Alpha coefficients ranged between .81 and .98. After reaching a valid and reliable measurement instrument for the multifactorial digital trust scale, we analyzed the levels and comparisons of digital trust among employees. In the first step, we have calculated the digital trust levels of member companies in the hotel & tourism supply chain with using non-parametric Kruskal Wallis test, since the number of participants from different companies are not equally or adequately distributed. The results indicated that digital trust levels in the wholesale companies are highest (the mean ranks for people is 634.9, technology is 679.1, and systems is 715.4), in the hotel or restaurant companies (the mean ranks for people is 346.4 and technology is 345.7), and farming agriculture (the mean rank for systems is 333) are the lowest in the supply chain. Furthermore, there were also significant mean rank differences among supply chain companies in terms of 10 sub-dimensions of the digital trust. In general, the wholesale companies had significantly the highest digital trust values at all sub-dimensions in comparison with all the other companies (especially compared with the hotel or restaurant and farming agriculture companies) in the chain. In the second step, focusing on every member companies in the hotel chain, we have calculated trust levels of each member towards its suppliers and customers. In this analysis dependent sample t-test was used to find any significant trust level differences on different supplier and customer groups. The general results revealed that customer groups are significantly more trustful than supplier groups for all members in the chain, namely, food processing, wholesale, and hotel & restaurant companies. So while the hotel industry trust more global customers booking completely online direct, via travel agency or tourist offices, they trust less local suppliers, such as wholesale and food processing companies, might be more local companies. Thirdly, using one of the dimensions of people factor, namely trust in externals, we calculated trust levels of each chain member towards its supplier and customers. The aim was to determine the level of trust and differences in the micro-environment of each chain member. The categories were customers, service provider (logistics, consulting, accounting, IT, taxes), retailer (with a stationary shop) and dealer or wholesaler (with online trading or platform trade), manufacturers, suppliers, government (incl. public service, schools, Universities), non-government agencies, and journalists of online newspapers. In this analysis, t-test was used to find significant trust level differences on different supplier and customer groups. The descriptive analysis shows, the digital trust to customers and manufacturers within the supply chain is the lowest in the hotel industry. The farming industry has a low trust in government, schools and Universities. Both, the farming and hotel sector, has a low digital trust to non-governmental organizations (NGO).

Keywords: digital trust, supply chain, hotel

References

Joyce, S. (2018): Introducing Digital Trust Insights, in: Digital Trust Insights, Fall 2018

Kitzmann, H. & Launer, M. (2021): Artificial Intelligence and Wisdom, in: ИННОВАЦИИ В МЕНЕДЖМЕНТЕ, Innovative Management, 5(27):22-27, April 2021

Launer, M. & Marcial, D.; Gaumann, Ch. (2020): Pre-Print Reliabilty and Consitancy Test of the global Survey Digital Trust & Intuition at the Workplace, in: Research Gate, October 2020

Launer, M. (2014): Definitionen für Handels- und Logistikdienstleister: Definitionen für handelsnahe und -spezifische sowie logistiknahe und -spezifische Dienstleistungen, Amazon Online

Launer, M., Borsych, S. & Alvermann, L. (2019): Digitales Vertrauen und Teamwork in Supply Chains Studie 2, in: Working Paper No. 8, Ostfalia University, published on Reseaerch Gate, December 2019)

Launer, M.; Schneider, D. & Borsych, S. (2019): Arbeitspapier Nr. 7 Digitales Vertrauen und Teamwork Hauptstudie 1, in: Working Paper No. 7, Ostfalia University, published on Research Gate, August 2019)

Launer, M.; Svenson, F.; Ohler, D. & Meyer, J. (2020): Conference Proceedings 4th international Service Management Congress, Suderburger Arbeitspapier Nr. 11 regarding Digital Trust and Intuition at the Workplace, in: Research Gate, November 2020

Marcial, D. & Launer, M. (2019): Towards the Measurement of Digital Trust in the Workplace: A Proposed Framework, in: International Journal of Scientific Engineering and Science, Volume 3, Issue 12, pp. 1-7, 2019. ISSN (Online): 2456-7361

Marcial, D. & Launer, M. (2021): Test-retest Reliability and Internal Consistency of the Survey Questionnaire on Digital Trust in the Workplace, in: Solid State Technology, 64(2):4369-4381, March 2021

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Impact of Green Production Practices on Production Performance: The Moderating Role of Lean Practices

Hassan Imam, Rizwan Ahmad, and Muhammad Junaid

Riphah School of Business and Management
Riphah International University, Pakistan

Abstract

Environmental concerns and sustainability issues attracted many companies and researchers' attention still small businesses in emerging economies are reluctant to adopt environment friendly practices with a fear that adoption of such practices will negatively impact their productivity by increasing the cost. This study examined the effect of green production practices on production performance and further tested moderating role of lean practices between green production practices and production performance. Data of 227 small and medium enterprises (SMEs) were collected through a quantitative survey research design approach from Pakistan. Results showed that green production practices have a significant positive relationship with production performance. Interaction graph shows a sharp rise in production performance when a firm implements lean practices in production process. This study has implications in a developing country context where implementation of sustainable green production practices is considered a challenge for small businesses.

Keywords: green production, lean production, production performance, sustainability

Turkish Companies' Innovation Activities: Evaluation According to the Transaction Cost Theory

Ali Riza Koker

Turkish Patent and Trademark Office, Turkey

Abstract

Organizations' capacity for knowledge management is an important element for competitive advantage (Schulz & Jobe, 2001). The ability of an organization to gain a competitive advantage from knowledge depends on the dissemination and effective use of it within the organization as well as efforts on transferring capacity from business partners and protecting it from the threat of imitation by their competitors. On the other hand, the concept of knowledge is closely related to innovation that occurs through the use and dissemination of new and economically useful information (Fischer, 2001). While knowledge is seen as the most important source for innovation, for an organization to gain and maintain a sustainable competitive advantage depends on its innovative capacity. From this point of view, organizations' ability to quickly acquire, learn and manage information can be considered as the key to innovation and main source of sustainable competitive advantage correspondingly. Since innovations are considered as the main source of competitive advantage, most organizations engage in innovation activities to obtain this beneficial status (Lawson & Samson, 2004). Generally speaking, innovations are often treated as situations related to the implementation of new ideas or original solutions. They can be seen in different forms such as in products and production techniques, in services, in organizational structures, or in management systems (Fidler & Johnson, 1984). However, when considering the innovations, especially the technical innovations related to products and production techniques, generally higher transaction costs are required. For this purpose, while in-house innovation studies may reduce transaction costs, cooperation with other companies may enable technology and knowledge transfer by providing access to resources specific to those companies (Saussier, 2000). Therefore, it is crucial to make an evaluation between alternative ways for a beneficial decision. Since the transaction cost theory explores the theoretical framework in which organizations can analyze these costs and organize them most economically, it can provide a useful perspective for us on the issue. According to Williamson (1991), transaction cost theory is an approach that can be used in a complex and interdisciplinary field such as strategic management and emphasizes that the economy is the best strategy. Parallel to this view, some authors argue that transaction cost theory is a suitable tool for analyzing partnership decisions for technological innovations that explores the theoretical framework in which organizations can analyze these costs and organize them in the most economical way (Oerlemans & Meeus, 2001). According to Shrader (2001), when we consider the creation and transfer of knowledge concerning innovation between organizations in terms of transaction cost theory, two basic assumptions emerge. The first assumption is that people cannot access all kinds of information or have full knowledge of all the information available to them because of limited rationality which makes it difficult to transfer knowledge to external partners. In this respect, the structure of the knowledge and the degree of codification also affects the transfer and protection of information between economic units (Roberts, 2001). Since the implicitness or miscoding of information is a factor affecting the difficulty of transfer, it emerges as a cost-increasing factor (Boisot, 1983). On the other hand, the second assumption is about opportunism which is also considered as a risk-increasing factor in the transfer of information

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

outside the organization due to opportunism. Helm & Kloyer (2004) state that a partner company in cooperation can suddenly appear as a competitor because of the results of opportunism. As a result, these factors increase the transaction costs, make the said partnerships undesirable, and affect innovation activities negatively.

It is possible to talk about various strategic actions regarding the reduction of risk and uncertainty at the managerial level in the efforts of organizations to develop, spread and protect innovation. At the core of these actions; either reducing the degree of dependence on unpredictable factors or gaining power over the environment (Waarden, 2001). For reducing risk and uncertainty some governance mechanisms are specified in transaction cost theory for regulating the relations of organizations with the external environment and with other organizations (Williamson, 1979, 1991). The transaction cost theory offers the most dominant theoretical framework applied in the selection of these structures. While the market, among these mechanisms, is based on free competition to gain control; the hierarchy is directed towards the authority and the hybrid structure is generally aimed at providing control with long-term contracts (Smith & Smith, 2003). Based on these opinions this study aims to investigate Turkish manufacturing companies' innovation activities. More explicitly, determining the effect of cooperative efforts with other companies for innovation activities is our point of interest. At this point, we focus on evaluating the governance mechanisms classified according to transaction cost theory to determine the most effective governance mechanism for the companies in the formation and spillover of innovations.

As a data collecting method, this study uses a survey method, namely a questionnaire is applied to 82 companies engaged in production activities in "Baskent Organized Industrial Zone". The data for this study were collected through phone calls and e-mails due to the COVID-19 pandemic. In addition to general, structural, and demographic information questions about companies' R&D projects and innovation activities were asked. Regarding the governance mechanism, it was asked how companies have carried out their R&D projects in the last five years. More explicitly, to associate R&D project activities with governance mechanisms, it was asked whether companies carried out these activities internally, externally (outsourced) or in cooperation with other companies. The number of new products that companies have produced or developed in the last 5 years was asked to scale the companies' innovation activities. Besides, the number of patents, utility models, and design applications made by the companies in the last five years and the licenses used for such industrial property rights were asked. The research findings indicate that the innovation activities of firms are statistically different across sectors. It is seen that the companies carrying R&D projects solely internally or obtaining projects from other companies have a lower number of new products. On the other hand, the results show that the companies carrying R&D activities in cooperation with others have introduced a higher number of new products than the others. Finally, although the overall tendency is low, it is seen that companies in R&D cooperation have more industrial property rights applications than the others, due to its function as a control mechanism over partners in innovation studies.

Keywords: R&D, Innovation, transaction cost theory, governance mechanisms

References

Boisot, M. H. (1983). Convergence revisited: The codification and diffusion of knowledge in a British and Japanese firm. Journal of Management Studies, 20(2), 159–190.

Fidler, L. A., & Johnson, J. D. (1984). Communication and innovation implementation, Academy of Management Review, 9, 704 – 711.
Fischer, M. M. (2001). Innovation, knowledge creation and systems of innovation. The Annals of Regional Science, 35, 199 – 216.
Helm, R., & Kloyer, M. (2004). Controlling contractual exchange risks in R&D interfirm cooperation: an empirical study. Research Policy, 33, 1103–1122.
Lawson, B. & Samson, D. (2001). Developing innovation capability in organizations: a dynamic capabilities approach. International Journal of Innovation Management, 5(3), 377–400
Oerlemans, L. A. G., & Meeus, M. T. H. (2001). R&D cooperation in a transaction cost perspective. Review of Industrial Organization, 18, 77–90.
Roberts, J. (2001). The drive to codify: Implications for the knowledge-based economy. Prometheus, 19(2): 99–116.
Saussier, S. (2000). Transaction costs and contractual incompleteness: the case of électricité de France. Journal of Economic Behavior & Organization, 42, 189–206.
Schulz, M., & Jobe, L. A. (2001). Codification and tacitness as knowledge management strategies: an empirical exploration. Journal of High Technology Management Research, 12(1), 139–166.
Shrader, R. C. (2001). Collaboration and performance in foreign markets: the case of young high-technology manufacturing firms. Academy of Management Journal, 44(1), 45–61.
Smith, K. L., & Smith, D. (2003). Management control systems and trust in outsourcing relationships. Management Accounting Research, 14, 281–307.
Waarden, F. V. (2001). Institutions and innovation: the legal environment of innovating firms. Organization Studies, 22(5), 765–795.
Williamson, O. E. (1979). Transaction cost economics: the governance of contractual relations. Journal of Law and Economics, 22, 233–262.
Williamson, O. E. (1991). Comparative economic organizations: the analysis of discrete structural alternatives. Administrative Science Quarterly, 36, 269–296.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

How the Smart Supply Chain Technology Affects the Buyer-Supplier Relationship in the Green Requirement?

Jiang Fei[1], Muslim Amin[2], and Halimin Herjanto[1]

[1]School of Management and Marketing
Taylor's University, Malaysia

[2]H-E-B School of Business and Administration
University of the Incarnate Word, United States

Abstract

The rapid improvement of technology such as the Internet of Things, big data, artificial intelligence, and blockchain has resulted in smart supply chains (SSCs) in recent years. These technologies act as integrative mechanisms, changing buyer-supplier relationships (BSRs) and creating new cooperation forms. (Ghadge et al. 2020) Meanwhile, it also can stimulate the transformation of the traditional supply chain to the smart supply chain and improve sustainability in economic, environmental, and social aspects. Although supplier selection in the supply chain was traditionally based on quality, price, and delivery performance, manufacturing firms increasingly incorporate ecological criteria into this process. (Quintana-García et al. 2020) Research focuses on the central problem of the drivers and causes for the transformation of buyer-supplier relationships in terms of using smart technologies and how it contributes to sustainable buyer-supplier relationships by applying smart technologies in the context of the green supply chain? In the global environment, the quality and quantity of involved experts are difficult to guarantee during the present supplier evaluation process. There is an urgent need for a novel intelligent supplier evaluation model for relationship management. (Cheng et al. 2020). Analyzing buyer-supplier relationships by applying smart supply chain context is of particular relevance for several reasons from both a research and practice perspective. Firstly, the cross-company interconnection of companies in the supply chain represents a central requirement to smart technologies. Through successful cooperation between companies, the smart supply chain's potential can be exploited in its entirety. Secondly, buyer-supplier relationships potentially represent a significant source of future competitive advantage. Along with the growing number of external procurement, suppliers become more critical, which offered tremendous opportunities in cutting down cost, especially in the context of the green supply chain. In addition, buyer-supplier relationships are affected by smart technology and influenced by the green supply chain. Third, since buyer-supplier relationships are closely interconnected with organizational structures, analyzing cooperation becomes crucial for further development.

At present, literature has reviewed the intersection of smart supply chain technologies and the green supply chain (Quintana-García et al., 2020; Kouhizadeh & Sarkis, 2018) or the intersection of green supply chain and the buyer-supplier relationship (Tang & Wei, 2018; Lo et al., 2018). Notably, the intersection of smart supply chain technologies and the buyer-supplier relationship has been less considered in extant literature so far through literature reviews. Therefore, the justification for a further literature review is the broadness of the topics sustainable buyer-supplier relationship, green supply chain, and smart supply chain technology. Each of them individually and the intersections of two out of three topics have been considered in current research. Nevertheless, the topics' broadness does not generate detailed insights into the research gap from

the present results at the interfaces discussed above. This paper attempts to systematically analyze the literature at the intersection and concerning the relevant aspects of the three topics of buyer-supplier relationship, green supply chain and smart supply chain technology and combining them in a research scope. Long-term cooperation between a buyer-supplier is referred to as a buyer-supplier relationship in supply chain management. (Vanpoucke et al. 2017) The ideal buyer-supplier relationship management method can offer a competitive advantage, stimulating brand development, reducing cost, improving effectiveness and efficiency by cutting down supply-side risk. It can be seen as the organization-wide philosophy that all should embrace to deliver these benefits. (O'Brien, 2014) In business cooperation, adequate information exchanging played a vital role in sustaining and enhancing a relationship. Kros et al. (2019) insist that companies should rethink their ways of doing business to communicate with partners to overcome the challenge from market forces instead of concerning internal resource only. (Kros et al. 2019). Technology such as big data analytics and cloud computing serve to optimize individual buyer-supplier relationship and entire value chains in the supply chain management, multiple interconnecting companies. (Veile, Schmidt, and M 2020) According to Li(2020) viewpoint of the latest findings, the technology used in supply chain management includes RFID (Green et al. 2012), blockchain (Choi 2019) and 3D printing (Beltagui, Kunz, and Gold 2020), which are collectively referred to as smart supply chain technologies. (Li 2020) They make the supply chain 'smarter' by achieving lower costs, higher efficiency and customer value. Many studies have emphasized the need to study smart technologies' impact through environmental, social and economic aspects(Beltagui et al. 2020). During the past three years, many supporting policies of smart supply chain technology are released, such as "Implementation Opinions on Further Reducing Logistics Costs (2020) of China" (Chinese government 2020). Smart supply chain technologies can be benefit for improving the green supply chain with quick responsiveness to the customer.

There are several definitions for greening supply chains. The general description of green supply chains is the integration of supply chain elements with corporate environmental management. Early established green supply chain literature has provided various definitions: Green supply refers to how innovations in supply chain management and industrial procurement can be considered in the business environment. The concept of a green supply chain is gaining popularity due to its commitment to sustainable development (Oliveira et al., 2018). There was some article studying the influence of buyer-supplier relationships on the sustainable supply chain but the little study on the impact of the green supply chain on the buyer-supplier relationship. The quantitative research design will be applied and based on questionnaires survey from 100 companies in China. Since China's ministry of industry and information technology has announced the green supply chain management enterprises' list and issued many preferential policies to encourage corporations to develop the green supply chain. The research will select 100 companies who applied the green supply chain and smart supply chain technology as the research subjects to study the buyer-supplier relationship. It will find that the transactions in future were primarily based on smart, green process, transferring various value creation process. The buyer-supplier relationship will become more intense, and corporations would consolidate their supplier base concerning vital strategic suppliers. The paper's results provide implications for management and corporate practice and help corporations develop the full potential of smart technology in the context of the green supply chain for buyer-supplier relationships, creating and securing sustainable competitive advantage. This paper is among the first to investigate BSRs in the context of the green supply chain by using smart technologies. Providing implications for research and corporate practice, it contributes to tapping smart supply chain technology full potential complementing an extra-

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

organizational perspective. Nevertheless, this research has some limitations that can provide opportunities to develop more research on this topic. Firstly, the paper is only present the first quantitative insights. Secondly, collecting data from a single country (China). In future studies, research can be developed in different countries.

Keywords: sustainable BSRs, smart technology, green supply chain

References

Beltagui, A., Kunz, N., & Gold, S. (2020). The role of 3D printing and open design on adoption of socially sustainable supply chain innovation. International Journal of Production Economics 221(8),107-105.

Cheng,Y., Peng, J., Gu, X., Zhang, X., Liu, W., Zhou, Z., & Yang, Y. (2020). An intelligent supplier evaluation model based on data-driven support vector regression in the global supply chain. Computer & Industrial Engineering 139(3), 105-148.

Chinese government. (2020). Implementation Opinions on further reducing logistics costs. The State Council the people's republic of China, http://www.gov.cn/ zhengce/content/2020-06/02/content_5516810.htm .

Choi, T.M. (2019). Blockchain-technology-supported platforms for diamond authentication and certification in luxury supply chains. Transportation Research Part E: Logistics and Transportation Review, 128(4), 17-29.

Ghadge, A., Er Kara, M., Moradlou, H., & Goswami, M. (2020). The impact of Industry 4.0 implementation on supply chains. Journal of Manufacturing Technology Management, 31(4), 669-686.

Green, K. W., Zelbst, P. J., Bhadauria, V. S., & Meacham, J. (2012). Do environmental collaboration and monitoring enhance organizational performance? Industrial Management and Data Systems, 112(2), 186-205.

Kouhizadeh, M., & Sarkis, J. (2018). Blockchain practices, potentials, and perspectives in greening supply chains. Ntern Sustainability, 10(10), 264-280.

Kros, J. F., Kirchoff, J. F.., & Falasca, M. (2019). The impact of buyer-supplier relationship quality and information management on industrial vending machine benefits in the healthcare industry. Journal of Purchasing and Supply Management, 25(3), 105-126.

Li, X. (2020). Reducing channel costs by investing in smart supply chain technologies. Transportation Research Part E: Logistics and Transportation Review, 137(4), 1-16.

Lo, S. M., Zhang, S., Wang, Z., & Zhao, X. (2018). The impact of relationship quality and supplier development on green supply chain integration: a mediation and moderation analysis. Journal of Cleaner Production, 202(4), 524-535.

Oliveira, U. R., Espindola, L. S., da Silva, I.R., da Silva, I. N., & Rocha, H. M. (2018). A systematic literature review on green supply chain management: research implications and future perspectives. Journal of Cleaner Production, 187(3), 537-561.

Quintana-Garcia, C., Benavides-Chicon, C. G., & Marchante-Lara, M. (2020). Does a green supply chain improve corporate reputation? Empirical evidence from European manufacturing sectors. Industrial Marketing Management, 45(4), 475-488.

Sinha, A. K., Swait, P., & Anand, A. (2015). Responsive supply chain: modeling and simulation. Management Science Letters, 5(5), 639-650.

Tang, X., & Wei, G. (2018). Models for green supplier selection in green supply chain management with pythagorean 2-Tuple Lingustic Information. IEEE Access, 6(5), 18042-18060.

Vanpoucke, E., Vereecke, A., & Muylle, S. (2017). Leveraging the impact of supply chain integration through information technology. International Journal of Operations and Production Management, 37(4), 510-530.

Veile, J. W., Schmidt, M., & M, J.M. (2020). Relationship follows technology! how industry 4.0 reshapes future buyer-supplier relationships. Journal of ManCleaner Production Management Science Letters, 5(5), 639-650.

The Need for Alternative Fund Raising for the Metropolitan Managements in the Extraordinary Cases Such as the COVID-19 Pandemic in the Delivery of Metropolitan Services: The Case of Transportation Services in İstanbul

Mustafa Demirkol

Faculty of Economics and Administrative Sciences
Tekirdag Namik Kemal University, Turkey

Abstract

The COVID-19 Pandemic has negatively affected human life and state administrations in many aspects, primarily health, sociological, political, and economic. In such a state of emergency, difficulties are experienced in the provision of certain public services available to people. The need for resources for the workloads of metropolitan administrations and their services accordingly is increasing dramatically because they are the management units closest to human beings and host a large number of people. In this study, it is stressed out that the Covid-19 Pandemic's effects on the transportation services that are provided by the metropolitan management in İstanbul which is the largest metropolis in Turkey. And it is offered some suggestions to strengthen the metropolitan administration as a resource to overcome them. A qualitative method and primary sources were used in terms of financial autonomy theory within the scope of the study. The main findings can be summarized as follows: Istanbul Metropolitan administration is in a very troubling situation in terms of financial autonomy. Approximately 67% of the revenues of the Istanbul Metropolitan administration consists of the shares transferred by the Central government. Alternative own revenues such as value-added tax exemption should be created for Istanbul metropolitan administration.

Keywords: alternative fund raising, metropolitan managements, COVID-19 pandemic, metropolitan services, transportation services, Istanbul

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Fundamental Role of Brand Reputation

Antonella Miletti

Department of Hospitality Management
University of Naples Federico II, Italy

Abstract

In the world of retail, the reputation of a brand is of fundamental importance today, where it represents a real competitive advantage. The brand is an intangible asset capable of generating wealth, with an undeniable strategic value, especially in a global market, where communication is fundamental and where the personality of the subject acting in the market must emerge in its entirety. The future of the economy is in reputation. The economy and the law must both take on the task of proposing regulations each for their own profile and acting as a safeguard for the protection of a company; legal procurement and management must interact to create a solid corporate reputation that allows companies to be present in the market by generating reliability, trust, value and competitiveness. It is necessary not to be opaque, to give transparent information, to have sustainable and ethical behaviors, to support just causes, best practices and well-defined beauty contests, to give satisfactory answers to consumer requests, to know how to manage conflicts with efficient communication, always have correct behavior.

In our contemporaneity, in economics, but also in law, much is communication: the word has value, it is the form of our thought. And, with that word, we can destroy or build the whole. The whole of a person, the whole of a company. Reputation is business value, money for the world. A reputation manager should always be present in companies to calculate the risks that may derive from certain behaviors that could prove to be incorrect and lead to economic losses. To this end, we run to reputational engineering, which is a monitoring system, with scientific methods, for the assessment of reputational damage, which can take place both online and offline and which causes damage to the company's image decrease the volume of business. Some of the sectors most interested in the world of sales are the fashion, agri-food, tourism and banking sectors. A theme on which companies focus a lot is that of sustainability: but if this theme is used only for marketing purposes, without any real environmental push, companies could have negative feedback on the market. For example, in the fashion sector, the use of materials, manufacturing processes, types of supply, traceability, and in general all production must be oriented towards sustainability and innovation, and companies must also be in order to communicate it appropriately.

In the field of agri-food, reputation is, in particular, traceability: the information is interpreted as a guarantee of product safety in a generalized traceability system that protects the consumer, the producer and the general interest in product safety. The privileged place of information is the label, which should make the consumer aware and free in his choice, having all the elements available to orient himself and make a purchase suited to his needs. For this reason, companies insert in the presentation of the product all the mandatory information but also often the volunteers: in this way they are able to create a bond of trust and fairness with the consumer, conveying in this dialogue all the information useful for the purchase of a healthy and safe product and where the manufacturer can add everything he deems useful to differentiate his product from that of his competitors, thus acquiring competitive advantages and improving his reputation. Even in the

tourism market, the impact of information is not only strategic but even almost total: entrepreneurs, operators, customers of tourism services use the digital platform to insert communications, information, judgments, influencing choices, acquired and influencing the market trend. The importance of the reviews of tourism portals is very significant.

In order for the market to be effectively competitive, the information entered on the platforms must be serious and truthful, to avoid incurring incorrect practices and attempts to damage the reputation of others, to discriminate against certain companies for the benefit of one's own: false information or evaluation is capable of generating damages that are often of incalculable value, orienting, deceptively, market flows. Other elements that contribute to the evaluation of a company's reputation and the external perception of a company's activity are the legality rating, commercial practices (which must not be incorrect), advertising (which must not be misleading) and compliance with the rules and regulations of antitrust regulations. At this point, the judicial system must deal with the pathological moment that affects a company when its reputation is violated with undeserved discredit, an unjustified injury. Even companies, like natural persons, have the right to the protection of personality rights, as well as to adequate relief in the event of their violation. Reputation relates to an opinion on the activity of a company or a single individual and, in particular, on how its work is perceived externally. Damage to reputation can be classified as a consequential damage, which must be demonstrated by those who ask for relief, compensation, does not exist in re ipsa, The judge will have to assess on the basis of the assessment of the concrete damage that the company has suffered, based on what it has been able to prove.

In order to correctly assess the damage it is necessary to take into account all the circumstances of the case, since the situation is delicate and the damage to reputation is defined by jurists and economists as decidedly intangible and difficult to quantify. It is necessary to take into account the position of the importance of the company, the compromise that has been put in place, and, therefore, ultimately, that damage the company has actually suffered from the fact that it has been subject to discredit. The other aspect of reputation is that the subject acting in a market, which is presumed to be competitive, which engages in illegal, incorrect, disrespectful behavior of stakeholders, consumers, competitors, will be sanctioned in the same way, in the self-regulation of the market, which could easily unmask attitudes that are not consonant with loyalty and fair trading. Therefore, it is the duty of law to investigate what are the tools that make effective the right not to be discredited, and to maintain a good reputation, the one that has built up over the years and that can be destroyed due to the unjustly disparaging behavior of others and that does not allow the company to be peacefully and profitably on the market.

Keywords: brand reputation, communication

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Design of Patients' Experience Along the "Smart" Service Journey: The Role of Conversational Agents

Angelo Ranieri, Marialuisa Marzullo, Irene Di Bernardo, Tiziana Russo Spena, and Cristina Mele

Department of Economics, Management, Institutions
University of Naples Federico II, Italy

Abstract

The patient experience, a critical determinant of health service success (Hunter-Jones et al., 2020), takes on a role of interest to both academics and managers who are looking for a means to gain a comprehensive understanding of how it is possible to facilitate the patient experience along the service journey (McCarthy et al., 2016). In the modern era, it is desirable to think that digital technologies have the potential to revolutionize the world of health producing effective results from different points of view, a perspective shared by several authors in the literature (Mele at al., 2020; Henkens at al., 2019). Similarly, other authors argue that the application of these relevant smart technologies could help address this challenge supporting healthcare actors in their daily activities (i.e. Backer et al., 2017). Among these technologies, the use of conversational agents to supporting relationships with patients (Loveys et al., 2020) represents one of the elements to be taken into consideration. The use of chatbots in healthcare services (Chung and Park, 2019), their acceptance for the diagnosis of diseases (Nadarzynski et al., 2019; Laumer et al., 2019), are just some of research topics already addressed, but their role within the service journey is not well specified. On the one hand, the strong automation of this tool allows to simplify and speed up repetitive and not activities, guaranteeing at the same time saving of resources and an increase in the quality of the health service (Prakash et al., 2021). On the other hand, patients expect to receive quick and accurate answers to their questions wherever and whenever they want. Therefore, healthcare organizations are being forced to rethink their service offering to keep up with patient expectations. The purpose of this research is to understand the role of conversational agents in designing a novel patient service journey by including this technology as a touchpoint along it.

This study adopts a qualitative approach to the analysis of the phenomenon, often used in social and business studies as suggested by Cassell et al. (2006), and preferred for exploratory research as considering the breadth, novelty and complexity of the topic, in which a research moves for the first time (Bryman, 2016). The methodology chosen is an investigation through multiple case studies that offer a wide opportunity to observe and investigate the phenomenon in company realities (Yin, 2009). First, in order to reveal multiple facets of the phenomenon (Baxter & Jack, 2008) it is needed to collect a diverse range of data about the introduction of chatbot in the healthcare context. The authors started from the elaboration of a preliminary analysis about the introduction of chatbots in the healthcare sector, collecting empirical material, ranging from official websites to online documents, from April 2019 to September 2020. The material collected provided an analysis of the context and processes involved in the phenomenon object of study (Yin, 1994). Subsequently, the authors have expanded the material at their disposal through 13 semi-structured interviews with chatbot's providers and user companies. Semi-structured interviews were conducted along with meeting observations and documents collection, a choice that allows the interviewer to ask further questions coming from the interview itself (Bryman,

2016). Collecting empirical material from multiple sources made it possible to perform a triangulation of data (Yin, 2009). In particular, in order to carry out the collection of material, it is elaborated and followed the case study protocol as suggested by Yin (2009). This process included several steps as follows: (i) research questions, (ii) research method, (iii) permission seeking, (iv) ethical considerations, (v) interpretation process, and (vi) criteria for assessment. This choice is justified as the multiple sources combination of empirical material in a case study method is often identified as the best strategy for adding rigor, breadth, complexity, richness and depth to a study (Flick et al., 2004).

The preliminary findings offer the opportunity to explore how conversational agents, powered by AI, are becoming an integral part of the novel healthcare service journey. The intrinsic features of this technological tool, such as automation, personalization, integration, allow it to improve the interaction between healthcare companies and its patients, by enhancing engagement and increasing awareness. AI-enabled chatbots are providing a new approach for patients to receive the right healthcare at the right time, such as enabling on-demand access to content, care and condition-specific resources without imposing time and place to make requests. The preliminary results also show that the introduction of technologies based on the use of artificial intelligence, and in this case of chatbots, allows healthcare companies to automatically understand patients' requests and create a completely personalized experience on their needs. Chatbots usually come with programmed training and preloaded answers, but the introduction of artificial intelligence allows them to adapt the mode of operation to human responses. This represents a first step towards the emotional improvement of patient experience in a responsive, conversational way.

This study provides new insights into the role of the chatbot in the health system, contributing to the existing literature on the use of new technologies as touchpoints in the health "smart" service journey. Specifically, the paper frames the introduction of chatbots inside the designing of a novel patient journey based on the use of new technological tools in a service perspective, advancing the knowledge about the designing of patients' experience.

The proposed approach helps service healthcare companies to study and better understand how it is possible to improve the patient experience during service journey, fostering immersive and engaging relationships with patients. Implications concern the role of conversational agents in making patients in ways similar to those induced by human agents. This study focuses on designing the patient experience, ensuring further research on the value of AI for managing patient relationships, but further research would be needed from the perspective of patients and not that of healthcare companies. Scholars should focus on the study of patients' needs and emotions to better understand the best way to design the patients' experience and the impact of new technologies along their journey.

Keywords: smart service journey, chatbots, conversational agents, e-health, patient experience

References

Baker, S. B., Xiang, W., & Atkinson, I. (2017). Internet of things for smart healthcare: Technologies, challenges, and opportunities. IEEE Access, 5, 26521-26544.

Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. The qualitative report, 13(4), 544-559.

Bryman, A. (2016). Social research methods. Oxford university press.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Cassell, C., Buehring, A., Symon, G., & Johnson, P. (2006). Qualitative methods in management research: an introduction to the themed issue. Management decision.

Chung, K., & Park, R. C. (2019). Chatbot-based healthcare service with a knowledge base for cloud computing. Cluster Computing, 22(1), 1925-1937.

Flick, U., Von Kardorff, E., & Steinke, I. (2004). What is qualitative research? An introduction to the field. A companion to qualitative research, 3-11.

Henkens, B., Verleye, K., & Larivière, B. (2019). Engaging customers along the smart service journey: A network perspective. In International Conference on Challenges in Managing Smart Products and Services.

Hunter-Jones, P., Line, N., Zhang, J. J., Malthouse, E. C., Witell, L., & Hollis, B. (2020). Visioning a hospitality-oriented patient experience (HOPE) framework in health care. Journal of Service Management.

Laumer, S., Maier, C., & Gubler, F. T. (2019). Chatbot acceptance in healthcare: Explaining user adoption of conversational agents for disease diagnosis. In Proceedings of the 27th European Conference on Information Systems (ECIS).

Loveys, K., Sebaratnam, G., Sagar, M., & Broadbent, E. (2020). The effect of design features on relationship quality with embodied conversational agents: a systematic review. International Journal of Social Robotics, 1-20.

McCarthy, S., O'Raghallaigh, P., Woodworth, S., Lim, Y. L., Kenny, L. C., & Adam, F. (2016). An integrated patient journey mapping tool for embedding quality in healthcare service reform. Journal of Decision Systems, 25(sup1), 354-368.

Mele, C., Spena, T. R., Kaartemo, V., & Marzullo, M. L. (2021). Smart nudging: How cognitive technologies enable choice architectures for value co-creation. Journal of Business Research, 129, 949-960.

Nadarzynski, T., Miles, O., Cowie, A., & Ridge, D. (2019). Acceptability of artificial intelligence (AI)-led chatbot services in healthcare: A mixed-methods study. Digital health, 5, 2055207619871808.

Prakash, D. V., Barshe, S., Khade, V., Karmakar, A. (2021). Medical Chatbot. International Journal of Research in Engineering, Science and Management, 4(3), 161-164.

Yin, R. K. (1994). Discovering the future of the case study. Method in evaluation research. Evaluation practice, 15(3), 283-290.

Yin, R. K. (2009). How to do better case studies. The SAGE handbook of applied social research methods, 2, 254-282.

Healthcare Knowledge Diffusion Management for Improving Health Well-Being: A Qualitative Study at a Healthcare Organization in Bangladesh

Toufiq Ahmed[1], Irin Jahan[2], Md. Sultan Mahmood[2], and Nilima Haque Ruma[2]

[1]Department of International Marketing
Hokuryo Company Limited, Japan

[2]School of Knowledge Science
Japan Advanced Institute of Science and Technology, Japan

Abstract

The study will identify healthcare knowledge diffusion management policies for the improvement of health well-being in Bangladesh. To do so, the study investigates how the healthcare service providers can align healthcare knowledge management strategies to improve the healthcare services as well as health well-being in the rural communities in Bangladesh. Over the last decade, knowledge has been recognized as a unique source and key elements of sustainable economic development and improvement of human well-being (G, Eliasson; 2000; Ahmed, T., & Shirahada, K. ;2019**).** In contrast, the unequal distribution of knowledge refers to the knowledge gap, which lead to unequal economic growth and health well-being. This knowledge gaps exist between service employees, service mediators, and service recipients. Therefore, it is needed to provide strategies and models to reduce knowledge gaps for equal improvement in economic development and human well-being. A qualitative study was designed to investigate how the healthcare service providers can align healthcare knowledge management strategies to improve the healthcare services as well as health well-being in the rural communities in Bangladesh. A total of 24 community health workers were interviewed with a semi-structured questionnaire. A snowball sampling method was used to select the sample and interviewed them with a semi-structured questionnaire. The questions include the way of working of community health workers and way of health knowledge diffusion in the base of pyramid populations. A digital recorder was used to record the interview and coded the text to categorize the data and converted into themes. Storytelling approach based on grounded theory has been used as a data analyzing method. Study participants indicated that limited resources, lack of health knowledge among community health workers and others demotivating factors are affecting to diffuse health knowledge effectively, the refreshers training and others training on health education created changes on the way of health knowledge diffusion activities. The study findings show that health knowledge diffusion improved significant awareness among rural peoples and acquired health knowledge applies to their health improvement that indicates the progress towards health well-being. The study discussed how non-government organization diffusing health knowledge to improve health well-being in the base of the pyramid. The health knowledge diffusion initiative in another region especially in developing countries that have limited resources and lack of health knowledge among community health workers, and struggled to diffuse health knowledge, could help to improve health well-being there as well. We interviewed only the provider site; recipient site was not interviewed. In the future study could focus on recipient site to identify their understanding and application of health knowledge in improving health well-being. Based on recipients' perceptions, management strategic plan for health knowledge diffusion in the base of the pyramid could revise for effective outcomes.

Keywords: knowledge diffusion, healthcare service, base of the pyramid, Bangladesh

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

References

Ahmed, T., & Shirahada, K. (2019). Toward a sustainable healthcare service system in a limited resource context: case study of Bangladesh rural advancement committee's healthcare system. International Journal of Healthcare Management, 12(2), 97-105.

Eliasson, G. (2000). The role of knowledge in economic growth. Royal Institute of Technology.

The Quadratic Effect of Higher-Order Goals and Self-Efficacy on Transformational Leadership Performance of the Non-Hierarchical Services Management

Anthony S. C. Tsui[1], Bernard Lee[2], and Oliver H. M. Yau[3]

[1]Division of Business
Bright Ocean Education, China

[2]Department of Education
The University of Oxford, UK

[3]Lee Shau Kee School of Business and Administration
The Open University of Hong Kong, Hong Kong

Abstract

In the past, research on leadership effectiveness is predominately related to conventional, hierarchical relationship; whereas, studying leadership performance for non-hierarchical services management has been missing. This study aims to explore the quadratic effect of transformational leadership, higher-order goals and self-efficacy on the subordinate's performance in the context of multi-level marketing (MLM). We have conducted a survey among 123 Multi-level Marketing local distributors of an MLM company in Hong Kong. The response rate of the research study is high at 80.4%. We adopted the Statistical Package for the Social Sciences (SPSS) Version 21 to measure the reliability and validity of the scales, and Smart-PLS Version 3.16 to assess correlation analysis, reliability analysis, and confirmatory factor analysis for this study. The results show that there are quadratic effects of both transformational leadership and self-efficacy on subordinates' performance but there is no quadratic effect of higher-order goals on subordinates' performance in the non-hierarchical services management. The results show two quadratic effects. The results are meaningful for both transformational leadership and self-efficacy on subordinates' performance. Our findings provide a new focus on leadership development training for leaders in this century who are able to guide ambidextrous organizations by focusing on their followers' self-concept and identity. For future studies, transformational leadership in MLM can also be expanded to different major Chinese communities such as Shanghai, Taipei, and Beijing.

Keywords: quadratic effects, non-hierarchical services management, multi-level marketing, transformational leadership, self-efficacy, higher-order goals

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Intuition at the Workplace in the Hotel Industry - An Empirical Analysis of Rational and Five Different Intuition Decision-Making Types

Markus A. Launer[1], Fatih Cetin[2], Frithiof Svenson[3], Kandappan Balasubrumanian[4], and Rupam Konar[5]

[1]School of Business
[3]Department of Business Administration, Economics and Law
Ostfalia University of Applied Sciences, Suderburg, Germany

[2]Faculty of Economics and Administrative Sciences
Nigde Omer Halisdemir University, Turkey

[4]School of Hospitality, Tourism and Culinary Arts
[5]School of Hospitality Tourism and Events
Taylor's University, Lakeside, Malaysia

Abstract

The hotel, restaurant and tourism sector (hotel industry) is one of the most customer-oriented industries. A customer-friendly decision making style by all employees is key to guarantee a high customer experience. Fast reactions, friendly appearance, strategic thinking are important capabilities in this industry. Therefore, plenty of technology and digital systems are being implemented to better serve customer needs. Based on personal and technological capabilities, different decision-making styles can be differentiated (Balasubramanian & Ragavan, 2019; Balasubramanian, Balraj & Kumar, 2015). This paper aims to research the rational and intuitive decision-making styles of employees in the hotel industry at different management levels. The intuitive decision making style was further differentiated by unconscious intuition, emotional decisions (gut feeling), fast heuristic decisions, slow unconscious thinking and anticipation (Svenson, Chaudhuri, Das & Launer, 2020). Therefore, a measurement instrument was tested based on 278 respondents from the hotel industry in 28 countries (Launer & Çetin, 2021) based on a global survey on Intuition at the Workplace (Marcial & Launer, 2019). We have explored and confirmed a multidimensional intuitive decision making instrument with using explanatory and confirmatory factor analyses. The questionnaire was part of the survey developed by Marcial and Launer (2019) to measure digital trust and intuition at the workplace. The questionnaire was pre-tested with the calculation of test-retest reliability coefficients and the internal consistency (n=376) of the survey (Launer, Marcial & Gaumann, 2020; Marcial & Launer, 2021). The measurement instrument was validated by Launer and Cetin (2021) in a global analysis across various industries based on 5,578 participants of the global study Digital Trust and Intuition at the Workplace. Repeatedly, differences between the decision-making styles of employees in different industries have been propagated (Svenson, Steffen, Harteis & Launer, 2021). The present measurement instrument for the hotel, restaurant, and tourism industry was based on 278 participants validated again by an explanatory and confirmatory factor analysis.

There are 21 items measuring the six types of intuition styles, namely, rational, intuition, emotional, fast heuristic, unconscious, and anticipation based on a literature review (Launer, Svenson, Ohler, Ferwagner, Meyer, 2020ab; Svenson et al., 2020). It was measured with a 4-point Likert scale from 1 (strongly disagree) to 4 (strongly agree). The higher scores indicate higher

levels in the decision making styles. The sample questions from each types are: “Rational; Before I make a decision, I usually think about it for quite some time” based on the Rational Choice Theory, “Intuition; If I am supposed to determine whom I can trust, I make intuition-driven decision”, “Emotional; For most decisions, it makes sense to feel”, “Fast heuristic; I frequently make quick and spontaneous decisions based on my life experience”, “Unconscious; I never make decisions right away, and I always wait for a while”, “Anticipation (pre-cognition); I can often predict emotional events”.

Since the questionnaire was developed from the related items in the literature (Betsch, 2004), we have explored factorial structure of instrument with using explanatory factor analysis in SPSS. The principal component analysis with Varimax rotation technic revealed six factors based on the initial eigenvalue criteria of 1. Then, with using the maximum likelihood estimating method in Amos program, we confirmed the six-factor structure with 16 items, after excluding inconsistent items in accordance with the modification suggestions of the program (X2/df=1.72, TLI=.97, CFI=.96, RMSEA=.051, RMR= .050). After the validation, Cronbach’s Alpha coefficients ranged between .78 and .89. The results indicate a valid and reliable instrument for determining decision-making styles of managers in the hotel and tourism industry.

Since the sub-groups of managerial positions are not adequate and not equally distributed (top managers n=59, middle level managers n=134, first level managers n=37, contributors n=33, self-employments n=14), we have used non-parametric Kruskal Wallis test for determining the significant differences among positions. The results showed that managers’ intuitive decision-making styles are significantly different in all styles. The analysis by different management level also showed significant differences. For the rational decision-making style there are significant differences among the top level and first level managers (the mean ranks for top level is 143.3 and first level is 191.3), the middle level and first level managers (the mean ranks for middle level is 108.6 and first level is 191.3), as well as the middle level and contributors (the mean ranks for middle level is 108.6 and contributor is 189.1). For the intuition decision-making style there are significant differences among the top-level managers and contributors (the mean ranks for top level is 153.7 and contributor is 101.3) and the middle level managers and contributors (the mean ranks for middle level is 150.8 and contributor is 101.3). For the emotional decision-making style there are not significant differences among the level of managers. For the unconscious decision-making style, there are significant differences among the top level and middle level managers (the mean ranks for top level is 163 and middle level is 105.9), the middle level and first level managers (the mean ranks for middle level is 105.9 and first level is 173.4), as well as the middle level and contributors (the mean ranks for middle level is 105.9 and contributor is 187). For the fast heuristic decision-making style, there are significant differences among the top-level managers and contributors (the mean ranks for top level is 166.4 and contributor is 96.2), as well as the middle level managers and contributors (the mean ranks for middle level is 141.6 and contributor is 96.2). For the anticipation decision-making style, there are significant differences among the top-level and first level managers (the mean ranks for top level is 124 and first level is 200.7), as well as the middle level and first level managers (the mean ranks for middle level is 120.8 and contributor is 200.7).

This paper aims to test a multidimensional intuitive decision-making styles instrument. It researches the intuitive decision-making styles of employees in the hotel industry on different management levels. The proposed measurement instrument for decision styles was valid based on

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

an explanatory and confirmatory factor analysis of 278 employees of the hotel, restaurant, and tourism industry. Rational decisions, unconscious intuitive decisions, emotional decision-making (gut feeling), slow unconscious thinking, fast heuristic decisions and anticipation (pre-cognition) were significantly different. Based on different management levels, important differences in rational and intuitive decision style were confirmed. The management level were contributors (front line managers), first, middle, and top-level management. The findings indicated that the intuitive decision making of top level and middle level managers are significantly different from some other managerial levels. Clearly, top level managers prefer rationality relatively less than first level managers; prefer more intuitive decision making than contributors; more unconscious decisions than second level; prefer more fast heuristic than contributors; prefer less anticipative than first level managers. The middle level managers prefer rationality relatively less than first level managers and contributors; prefer more intuitive decision making than contributors; less unconscious decisions than top level managers, first level managers and also contributors, prefer more fast heuristic decisions than contributors and less anticipative decisions than first level managers. It was concluded that top level managers prefer to decide intuitively, have unconscious thinking style, and use fast heuristics decision-making. Middle level managers prefer intuitive decision-making and use unconscious thinking. First level managers are more rational deciding and use anticipation (pre-cognition). The contributors (front line managers) prefer rational decisions and use unconscious thinking. These results were firstly tested in the hotel, restaurant, and tourism industry and need further research in a larger sample.

Keywords: intuition, hotel, gut feeling, heuristics, unconscious thought, anticipation

References

Balasubramanian, K. & Ragavan, N.A. (2019): What are the key challenges faced by the Malaysian hospitality and tourism industry in the context of industrial revolution 4.0? Worldwide Hospitality and Tourism Themes, Emerald Publishing Limited.

Balasubramanian, K., Balraj, A. & Kumar, J. (2015): Customer preference's to select a restaurant through smart phone applications: an exploratory study, in: Journal Advanced Science Letters, Volume 21, Issue 5, pp. 1489-1493, American Scientific Publishers

Betsch, C. (2004): [Preference for intuition and deliberation (PID): An inventory for assessing affect- and cognition-based decision-making]. Zeitschrift für Differentielle und Diagnostische Psychologie (25), pp. 179–197.

Launer, M. & Çetin, F. (2021): Basic Constructs of digital trust Model in the Workplace: Testing the validity and reliability of an instrument from a multicultural sample, in press.

Launer, M., Svenson, F., Ohler, D.; Ferwagner, M. & Meyer, J. (2020a): Rationalität, Heuristik, Intuition, Bauchgefühl & Antizipation (RHIBA), in: Suderburger Arbeitspapiere für Handel & Logistik Arbeitspapier Nr. 10, EFRE-Forschungsprojekt ZW6-85024044 (RHIA), November 2020.

Launer, M., Svenson, F., Ohler, D.; Ferwagner, M. & Meyer, J. (2020b): Intuition - Different Intuition Types for different Job / Industry Types, in: Conference Presentation: 4th Ostfalia Service Management Congress, Suderburg.

Launer, M., Marcial, D. & Gaumann, C. (2020): Test-retest Reliability and Internal Consistency of the Survey Questionnaire on Digital Trust and Intuition in the Workplace, in: Preprint in ResearchGate.net

Marcial, D & Launer, M. (2021): Test-retest Reliability and Internal Consistency of the Survey Questionnaire on Digital Trust in the Workplace, in: Solid State Technology, Vol. 64 No. 2 (2021), pp. 4369 – 4381

Marcial, D. & Launer, M. (2019): Towards the Measurement of Digital Trust in the Workplace: A Proposed Framework, in: International Journal of Scientific Engineering and Science (IJSES), Vol. 3, 12, pp. 1-7.

Svenson, F., Chaudhuri, H.R., Das, A. & Launer, M. (2020): Decision-making style and trusting stance at the workplace: a socio-cultural approach, Communities in New Media: From Hybrid Realities to Hybrid Communities - Proceedings of 23rd Conference GeNeMe, pp. 217–225, Dresden.

Svenson, F., Steffen, B., Harteis, C. & Launer, M. (2021): Before Virtuous Practice. Sector-specific preferences for intuition and deliberation in decision-making, [Preprint], available: https://www.researchgate.net/publication/351301592_Before_Virtuous_Practice_Sector-specific_preferences_for_intuition_and_deliberation_in_decision-making

Turkish Start-Ups Challenges: Evaluation in Terms of Intellectual Property Rights

Ugur Gursad Yalciner[1] and Ali Riza Koker[2]

[1]Graduate School of Social Sciences
Middle East Technical University, Turkey

[2]Department of Patents
Turkish Patent and Trademark Office, Turkey

Abstract

An entrepreneur is a person who perceives new economic opportunities, creates new opportunities, puts his ideas to the market, makes decisions about the location, formation and allocation of resources and businesses, taking into account uncertainty and other obstacles, individually or in a team, inside or outside of existing organizations (Wennekers & Thurik, 1999). Entrepreneurship plays an active role in revealing the technologies required for the development. From this perspective, it is possible to say that the entrepreneurship process encourages economic growth by bringing along innovative processes. Increasing integration with globalization and the emergence of new technologies have made the issue of entrepreneurship and innovation become more and more important in development strategies as a major tool for gaining competitive advantage. Successful entrepreneurship activities are highly functional in creating employment in the country, accelerating economic growth, emerging new industries, and in the process of change and development of the society. When considering entrepreneurship, we generally come up with the word “start-up”, a concept used for companies starting a new venture. Start-up is a term that has been used in the business world since the beginning of the 2000s to identify promising companies that start operating with specific growth intentions for developing a new idea, service or invention. Start-ups are completely innovative business ideas or significantly improved existing ones. In its general definition, these structures are created to find a scalable and repeatable business model aiming to dominate the global market by showing rapid growth (Sahin, 2018). Such technological initiatives seek a wide variety of investors to make a quick impact in the targeted market, to hold on to the market they enter, and to spread their products or services rapidly. To follow technological advances for keeping up with the global competitive environment, they develop new production methods, new processes and new products. However, it is very important to enter a market at the right time with the right strategy because of the uncertainty and risks in the environment in that start-up takes place. Although bigger or established organizations may rely on well-embedded routines, there is a requirement for startups to first create and maintain them. According to Dyllick and Muff (2016), sustainable startups place value not only on reducing their possible harmful effects on the environment and society but also on seeking a way to deliver additional meaningful and positive impacts. Value creation is required to realize sustainability in companies and organizations and in the way that they conduct their business. Besides, it is also very difficult to reach financing sources and investors for start-ups. They are considered more vulnerable than established organizations since they have fewer resources with which to withstand existence-threatening crises or to ensure everyday business (Haase & Eberl, 2019). Therefore, it is possible to say that entrepreneurs might face many challenges while starting and doing their business. These challenges make it difficult to mobilize and leverage the necessary resources to

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

innovate. However, rather than financial concerns or organizational / human resource challenges, this study aims to deal with product and market-related challenges such as obstacles and/or imitation risks.

On the other hand, in the light of today's "knowledge-based economy", companies' efforts to maintain and increase their competitiveness are focused on investing heavily in their intellectual capital, due to its important role to provide o provide a sustainable competitive advantage. (Bogner & Bansal, 2007). Intellectual capital is essentially the information that can be transformed into processes and activities that can create wealth for businesses or institutions (Chase, 1997). Although it may take a very long time and great costs to create, once uncovered, innovations can be easily copied. Unless protection is provided for these innovations, they will not provide an advantage to their owner, and therefore there will be no meaning and incentive to invest. As a result, intellectual property rights are considered as a helpful tool for protecting the owners' intellectual creations against imitation by others. Therefore, one might think that the start-ups need to protect all of their ideas and implementation of their ideas by any one or more intellectual property rights. In addition, considering that the rivals might have such rights, it would be important to get around it without getting trapped. Otherwise, it is possible to come up with legal restrictions or compensation due to the unauthorized use of somebody else's intellectual property rights. In this study, it is aimed to investigate the challenges of start-ups in terms of intellectual property rights. This study was carried out using the semi structured interview method with the founders of 12 startups which are established within last 2 years, located in the Middle East Technical University Techno Park in Ankara, Turkey. Due to Covid – 19 pandemic, instead of face to face interview, 40-50 minutes zoom interviews were held with the participants, and the interview data of all participants were recorded with their permission. The interviews were based on an interview guide with open-ended questions. Each interview followed a semi-structured script with questions on the following four topics: i) general thoughts about IP rights, ii) their ownership of IP rights, iii) experiences about IP related issues, and iv) IP strategies. The results of the interviews can be summarized as below:

- IP rights are seen as complex and expensive issue. Due to lack of deep knowledge about IP rights, there is no tendency to benefit from IP rights.
- Main IP strategies of companies are defensive strategies i.e. based on avoiding infringement of others' copyrights. To do this either licensed or open source software's are used.

The results shows that other IP rights other than copyrights are ignored and the startups have no active IP strategies. These situation brings several risks such as; i) they may face with legal issues due to others patents or registered designs and ii) they may not enjoy financially from their projects since there is no barrier for imitation due to lack of active protection strategies. Since these are important issues for competitive advantage and survival, the life span of startups may be adversely affected.

Keywords: startups, entrepreneurship, innovation, IP rights, patents, copyrights

References

Bogner, W. C., & Bansal, P. (2007). Knowledge management as the basis of sustained high performance. Journal of Management Studies, 44(1), 165-188.

Chase, R. L. (1997). Knowledge management benchmarks, Journal of Knowledge Management, Vol. 1(1), 83-92.

Dyllick, T. & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. Organ. Environ. 29 (2), 156-174

Haase, A., & Eberl, P. (2019). The challenges of routinizing for building resilient startups. Journal of Small Business Management, 57(2), 579-597

Şahin B. (2018), Pazar odaklılık bileşenlerinin firma performansına etkileri: Ankara'da faaliyet gösteren startuplar üzerine bir uygulama, BMIJ, 6(2), 675-693

Wennekers, S., & Thurik, R. (1999). Linking Entrepreneurship and Economic Growth. Small Business Economics (13), 27-55.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Defining Customer Satisfaction for E-Services Focusing on E-Banking

George N. Paltayian, Styliani Xanthopouloui, Eftychia Kessopoulou, Andreas C. Georgiou, and Katerina D. Gotzamani

Department of Business Administration
University of Macedonia, Greece

Abstract

This study aims to measure customer satisfaction by employing a SERVQUAL-type tool, Parasuraman et al. (1985, 1988). The instrument was modified to be able to receive and analyze customer judgments in a more direct manner regarding the importance of different service quality dimensions that affect satisfaction. The instrument was tested and validated in a case study from the Greek banking sector and can provide insights for the dimensions of service quality that customers deem important, so as to enable banks to meet customer needs and create new ones. The results of the case under study showed that the e-banking customer satisfaction measurement tool, includes three dimensions, namely, "Performability", "Responsiveness", and "Assurance. The main contribution of our research focuses on the proposal of a framework for measuring customer satisfaction with the use of SERVQUAL approach, which supports e-businesses for improving decision making policy regarding their customer based services. In addition, e- services providers based on this framework can improve e-customer experience and at the same time may support decision makers' efforts to retain satisfied customers or gain new customers from competitors. The rapid technology evolution has led corporations and businesses to adopt new approaches in servicing or offering products to their customers. Based on these trends sectors such as e-services and e-commerce in general, build a variety of distribution channels for customer satisfaction (De Ruyter et al., 2001; Tandon et al., 2017; Haq and Awan, 2020). In this respect, providers of e-services attempt to use new methodologies to measure customer satisfaction. These service providers, in their efforts to create a competitive advantage they assess the levels of e-service quality to understand the extent to which customers are satisfied. The relationship between service quality and customer satisfaction has been under examination in the literature, since there are differences (Rust and Oliver, 1994; Taylor and Baker, 1994; Yilmaz et al. 2018; Rita et al., 2019) and correlations (Kumbhar, 2011; Afthanorhan et al., 2019).

Studies in various service sectors advanced our understanding about the dimensions of service quality and customer satisfaction (Chumpitaz & Paparoidamis, 2004; Lewis, 1991; Pantouvakis, 2013; Hapsari et al., 2017). The constructs vary on how expectations and perceptions are employed in each case and on the specificity and number of attributes they encompass (Taylor and Baker, 1994).Expectations for the quality of service relate to ideal conceptions, whereas satisfaction could be defined on non-qualitative terms. By reviewing the literature on the banking sector we conclude that indirect methods are commonly used to estimate customer satisfaction. Researchers seem to be interested in investigating the relationship between customer satisfaction and service quality mainly by developing and testing hypotheses linking the two constructs, based on customer judgments. Thus, there is a gap in the literature of customer satisfaction regarding a tool that receives and analyzes judgments based on a combination of direct and indirect methods. We address this gap by employing the SERVQUAL tool in a novel way and by altering the questions so as to directly ask respondents about the importance of different service quality dimensions that

affect their satisfaction. The main characteristic of this SERVQUAL tool is that its questions were translated in satisfaction terms, producing a hybrid form that employs all dimensions of SERVQUAL (Table 1). In the survey a total of 233 questionnaires were received. Since the survey questions were derived from an extensive literature review and they were pre-tested, the measures were generally considered to have content validity and reliability. Exploratory factor analysis was used to reduce the total number of items into underlying factors. The objective of CFA is to test whether the data fits a hypothesized measurement model. Finally, statistics tests like Tucker Lewisindex (TLI), comparative fit index (CFI), and root mean square of error approximation (RMSEA) were selected in order to test model fit (Gerbing and Anderson, 1988).

Table 1: Questionnaire Structure

Section	Description	Measurement Scale
A	Tangibles	5-point Likert scale, using: 1=strongly disagree to 5= strongly agree
B	Reliability	5-point Likert scale, using: 1=strongly disagree to 5= strongly agree
C	Assurance	5-point Likert scale, using: 1=strongly disagree to 5= strongly agree
D	Responsiveness	5-point Likert scale, using: 1=strongly disagree to 5= strongly agree

CFA results showed that the fit indices values were CFI= 0.948, TLI=0.937, SRMR=0.0553, and RMSEA=0.0908. These results are indicative of good model fit. Moreover, factor 1 includes items of Tangibles and Reliability dimension. A focus group of experienced professionals characterized this factor as “Performability” due to the fact that it includes dimensions of usability, such as easy to learn, engaging, effectiveness and efficiency. In addition factor 2 aligned with the dimension of “Responsiveness” and factor 3 with the dimension of “Assurance” (Table 2).

Table2: The Description of Factor Loading

Factor	Indicator
Performability	Online services satisfaction
	Website satisfaction
	E-transaction effectiveness
	Reliable of e-services
	Access hour
	Ease of use
	Efficiency of e-transaction
Responsiveness	Employees willingness
	Support to the users
	Problems solutions
	Employee Knowledge
Assurance	protection of personal data and privacy
	Security of transactions
	Satisfaction of security level

Consequently, the e-banking customer satisfaction measurement tool, includes three dimensions, namely, “Performability”, “Responsiveness”, and “Assurance”. As mentioned earlier, the dimension of “Performability” combines aspects of “Reliability” and “Tangibles”. Finally, the dimension of “Empathy” is disregarded due to low loadings. This seems to make sense because this dimension requires human interaction, something that e-service lacks. A limitation of this

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

study is the Greek context which reduces the generalizability of these findings. Therefore, further research could be pursued in the direction of generalizing the results in broader e-service sectors.

Keywords: e-services, customer satisfaction, SERVQUAL, e-banking

References

Afthanorhan, A., Awang, Z., Rashid, N., Foziah, H., & Ghazali, P. (2019). Assessing the effects of service quality on customer satisfaction. Management Science Letters, 9(1), 13-24.

Chumpitaz, R., &Paparoidamis, N. G. (2004). Service quality and marketing performance in business-to-business markets: exploring the mediating role of client satisfaction. Managing service quality: An international journal, 14(2/3), 235-248.

De Ruyter, K., Wetzels, M., &Kleijnen, M. (2001). Customer adoption of e-service: an experimental study. International journal of service industry management, 12(2), 184-207.

Gerbing, D. W., & Anderson, J. C. (1988). An updated paradigm for scale development incorporating unidimensionality and its assessment. Journal of marketing research, 25(2), 186-192.

Haq, I. U. and Awan, T. M. (2020), "Impact of e-banking service quality on e-loyalty in pandemic times through interplay of e-satisfaction" Vilakshan–XIMB Journal of Management, Vol. 17 No. 1, pp. 39-55.

Hapsari, R., Clemes, M. D., & Dean, D. (2017). The impact of service quality, customer engagement and selected marketing constructs on airline passenger loyalty. International Journal of Quality and Service Sciences.

Kumbhar, V. M. (2011). Factors affecting the customer satisfaction in e-banking: Some evidences form Indian banks. Management research & practice, 3(4), 1-14.

Lewis, B. R. (1991). Service quality: an international comparison of bank customers' expectations and perceptions. Journal of marketing management, 7(1), 47-62.

Pantouvakis, A. (2013). The moderating role of nationality on the satisfaction loyalty link: evidence from the tourism industry. Total quality management & business excellence, 24(9-10), 1174-1187.

Parasuraman, A., Zeithaml, V. A., & Berry, L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. Journal of retailing, 64(1), 12-40.

Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1985). A conceptual model of service quality and its implications for future research. Journal of marketing, 49(4), 41-50.

Rita, P., Oliveira, T., & Farisa, A. (2019). The impact of e-service quality and customer satisfaction on customer behavior in online shopping. Heliyon, 5(10), e02690.

Rust, R. T., & Oliver, R. L. (1994). Service quality: Insights and managerial implications from the frontier. In R. T. Rust & R. L. Oliver (Eds.), Service quality: New directions in theory and practice (pp. 1-19). Sage Publications Inc.

Tandon, U., Kiran, R., & Sah, A. N. (2017). Customer satisfaction as mediator between website service quality and repurchase intention: An emerging economy case. Service Science, 9(2), 106-120.

Taylor, S. A., & Baker, T. L. (1994). An assessment of the relationship between service quality and customer satisfaction in the formation of consumers' purchase intentions. Journal of retailing, 70(2), 163-178.

Yilmaz, V., Ari, E., & Gürbüz, H. (2018). Investigating the relationship between service quality dimensions, customer satisfaction and loyalty in Turkish banking sector: An application of structural equation model. International Journal of Bank Marketing.

Innovation Performance as the Driving Force for Medium Enterprise in Malaysia

Abasiti Victor Abraham and Rashidah Mohamad Ibrahim

Faculty of Economics & Management Science
University Sultan Zainal Abidin, Gong Badak, Malaysia

Abstract

Innovation is known as the workforce of better solutions that meet new requirements and the fast growing user demand in various discipline, it is as well known to create strong impact towards organizational capabilities and performance. It is generally a firm's tendency and ability to innovate while Innovation performance is an ongoing process necessary for an organization to succeed throughout its business operations to further enhance growth. Currently, medium enterprise has been enduring many challenges that have reduced their capability, sustainability and growth which resulted in reduced medium enterprise contribution towards employment and Gross Domestic Product (GDP) to Malaysia economy. The challenges that hinder innovations among medium enterprise are lack of capital, short of skilled staff and raw materials, inadequate training, inadequate empowerment, unwillingness to take risk, faced with stiff market competition and knowledge constraints. Coronavirus disease (COVID-19) outbreak is the latest world tragedy that have affected all sectors in economy. The onset of the COVID-19 pandemic and the enforcement of the Movement Control Order (MCO) in Malaysia resulted in an unprecedented slump in economic activity. The MCO mandated the temporary closure of businesses, non-essential businesses and prohibited mass movements nationwide. Within a week, 70% of enterprise reported a 50% drop in business. Major hurdles of the Coronavirus outbreak are cash flow problems, closure of operation, laying off workers, retrenchment and diluted firms' capacity for future expansion. Changes of business strategies, operations and business conduct, as well as pressures to search for new sources and opportunities for redevelopment are recognize as crucial survival challenges for most medium enterprises, all of which have affected their innovation performance. The severity of the COVID-19 impact on business is unprecedented. Businesses need to cooperate with the Government to continue operations and carry on economic activities. At the same time, there is an increasing demand for improving technological innovation capabilities to connect enterprises, customers as well as supply chain network, which has speeded up the digitalization of the world, and Malaysia should not be left behind. Thus, medium enterprise needs to strengthen and overcome these challenges by taking on changes or modifying their business operations through innovation with tools to enable new ways of working so to ensure business survival and to remain competitive. Due to medium enterprise significant contribution to employment and Malaysia's GDP, this study is undertaken to investigate the relationship between (a) Empowerment towards innovation performance. (b) Training towards innovation performance. (c) Risk taking towards innovation performance. (d) Empowerment towards risk taking. (e) Training towards risk taking among medium enterprise in Peninsular Malaysia with risk taking as the mediator. The research approach used in this study is the deductive approach. This study adopts a quantitative and cross-sectional research design with medium enterprises workforce in Peninsular Malaysia working in three sectors namely services, manufacturing and construction sector as the sample population. These three sectors are considered appropriate for the following reasons – firstly, there are among the major contributors to the economy. Secondly, these sectors are the most susceptible to globalization and they are high in innovation and thirdly sectors from agriculture and mining and quarrying are small in percentage as compared to the other three sectors. Cluster sampling is applied in selecting the respondents due to the large number of medium-sized enterprises spread extensively across the states and 500 self-administration structured

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

questionnaire was collected to establish the innovation practice within the Malaysian medium enterprise. This self-administered well defined questionnaire are distributed to the respondents in these sectors after conducting pre-test and pilot test. After undertaking data cleaning and normality testing, 413 questionnaires are fit for analysis with 82.6% response rate. Statistical Package for Social Science (SPSS 25) and Structural Equation Modelling (SEM)-AMOS (24) are utilized for statistical analysis of the data in the research study. Confirmatory Factor Analysis is conducted to assess fitness indexes, validity and reliability of the constructs and Structural Equation Modelling (SEM) is used to test seven hypothesis. Hypothesis testing revealed that the seven hypothesis are supported with empowerment, training and risk taking have significant impact on innovation performance while training and where empowerment have the ability to exert impact of risk taking. In addition, the mediating role of risk taking is able to influence the relationship between training and innovation performance as well as between empowerment and innovation performance. These findings are useful and can act as a guideline for owners and management of medium enterprise to focus in providing training to improve employees' knowledge, skill and ability, adequately provide empowerment to the workforce and exercise reasonably risk taking so as to invoke the much needed innovation performance in their respective sectors. In order for the medium enterprise in Malaysia to overcome the current situation of their challenges, a drastic change and acceptance of innovation practice as the vital tool in modern day business doing by policy makers and medium enterprise firms is needed to be recognized. Hence, with the improvement in innovation performance, these SMEs will be able to gain competitive position and resume their important contribution towards increasing employment figures and to boost GDP in Malaysia. Likewise, the government and its related agencies should formulate policies by utilizing these research results to further support the medium enterprise in their effort to spur the Malaysia economic development. In conclusion, this paper add to the knowledge and the familiarity about the current issues relating to the medium enterprise in Malaysia. It is important to conduct further studies on how medium sized firm's makes choices on how to undertake innovation practice before actually implementing it, as this enhances their business growth performance and the Malaysian economy. Even though the study was designed to enable the researcher collect accurate and authentic data that can be used to make some inferences, it was however subjected to limitations. First, this study is confined to Peninsular Malaysia: Northern Region (Perak), East Coast Region (Pahang), Central Region (Selangor,), and Southern Region (Johor). Thus, the findings from this research cannot be generalized. Therefore, in the future population more area need to be applied in the study. Second, there are five sectors in Malaysia medium enterprise but this study was limited to three sectors selected for this study which included services, manufacturing and construction. These three sectors were selected for the reason that they are most important sectors that contributed significantly to the GDP of Malaysia. Third, the study was limited to variables being studied although there are other variables that can impact/affect innovation performance among medium enterprise in Malaysia. Thus, this study only focuses on four variables (empowerment, training, risk taking and innovative performance) that are deemed significant.

Keywords: empowerment, training, risk taking, innovative performance

Acknowledgements

I would like to thank Amadi Chukwuemena Cyprian for his support in this research, especially my supervisor Dr Rashidah Mohamad Ibrahim.

Disentangling the Value Creation Network With a Fuzzy Approach: The Case of Airlines

Francisco J. Navarro-Meneses

Faculty of Social Science
University Nebrija, Spain

Abstract

In times of uncertainty like the present, value creation is a critical success factor that determines service firms' competitive capacity and their ability to survive. Notwithstanding its importance, value creation usually becomes a fuzzy concept that is difficult to grasp and operationalize, especially when we try to incorporate increasingly complex elements to its analysis. Understanding the value creation process in a more realistic way and providing the foundation for a practical analytical framework and decision tool that helps managers anticipate performance, is the goal of this article. Implications for value practitioners are discussed using airlines as a testbed. For researchers, novel data and methodological inroads are offered that address value creation within a complex adaptive system perspective. Fuzzy Cognitive Maps prove to be a viable computational method to model and simulate real-life business scenarios. For managers, this article raises awareness of the need to incorporate a complexity mindset into value creation analysis and smooths the transition to value-based decision support tools. A joint research agenda for scholars and managers is recommended.

Keywords: value network, fuzzy cognitive maps, modeling, decision-making, airlines

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Impact of Servant Leadership on Knowledge Sharing on the Lebanese ICT Sector

Fadi Bou Reslan[1] and Garanti Zanete[2]

[1]Business Administration
Cyprus International University, Cyprus

[2]Research Department
City Unity College Nicosia, Cyprus

Abstract

The unlimited acceleration at the beginning of the new millennium has led to a new trend in global economic organizations, educational, academic, and security institutions. It aims to abandon the traditional leadership style concept based on hierarchy, guardianship, and status authority in adopting new leadership styles which encourages the work in a collaborative group, participation in decision-making, attention to subordinates, and the promotion of their development, all within a human ethical framework to perform simultaneously. It was not surprising that servant leadership has emerged as a new pattern of leading with its origin as a way of life that a servant leader wants to serve first (Greenleaf, 1977 p.14). Although, servant leadership as an effective leadership pattern and a legitimate contemporary organizational leadership theory encourage individuals to balance their lives between exercising leadership and serving others. It urges leaders that their priority is to serve their followers by putting subordinates' needs before their own needs. Relatedness, servant leadership increases trust in their subordinates and can positively affect knowledge sharing among employees.

Servant leadership provides the necessary circumstances to liberate employees' potential to be initiative and creative (Chiniara and Bentein, 2015). In general, employees take a variety of actions to share knowledge in order to achieve objectives. Scholars have focused on linking collectivism with knowledge-sharing behavior but have not reached that relationship.

Leaders' nationality and cultural background need to be considered (Hamilton & Bean, 2005). From Geert Hofstede (1980), several cross-cultural research types were conducted on bridging leadership and culture. Consequently, various conceptualizations of cross-cultural equivalence of servant leadership have been tested over the last decade. Correspondingly, individualism and collectivism, in other words, the cultures of "ego" and "we" have a significant influence on the leadership style (Kinicki & Kreitner, 2008). For Liden (2012), there is a lack of studies that focus on leadership concepts and practices in different countries. According to Hofstede's (2001) model, regions in Asia were more widely chosen, whereas Lebanon with a score in this dimension (40), suggesting that Lebanon is considered a collectivist society, which is characterized by a high commitment to the family, the extended family, and relationships. Historically, Western Asia has been chronically understudied for a variety of historical and political reasons.

Remarkably, leadership studies that demonstrate the discrepancy between western leadership theories and non-western leadership theories are still scarce, except (House et al., 2004; Walumbwa et al.,2010; Sendjaya & Pekerti, 2010; Hu & Liden, 2011; Öner, 2012; Choudhary et al., 2013; Van Dierendonck et al., 2017). Some people live in predominantly individual-oriented social systems, others in more collective-oriented ones (Triandis, 1995). According to the person's or culture's situation, one can be collectivist or individualist (Triandis, 1995; Gouveia et al., 2003). Contemporaneously, Van Dierendonck (2011) suggested that individualism versus collectivism, as an implication of their residents' cultural dimensions, can have an effective influence on servant leadership (Gelfand et al., 2004). Collectivism has its historical roots in the Middle East, in Islamic societies and practices (Markus et al., 1997) which rely on traditional ethics and a law structure based on traditions and religion.

According to the IDAL (2020), the Information and Communication Technology (ICT) sector is recognized as a critical driving force for Lebanon's economy and has witnessed considerable government attention over the last decade. The Lebanese ICT sector, supported with robust and low-cost human capital, is influenced robustly by knowledge and creativity. Sharing knowledge among employees is seen as an interactive process and crucial for firm growth and flourish. As a fast-growing sector in Lebanon, the ICT sector encompasses 550 companies reached around USD 1.1 billion of Lebanon's GDP accounting for 2.1% of the Lebanese GDP. Furthermore, Lebanon is rising as a head exporter of software development and services in the Arab and MENA region. The performance of the Lebanese ICT enterprises depends mainly on their leaders. Few researchers have studied servant leadership in some industries in Lebanon (Harb et al., 2021). This study investigates how servant leadership participates in knowledge sharing (KS) among employees in the Lebanese Information and Communication Technology sector. The purpose of this study is to rate the performance in terms of knowledge sharing to the prevailing organizational climate in their enterprises from employees' point of view and by using Hofstede's framework.

This study's target population consisted of various employees working in Lebanon's Information and Communication Technology companies; those companies are members of the Syndicate of Computer Sciences in Lebanon (SCSL). The sample was drawn from the population of the study by using the convenience sampling method. This study sample as an efficient method was set out based on cost, effort, and time to access the respondents. The servant leadership was measured using the 7-item global servant leadership scale (SL-7) adapted from Liden et al. (2015). Knowledge sharing intentions were measured using two dimensions: knowledge donation and knowledge collection based on Van de Hooff and Hendrix's (2004) study. The hypothesis predicts a correlation between the servant leadership dimension and Knowledge sharing intentions. HR Management of ICT companies was contacted via an email describing the study's purpose and data collection method. We got initial approval from 27 ICT companies, but 18 companies have participated. Procedural remedies outlined by Podsakoff et al. (2003) were adopted to reduce the effects of common method biases via the design of the study's procedures:

We counterbalanced the order of the questions. The mixing of scales and the time lagging makes it difficult for a respondent to observe the relationship between questions. Also, our measures were taken at different times and places. We used Survey Monkey, which usually provides full privacy for the respondents. In total, we received 453 responses from ICT employees, and after excluding the non-Lebanese originality and cases with missing data, 380 final responses were accepted as valid yielding, a response rate of 83%. According to Wolf et al. (2013), the sample size was assessed as an appropriate sample size for testing such a model with structural equation modeling. Out of the 380 Lebanese respondents, most respondents consisted of male employees, 246 (65 percent), while 134 (35%) were female. The majority of the sample was single 212(56%), followed by those married 159 (42%), and those divorced 9(2%). Regards age, 182 (48%) were between 26

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

and 35, 115 (30%) reported above 35 years, and the rest, 83(22%), were between the ages of 18 and 25. Regarding the educational level, 192 (50%) had a bachelor's degree, while 155(41%) had a master's degree, 18 (5%) had a doctorate, and the rest 15(4%) had a high school degree. They have held their current position for 1 to 5 years 131(34%), 106 (28%) for 6 to10 years, 76 (20%) for 11 to 15years, and 67 (18%) for over 15 years. The respondents 165(43.5%) had an average annual income less than 24000 U.S. Dollars, 146 (38.5%) between 24000 and 48000 U.S. Dollars, 53(14%) between 48000 and 75000 U.S. Dollars, and 16 (4%) had an average annual income above 75000 U.S. Dollars.

The data was analyzed using the variance-based partial least square structural equation modeling using the 3.0 of the SmartPLS software (Ringle et al., 2005). We used the PLS-SEM in this study as an ideal effective method when the accurate result is derived (Cheah et al., 2019), where non-normal data distribution (Hair et al., 2011; Flecha-Ortíz et al., 2017) and does not require a large sample size (Henseler et al., 2016). PLS-SEM is also useful when the theories were tested from a prediction perspective and when various scaling techniques were used to measure items (Hair et al., 2018). Moreover, it is a tool widely used in recently published human resource management (Matić et al., 2017). The guidelines procedure suggested by Hair et al., 2017 was conducted to interpret data. We start the empirical analysis by examining the convergent and discriminate validity (Hair et al., 2019). The factor loadings scores (λ) for all constructs in the administered questionnaire were above 0.5 as suggested by (Bagozzi and Yi 1988; Hulland, 1999; Truong and McColl,2011, Hair et al., 2017). The factor loadings were higher than the suggested threshold of 0.7 (Hair et al., 2017) except for five items score SL1, SL3, SL7, JOB7. The reliability indicator was evaluated by examining the composite reliability, Cronbach's alpha, and rho_A values. We observed that all composite reliability measures vary between 0.884 and 0.938, above the recommended value of 0.6 (Lawson-Body & Limayem, 2004). Cronbach's alpha values vary between 0.881 and 0.939, exceeding the threshold of 0.70 (Hair et al., 2010). Thus we conclude that the reliability criterion is matched.

Finally, convergent validity was assessed by examining the average variance extracted (AVE). The AVE value varies between 0.524 and 0.657, which is higher than 0.50, demonstrating that convergent validity is corroborated (Xue et al., 2011; Hair et al., 2017). Next, we ascertain the discriminant validity to detect a significant variance between variables that could have the same meaning by using the Fornell-Larcker criterion (Fornell and Larcker, 1981) and the HTMT ratio (Henseler et al., 2016). The square root of each constructs' AVE is higher than its correlations with other latent constructs, while all the heterotrait-monotrait ratios (HTMT) are below 0.85, therefore acceptable (Hair et al., 2018; Franke and Sarstedt, 2019). Finally, to access the incidence of collinearity and multicollinearity, we used assessment of inner VIF values of 1.305, which is lower than 3.3 suggested by Kock (2015), and indicates that the model is not contaminated with common method bias. To sum up, we conclude that scale reliability, convergent and discriminant validity have been established. Overall, the PLS predict analysis yielded the coefficient of determination R2 indicates the model in-sample explanatory power. An examination of the R2 suggested that the model's predictive power is acceptable, with R2 values range from 0.23 to 0.34 above the recommended value of 0.10 (Falk & Miller, 1992). Another frequently used metric to assess the model's predictive quality is the Q2 value. Since the Q2 values of each of the constructs are all greater than zero, they range from 0.11 to 0.198 ($Q2 > 0$). Q2 values for each of the constructs show medium predictive accuracy of the PLS path model (Hair et al., 2014).

The conclusion showed that the degree of practicing servant leadership (SL) by ICT enterprises in Lebanon does have an impact on employee knowledge sharing behavior (KSB) was significant and received empirical support ($\beta = .073$, $\rho < .00$). Therefore, we can conclude that new approaches to leadership that emphasize collective behavior and lead by example also positively impact the organization's employees who are willing to share the knowledge due to that work environment and atmosphere.

Keywords: servant leadership, knowledge sharing, ICT

References

Bagozzi, R.P., & Yi, Y. (1988). On the evaluation of structural equation models. Journal of the Academy of Marketing Science, 16(1), 74–94

Cheah, J., Amran, A., & Yahya, S. (2019). External oriented resources and social enterprises' performance: The dominant mediating role of formal business planning. Journal of Cleaner Production, 236, 117693.

Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. The Leadership Quarterly, 27(1), 124-141.

Choudhary, A. I., Akhtar, S. A., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. Journal of business ethics, 116(2), 433-440.

Falk, R. F., & Miller, N. B. (1992). A primer for soft modeling. University of Akron Press.

Flecha-Ortíz, J., Santos-Corrada, M., Dones-González, V., López-González, E., & Vega, A. (2019). Millennials & Snapchat: Self-expression through its use and its influence on purchase motivation. Journal of Business Research.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. Journal of marketing research, 18(1), 39-50.

Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. Internet Research.

Gelfand, M. J., Bhawuk, D. P., Nishii, L. H., & Bechtold, D. J. (2004). Individualism and collectivism. Culture, leadership, and organizations: The GLOBE study of, 62, 437-512.

Gouveia, V. V., Clemente, M., & Espinosa, P. (2003). The horizontal and vertical attributes of individualism and collectivism in a Spanish population. The Journal of Social Psychology, 143(1), 43-63.

Greenleaf, R. (1977). Servant Leadership. New York: Paulist Press.

Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM). European business review, 26 (2), 106-121.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2010). Multivariate data analysis Upper Saddle River: Pearson Prentice Hall. Links.

Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. Journal of the Academy of Marketing Science, 45(5), 616-632.

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. Journal of Marketing theory and Practice, 19(2), 139-152.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31 (1), 2-24.

Hamilton, F., & Bean, C. J. (2005). The importance of context, beliefs and values in leadership development. Business Ethics: A European Review, 14(4), 336-347.

Harb, B., Hachem, B., & Hamdan, H. (2021). Public servants' perception of leadership style and its impact on organizational commitment. Problems and Perspectives in Management, 18(4), 319.

Henseler, J., Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: updated guidelines. Industrial management & data systems,116(1), 2–20.

Hofstede G. (1980). Culture's Consequences. Sage: Beverly Hills, CA.

Hofstede, G. (2001). Culture's consequences: Comparing values, behaviors, institutions and organizations across nations. Sage publications.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., & Gupta, V. (Eds.). (2004). Culture, leadership, and organizations: The GLOBE study of 62 societies. Sage publications.
Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. Journal of Applied psychology, 96(4), 851.
Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. Strategic management journal, 20(2), 195-204.
Investment Development Authority of Lebanon - IDAL www.investinlebanon.gov.lb
Kinicki, A., & Kreitner, R. (2008). Organizational behavior. International Edition.
Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. International Journal of e-Collaboration (ijec), 11(4), 1-10.
Lawson-Body, A., & Limayem, M. (2004). The impact of customer relationship management on customer loyalty: The moderating role of web site characteristics. Journal of Computer-Mediated Communication, 9(4), JCMC944.
Liden, R. C. (2012). Leadership research in Asia: A brief assessment and suggestions for the future. Asia Pacific Journal of Management, 29(2), 205-212.
Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant leadership: Validation of a short form of the SL-28. The Leadership Quarterly, 26(2), 254-269.
Markus, H. R., Kitayama, S., & Heiman, R. J. (1997). Culture and “basic” psychological principles. In E. T. Higgins & A. W. Kruglanski (Eds.), Social psychology: Handbook of basic principles. New York: Guilford Press, 857-913.
Matić, D., Cabrilo, S., Grubić-Nešić, L., & Milić, B. (2017). Investigating the impact of organizational climate, motivational drivers, and empowering leadership on knowledge sharing. Knowledge Management Research & Practice, 15(3), 431-446.
Öner, Z. H. (2012). Servant leadership and paternalistic leadership styles in the Turkish business context. Leadership & Organization Development Journal, 33(3), 300-316.
Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. Journal of applied psychology, 88(5), 879.
Ringle, C.M., Wende, S. and Will, A. (2005). SmartPLS 2.0, University of Hamburg, Hamburg, available at: https://doi.org/citeulike-article-id:10083551
Sendjaya, S., & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations. Leadership & Organization Development Journal.
Triandis, H. C. (1995). Individualism and Collectivism (Boulder, CO: Westview).
Truong, Y., & McColl, R. (2011). Intrinsic motivations, self-esteem, and luxury goods consumption. Journal of Retailing and Consumer Services, 18(6), 555-561.
Van Den Hooff, B., & De Ridder, J. A. (2004). Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. Journal of knowledge management, 8 (6), 117-30.
Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. Journal of management, 37(4), 1228-1261.
Van Dierendonck, D., Sousa, M., Gunnarsdóttir, S., Bobbio, A., Hakanen, J., Pircher Verdorfer, A., ... & Rodriguez-Carvajal, R. (2017). The cross-cultural invariance of the servant leadership survey: A comparative study across eight countries. Administrative Sciences, 7(2), 8.
Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. Journal of applied psychology, 95(3), 517.
Wolf, E. J., Harrington, K. M., Clark, S. L., & Miller, M. W. (2013). Sample size requirements for structural equation models: An evaluation of power, bias, and solution propriety. Educational and psychological measurement, 73(6), 913-934.
Xue, Y., Bradley, J., & Liang, H. (2011). Team climate, empowering leadership, and knowledge sharing. Journal of knowledge management,15 (2): 299–312.

Emotional Regulation Strategies and Personal Initiative-Taking: The Role of Eustress

Juliet E. Ikhide and Oluwatobi A. Ogunmokun

Business Department
Eastern Mediterranean University, North Cyprus

Abstract

Given the landscape of the service industry and the emotional challenge service employees face, this study takes a novel approach to investigate the mediating effect of eustress on emotional regulation strategies (deep and surface acting), and personal initiative-taking behavior. This study expands and contributes to the literature by proposing and testing a research model that demonstrates how the detrimental cognitive and physical effect of emotional labor can be managed. Through a positive appraisal and experience of work stressors, service employee can counter the negative impact emotional labor has on initiative-taking. Data was collected through web-based/email survey from a sample of service employees' in the media sector. The results, supported by the JD-R theoretical framework shows very interesting findings that can help service employee deal with psychological resource loss, and enhance personal initiative-taking behaviors. Theoretical and practical implications of the findings are discussed, alongside suggestions for future studies.

Keywords: positive stress, service employees, cognitive resources, surface acting, deep acting

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Vespa: The Story of a Factory Becoming a Symbol of a Country From Its Resurrection

Ebru Ozer Topaloglu[1] and Murat Topaloglu[2]

[1]Faculty of Applied Sciences
Necmettin Erbakan University, Turkey

[2]Faculty of Art and Design
Eskisehir Osmangazi University, Turkey

Abstract

Leadership has been one of the main topics for management research and has always been up to date. In this research, leadership will be viewed from a different perspective. A research has been built on leadership theories and leadership characteristics in management and what their reflection on the cinema. The case study of the research is the 2019 Italian film Enrico Piaggio - An Italian Dream. The film is inspired by a real life story about the birth of the world-famous Vespa brand created by the Piaggio firm. In this research, the leadership characteristics of the main character, Enrico Piaggio, were investigated through the film chosen as a case study and the subject was reviewed in the literature. After the literature review, the film was analyzed by two researchers. As a result of this literature review and analysis, it was determined that Enrico Piggio had transformational leadership characteristics and it was explained for reasons in the analysis part of the research. It has also been revealed how important a leader is for the birth and retention of a business and a brand. With this research, a different contribution was made to the leadership literature by conducting a multidisciplinary study.

Keywords: leadership, leadership theories, film analysis

Assessment of Industry 4.0 on Manufacturing Enterprises: Demographic Perspective

Ali Sukru Cetinkaya and M. Kemal Unsacar

Faculty of Economics and Administrative Sciences
Selcuk University, Turkey

Abstract

Industry 4.0, described as the new and advanced way of digitalization of the industries, that undoubtedly affects both businesses and the competitive environment. The preparations of the businesses to adapt this new era is vitally important in terms of competitiveness. In this perspective; this research study is aimed to examine the impact level of Industry 4.0 according to the demographic changes of manufacturing enterprises. The survey technique was used as a data collection tool and 387 valid surveys were obtained from the employees of the industrial enterprises in the city of Konya in Turkey. Theoretical model and hypotheses were tested by descriptive statistics and ANOVA tests applied for comparison of demographic differences.

Keywords: industry 4.0, manufacturing industry, demographic differences, industry 4.0 adoption

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

What Road Will You Choose? Theorizing Connections Between Social and Global Studies, Stories and Life Decisions

Catherine Broom

Okanagan College of Education
University of British Columbia Okanagan, Canada

Abstract

This paper explores self and society simultaneously through reflection and connections to the Social Sciences as a new way of conceptualizing Social and Global Studies. It argues that taking an approach to Social and Global Studies as the exploration of self in the world, using various Social Sciences as points of thought and insight, provides entrances to reflection on how we choose to live. Writing our "selves" into our exploration of Social and Global Studies connects to educational conceptions of these subjects as the study of people, and "people" is composed of each one of us. By studying ourselves, we study society locally and globally, and by studying society we study ourselves, gaining insights into how we can choose to be, or engage, in the world.

Keywords: narratives, social and global studies, self-study

Acumen of Dawdling Assimilation of English Language Among the Students

Shalini Sharma, Alka Thakur, and Aditi Goyal

University Institute of Liberal Arts and Humanities
Chandigarh University, India

Abstract

The best capability of humans that drives communication among individuals is speech which in a real sense makes effective communication possible and conveys complete and correct messages, without which humans will not be able to express themselves completely to others. Though different languages are being used by people around the world, for communication a common language is required. With the advent of globalization, the English language has been rated as the most commonly used International Language in different countries. The need for learning a language depends on its adaptability, productivity, utility, universality and socio-cultural background. One with good communication skills, thinks sound, enjoys self-esteem, dignity and gets respect in society, academia and profession. The aim of teaching English as a second language in every stream is to promote communicative English of the learners so that they can express or share their views and opinions comfortably with everyone. Thus, it is mandatory for all to learn and communicate in English. But students of non-native countries face many challenges while learning English as a second language. This study aims to find out the problems that the students encounter in speaking English and bring out recommendations and possible solutions to improve their English speaking skills. The population of the study consists of the students of MBA- BFE. The sample consists of (239) male and female students. The instrument includes 27 items divided into 4 domains. The results indicate that there are significant differences as to the variable of English language speaking to state, level of education and cultural background. As per the data surveys, the results show that the problems students encounter in speaking English are representation and recognition of the sounds or words they read or hear, interpreting the intended word meanings, grasping main ideas, unwillingness, shyness, fear of being judged by others, identifying and constructing good sentences, speaking clearly and frequent use of mother tongue while communicating with others. According to the result, one of the fundamental glitches encountered by students is confinement to their own social domain. The study reflects that both females and males face problems while conversing in English language.

Keywords: communication skills, sociocultural background, second language, speaking skills, social domain

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Ethnic Restaurant: Challenges in Staging Malay Restaurant in Malaysia

Farah Adibah Che Ishak and Nur Raudha Zulkifly

Faculty of Food Science and Technology
University Putra Malaysia, Malaysia

Abstract

The uniqueness of ethnic restaurants can be shown through their exterior and interior design, which portray the identity of a particular ethnicity. The management is somehow educating the diners through the ambiance. Nevertheless, Malay restaurants give less emphasis on the culture and heritage in its décor, showing the weak identity performance of the Malays. Thus, this research aims to explore the challenges in staging the ethnic restaurant ambiance. The data for this qualitative study was collected through interviews with the restaurant managers and analyzed using thematic analysis. Results uncover some challenges in staging the ethnic restaurant, including difficulty finding and maintaining cultural-related materials as well as high-priced materials.

Keywords: ethnic restaurant, Malay restaurant, ambiance, dining, challenge, culture

Marketing, E-Marketing, and Consumer Behavior

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Health Sector After COVID-19: Salt Thermal Facilities Example

Azize Serap Tuncer and Sinan Bulut

Faculty of Health Sciences
Cankiri Karatekin University, Turkey

Abstract

While the demand for more and better health care increases as a result of increasing life expectancy, the increasing awareness of “healthy living” has turned young and old to take interest in health care issues. When the booming world population is taken into context, the upwards trend of such profitability gains importance. In addition, tourism has expanded from visiting places of interest to concepts such as “culture tourism” and “health tourism”. Covid 19 pandemic has especially increased the importance of natural health therapy centers. In this study, after evaluating all these processes and examining their effects on cities, the role and importance of salt caves in health tourism will be discussed. Çankırı province, in the case of Turkey’s most important rock salt store, is the focal point of the study. Compared to other countries in the world with “cave haven countries”, there are approximately 40,000 caves in Turkey. However, the salt cave in Çankırı is the only example of its area. The study examines the necessity and possibility of expanding this capacity of the province and transforming the existing cave into therapeutic facilities, not only with its touristic function appealing to visitors. Its basic function is based on literature review, examination of official reports and handling the subject in comparison with examples from around the world. İt is based on the first data of an ongoing scientific research project.

Keywords: health, tourism, Cankırı, urbanization, halotherapy

Extending the Theory of Planned Behavior to Explain Intention to Use Online Food Delivery Services in the Context of COVID-19 Pandemic

Ahmed Chemseddine Bouarar, Smail Mouloudj, and Kamel Mouloudj

Faculty of Economics
University of Medea, Algeria

Abstract

The increased fear of getting COVID-19 led to significant changes in foodservice delivery and shoppers' behaviors. This paper incorporated trust and fear of COVID-19 into the theory of planned behavior (TPB) model to explore shopper's intention to use online food delivery (OFD) services in the context of the COVID-19 pandemic. A self-administered questionnaire was developed to collect data from 278 respondents intercepted at the three largest shopping centers located in Algiers city (Algeria). A multiple regression analysis was used to test the hypotheses of the model. This research found that intention to use OFD is significantly and positively affected by the fear of COVID-19, followed by trust, attitude, and then the subjective norm. PBC was non-significant. This paper provides a theoretical contribution and presents practical implications relevant to academics and practitioners working in areas related to OFD services in the context of the health crisis.

Keywords: COVID-19 fear, online retailer, theory of planned behavior, trust

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Brand New Leisure Constraint: COVID-19

Guliz Coskun

Faculty of Tourism
Sakarya University of Applied Sciences, Turkey

Abstract

The recent pandemic caused serious losses in the leisure industry worldwide. The recreation facilities and event management companies have suffered the negative economic impact of the pandemic, and some of them even went bankrupt. Due to facility closures and lockdowns people have no choice to spend their leisure time at home and engage in home-based leisure activities. The leisure time activity participation was already low among Turkish people before the pandemic. The fear of getting infected with COVID-19 led people to stay at home even during the summer times when the lockdown was paused. Families have to spend more time together and share leisure activities. The research on family leisure among the Turkish population is limited. There is a need for understanding leisure activity participation and the constraints that families experience to participate in leisure activities. The purpose of this study was to detect the decrease in participation in leisure activities before and after COVID-19 and to evaluate the impact of COVID-19 as a leisure constraint among Turkish families. The data were collected from 65 individuals from 20 families in January 2021. The results showed that the physical activity has decreased after COVID-19, as it is perceived as the strongest leisure constraint. The government should increase the number of parks and outdoor activity spaces to allow people to both perform physical activities and socialize.

Keywords: leisure constraints, Turkish families, COVID-19, leisure activity participation

How Learning Style Interacts With Voice-Assisted Technology (VAT) in Consumer Task Evaluation

Bonnie Canziani and Sara MacSween

Bryan School of Business and Economics
University of North Carolina Greensboro, United States

Abstract

This study explored the idea that consumer learning styles are relevant to the integration of voice-assisted technology (VAT) into consumer products and services. Visual learners found the use of VAT moderately easy when performing simple tasks such playing music, asking about the weather, and asking questions. Auditory learners exhibited stronger sentiment scores as well as willingness to use VAT for tasks that are more complex. Practitioners should focus on improvements in other aspects of modality to strengthen visual learners' involvement with VAT devices. Auditory learners are best supported through the design of niche products and services that are differentiated by investment in voice technology.

Keywords: learning style, technology acceptance, voice technology

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Conceptual Framework for the Mediating Role of the Flow Experience Between Destination Brand Experience and Destination Loyalty

Ipek Kazancoglu[1] and Taskin Dirsehan[2]

[1]Faculty of Economics and Administrative Sciences
Ege University, Turkey

[2]Faculty of Business Administration
Marmara University, Turkey

Abstract

The global tourism economy has created a competitive industry, and the customer experience in destination branding has emerged as a competitive tool for practitioners. It has also been attracting attention in the tourism literature. Individuals who experience high degrees of flow tend to feel more engaged in activities during their travel experiences. However, the antecedents of the flow experience and its outcomes are still limited in the literature. Considering the gaps in the literature, this study is aimed at developing a conceptual model for the mediating effect of the flow experience on the relationship between destination brand experience and destination loyalty by reviewing the extant literature. Accordingly, it has been conceptualized that the relationship between destination brand experience and the outcomes, such as satisfaction and loyalty is mediated by the destination perceived flow.

Keywords: tourism, destination brand experience, flow experience, satisfaction, loyalty

From Home to the Store: Combined Effects of Music and Traffic on Consumers' Shopping Behavior

Luigi Piper[1], Lucrezia Maria De Cosmo[2], Maria Irene Prete[1], and Gianluigi Guido[1]

[1]Department of Management and Economics
[2]Department of Economics, Management and Business Law
University of Salento, Italy

Abstract

This study provides a theoretical framework to assess the combined effect that traffic stream and music could have on consumers' shopping behavior throughout their journey to the stores. Through the Virtual Reality (VR) simulation of a car journey, two traffic conditions (light/heavy) and two types of music (relaxing/energizing) were tested, evaluating the effects on the time spent during shopping and on consumption choices (in terms of expense, number of items purchased). Moreover, participants' physiological reactions have been analyzed by measuring their heartbeat variation (ΔHR). The results indicate that regardless of the type of music listened, heavy traffic leads consumers to spend more time in the store and to buy more products, increasing overall spending. The same effect is determined by relaxing music, regardless of the traffic encountered during the trip to the store. Finally, the most evident result on the heartbeat is given by the music, which going from relaxing to energizing, increases the hearth frequency, regardless of the traffic.

Keywords: shopping trip, atmospherics, music, traffic, consumer behavior

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Exposure to E-Cigarette Marketing and Product Use Among Highly Educated Adults

Onur Sahin

Bodrum Club Muskebi Hotel, Turkey

Abstract

Although the use of e-cigarettes is new compared to conventional cigarettes, the rate of use is increasing rapidly. E-cigarettes, unlike traditional cigarettes, are not subject to marketing limits. The relationship between e-cigarette advertisement exposure and e-cigarette perception, susceptibility, and usage in a sample of highly educated adults is investigated in this research. A total of 482 fully completed questionnaires were obtained in an online survey, and 463 of the respondents were aware of e-cigarettes. The relationship between e-cigarette exposure, marketing, and current and ever usage, as well as perception and susceptibility to use e-cigarettes among never e-cigarette users, was investigated using multivariate logistic regression models with SPSS 26. Exposure to e-cigarette advertisement and social environmental were significantly associated with ever use of e-cigarettes. In addition, exposure to e-cigarette advertisement and social environmental were significantly associated with increased susceptibility of individual's e-cigarette use. The findings show that e-cigarette marketing and e-cigarette use are significantly related among highly educated adults.

Keywords: electronic cigarettes, marketing, advertising, perception, susceptibility

Does Millennial Shopping Orientation Using Augmented Reality Enabled Mobile Applications Really Impact Product Purchase Intention

Anil Kumar

School of Business and Economics
Westminster International University, Uzbekistan

Abstract

Augmented reality (AR) applications have emerged as rapidly developing technology used in both physical and online to enhance the purchase intention. However, the research on product purchase intention using AR enabled mobile applications is still inconclusive. Thus this study is an attempt to examine whether augmented reality enabled mobile applications really impact the product purchase intention of Millennials. The study employed a survey questionnaire and administered directly to the respondents to collect the primary data. The results indicate that hedonic motivation, Telepresence, perceived ease of use, and service quality are positively related to product purchase intention whereas there is no significant difference between gender in AR enabled mobile applications.

Keywords: augmented reality, hedonic motivation, telepresence, perceived ease of use, service quality, purchase intention

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Investigating Drivers Influencing Choice Behaviour of Islamic Investment Products

Hanudin Amin

Labuan Faculty of International Finance
University Malaysia Sabah, Malaysia

Abstract

Drawing upon the theory of consumption value (TCV), this research is aimed at investigating factors influencing bank customers' choice behaviour of Islamic investment products. The effects of functional value, emotional value, epistemic value, conditional value and social value on choice behaviour are examined using a questionnaire survey. A total of 350 respondents sourced from bank customers were approached to elicit their choice behaviours of Islamic investment products offered currently by various Islamic banks in Malaysia. Using the Partial Least Squares (PLS), the empirical results obtained indicate that all proposed variables are of their influence on the bank customers' decision to opt the facility in improving their investment participation for improved well-being in their extended investment portfolios. The results obtained provide novel insights into bank customers concern regarding Islamic investment products in the context of Malaysia. The results firmly confirmed the applicability of the TCV in understanding bank customers' choice behaviour to choose Islamic investment products. Several shortcomings and contributions of this study are provided.

Keywords: bank customers, Islamic investment products, the theory of consumption value, Malaysia

Consumer Acceptance and Use of Information Technology: Extending the Unified Theory of Acceptance and Use of Technology in Indian Postal Services User Segments

Rohit Kanda[1], G. S. Bhalla[2], Manisha Bansal[3], Jasveen Kaur[4], and Guneet Singh Bhalla[5]

[1]Faculty of Economics
Yogyakarta State University, Indonesia

[2]Faculty of Economics and Business
[4]Department of Banking & Finance
[5]Khalsa College Amritsar
Guru Nanak Dev University, India

[3]Department of Posts Punjab Postal Circle
Punjabi University, India

Abstract

Today India is the country with maximum number of post offices all over the world, is most widely distributed postal system in the world. Because of this far-flung reach and presence in remote areas. Lesser studies have been conducted on postal sector in India. While the various studies contribute to understanding the utility of UTAUT in different contexts, there is still the need for a systematic investigation and theorizing of the salient factors that would apply to a consumer technology use context. Building on the past extensions to UTAUT, the objective of our work is to pay particular attention to the consumer use context and develop UTAUT application in postal research. Referring methodology opted in the earlier studies in different regions, we collected primary data, by way of pre-structured questionnaires from the users of India Post across India on simple random or convenience basis for the aspect, that is not studied till date. A public survey from educated youth at large across India was there. The survey was based on random sampling, where survey was randomly circulated among individuals at social media. A Public Survey of Commune across India, on its Opinion and Preferences towards India Post was floated in Late 2019 and completed by first quarter of 2020. State Representation is from all parts of the country as such. Coming to analysis, the construct reliability for 'Facilitating conditions', for some of the parameters, is below the standard requirements. Hence the construct is deemed not interpreting standard results. As was observed from the construct reliability for 'Facilitating conditions', the construct was below standard results. Hence again, Discriminant validity for 'Facilitating conditions * Social influence' and 'Behavioral intentions * Facilitating conditions' is again found away from standard parameters limits. Hence the construct is deemed not interpreting standard results. Equation Analysis observe that the indicators established by literature have more of impact on behavioral intentions, rather than that of actual usage, i.e. Only 34% actual effect. Social influence, Facilitating conditions and IT Impact are found to be highest contributors towards formation of Use behaviour. On the other hand, Facilitating conditions has been the most effecting construct in determining Behavioural intentions, with Social influence and Performance expectancy being the other major contributors, followed by Effort expectancy. Performance expectancy and Effort expectancy had all time negative impact on the end Use behaviour. Whereas, IT Impact had the sole inverse (negative) impact on Behavioural intentions. It depicts that the

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Indian environment, especially for the products and services offered by India Post, varies and hence is the impact of different indicators regarding the UTAUT Model.

Keywords: UTUAT model, consumer acceptance, use of information technology, India post

Effect of Brand Credibility and Innovation on Customer Based Brand Equity and Overall Brand Equity in Turkey: An Investigation of GSM Operators

Suphan Nasir and Ozge Guvendik

Faculty of Economics
Istanbul University, Turkey

Abstract

Today, challenging and intense global competition conditions have led to the transformation of local and small markets into larger and more developed markets. For this reason, firms have had to make different strategic decisions in order to survive and profit. If firms want to challenge the competitors one way is to increase their brand equity. The main purpose of this research is the effect of brand credibility and innovation on customer based brand equity and overall brand equity in the context of three GSM operators in Turkey. The sample for the study is limited to 589 participants. The data was collected between 31th of May and 7th of June 2018. A convenience sampling process was used to collect data for this research and 589 pieces of data were collected through a questionnaire survey. Correlation and regression tests were performed to examine the relationship and effect between variables in the study. Regression analyses were employed with the purpose of revealing the effect of brand credibility and innovation on customer based brand equity, its dimensions and overall brand equity. The results of the analyses indicated that brand credibility and innovation had positive effect on customer based brand equity as well as its dimensions. Since there is no literature on the effect of credibility and innovation on both customer based brand equity dimensions and overall brand equity in a holistic approach in the GSM sector in Turkey, this paper aims to contribute to this gap.

Keywords: brand credibility, innovation, brand equity

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Explore the Impact of Consumer Perception of Social Media Marketing Activities on the Shopping Experience and Repurchase Intention Under the Influence of Thinking Style

Zheng Qian, Muslim Amin, and Halimin Herjanto

College of Business
Taylors University, Malaysia

Abstract

As a popular marketing tool, social media plays an essential role in improving sales results (Killian and McManus, 2015). Personalized marketing strategies developed through social media are conducive to aim at target groups (Coursaris, van Osch and Brooks, 2014). Different activities play corresponding roles in social media marketing. Social media marketing activities represent marketing strategies that consumers understand and perceive (Kim and Ko, 2012). In this study, the social media marketing activities used include entertainment, interaction, and word of mouth, which can stimulate consumers' purchase intentions (Kim and Ko, 2012). Entertainment expresses the hedonic mood that marketers bring to consumers when posting marketing messages and activities on social media. It is a crucial factor in consumer engagement and continued participation in marketing programs (Algharabat, 2017). Interaction is a way for consumers to communicate and share information with other consumers and marketers in social media. It also shortens the distance between consumers and brands (Godey et al., 2016). Word of mouth refers to the evaluations and opinions of products and services published by consumers on social media. It is also an essential source of information for consumers (Park, Hyun and Thavisay, 2020). Studies have shown that these three social media marketing activities are positively correlated with purchase intention (Dessart et al., 2015; Cheung, Pires and Rosenberger, 2020; Park, Hyun and Thavisay, 2020).

Purchase intention can predict purchase behavior, and purchase behavior reflects the effectiveness of marketing activities (Punyatoya, 2019). Repurchase intention can better reflect it. Repurchase intention refers to the process in which customers purchase goods or services again from the same store or the same seller (Ali and Bhasin, 2019), which tests the positive degree of the shopping experience. Repurchase intention is affected by the shopping experience, and the shopping experience is affected by consumers' psychology (Hsu and Tsou, 2011; Haq, Abbasi, et al., 2016). Shopping experience includes five dimensions, namely perception, emotion, thinking, behavior, and relationship (Izogo and Jayawardhena, 2018). Among them, thinking refers to creating cognition, processing information, and solving problems (Hsu and Tsou, 2011). It is one of the crucial factors that affect consumer perception and controls consumer experience in various scenarios (Lechner and Paul, 2019).

In order to be more explicit about the role of thinking in the shopping experience, this study takes thinking style as a psychological factor of consumers and explores its meaning. Thinking style is the individual cognitive difference of consumers when processing information (Kozhevnikov, 2007), and it represents the preference of consumers to adopt processing methods first when solving problems and situations (Black and McCoach, 2008).

Mental self-government theory summarizes thirteen thinking styles into five dimensions. This research selects the functional dimension of thinking styles, namely, judicative thinking style, legislative thinking style, and executive thinking style. The reason is that the functional thinking style is designed to implement rules initiated by others. In this study, social media marketing activities are marketing programs initiated by marketers that already exist in the social media environment. It conforms to the application dimension of the functional thinking style.

Different thinking styles of customers affect their perception of social media marketing activities. The judicative thinking style encourages consumers to analyze and criticize other people's experiences, opinions, and suggestions when dealing with specific situations (Groza et al., 2016). The information provided by interact with others and the reference word of mouth in social media supports the analytical style of this type of consumer. The legislative thinking style requires customers to make innovative decisions based on established facts (Groza et al., 2016). In this process, they need to understand the status quo through interaction and word of mouth from social media. At the same time, the novelty brought by entertainment attracts this type of consumer. The executive thinking style makes interaction and word of mouth in social media become the source of instructions for consumers. The information in these processes provides consumers with this kind of thinking style with guidance on solutions (Groza et al., 2016). Moreover, entertainment as a driving factor to participate in social media marketing activities stimulated the perception of consumers of different thinking styles.

Social media marketing activities meet the needs of consumers with functional thinking styles to a certain extent and then influence the shopping experience. When customers encounter a situation that matches their thinking style, the expected success rate will increase (Arbatani, Labafi and Attafar, 2013). It means the optimization of the shopping experience and the enhancement of repurchase intention.

In addition, luxury brands provide consumers with unique feelings and purchasing experiences, which can more easily reflect consumers' psychology (Fionda and Moore, 2009). The difference from ordinary goods or necessities is that luxury brands emphasize the psychological characteristics of consumers when purchasing, not just the product itself (Atwal and Williams, 2017). One of the driving factors for consumers to purchase luxury brands is celebrity endorsement. Celebrity endorsement can increase the attractiveness of luxury brands and may change consumer thinking. Likewise, the celebrity endorsement that runs through social media marketing activities may affect consumer perception. In other words, under the effect of celebrity endorsement, the original social media marketing activities based on the perception of different thinking styles of consumers will change.

Therefore, this study aims to explore the impact of luxury brands' social media marketing activities on shopping experience and repurchase intention under different thinking styles. First, investigate the influence of consumers' thinking style on the perception of social media marketing activities, and examine the mediating role of celebrity endorsement in this process. Then verify the influence of thinking style on shopping experience and repurchase intention. Finally, examine the relationship between shopping experience and repurchase intention generated by consumers' social media marketing activities based on thinking style perception. This study adopts quantitative analysis methods, and the research data is obtained through questionnaires. The subjects of the survey included 300 respondents of different age groups, genders, and occupations, which had the

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

experience of obtaining luxury brand information through social media and generating purchase intentions or purchase behaviors.

The results of this research expand the research dimensions of consumer psychology in the online business environment, especially in social media marketing, and the application of thinking style in business research. Simultaneously, The results of the research remind luxury brand marketers that when implementing social media marketing activities, they should clarify the target customer groups corresponding to the luxury products they promote and understand their thinking styles. The reason is that consumers with different thinking styles have different perceptions of social media marketing activities. This means that if the social media marketing activities match the target customers' thinking styles, it will be easier to produce a positive shopping experience and repurchase intention. On the contrary, if the social media marketing activities deviate significantly from the thinking style of the target customers, it will have a negative impact on the marketing results. Therefore, social media marketing activities are formulated and implemented according to the thinking style of the target customers, thereby increasing the repurchase intention of the target customers and ultimately improving the effectiveness of the marketing strategy.

Keywords: social media marketing activity, judicative thinking style, legislative thinking style, executive thinking style, celebrity endorsement, shopping experience, repurchase intention

Reference

Algharabat, R. S. (2017). Linking social media marketing activities with brand love. Kybernetes.

Ali, A., & Bhasin, J. (2019). Understanding Customer Repurchase Intention in E-commerce: Role of Perceived Price, Delivery Quality, and Perceived Value. Jindal Journal of Business Research, 8(2), 142-157.

Arbatani, T., Labafi, S., & Attafar, H. (2013). A Study of the Effect of User's Thinking Style on the Usage Type of Internet Social Networks-(Evidence from Iran). International Journal of Management Sciences and Business Research, 2(12).

Atwal, G., & Williams, A. (2017). Luxury brand marketing–the experience is everything! In Advances in luxury brand management (pp. 43-57): Springer.

Black, A. C., & McCoach, D. B. (2008). Validity study of the thinking styles inventory. Journal for the Education of the Gifted, 32(2), 180-210.

Cheung, M. L., Pires, G., & Rosenberger, P. J. (2020). The influence of perceived social media marketing elements on consumer–brand engagement and brand knowledge. Asia Pacific Journal of Marketing and Logistics.

Coursaris, C. K., van Osch, W., & Brooks, B. (2014). Social Media Marketing on Twitter. Paper presented at the International Conference on HCI in Business.

Dessart, L., Veloutsou, C., & Morgan-Thomas, A. (2015). Consumer engagement in online brand communities: a social media perspective. Journal of Product & Brand Management.

Fionda, A. M., & Moore, C. M. (2009). The anatomy of the luxury fashion brand. Journal of brand management, 16(5), 347-363.

Godey, B., Manthiou, A., Pederzoli, D., Rokka, J., Aiello, G., Donvito, R., & Singh, R. (2016). Social media marketing efforts of luxury brands: Influence on brand equity and consumer behavior. Journal of Business Research, 69(12), 5833-5841.

Haq, M. A., & Abbasi, S. (2016). Indirect impact of hedonic consumption and emotions on impulse purchase behavior: A double mediation model. Journal of Management Sciences, 3(2), 108-122.

Hsu, H. Y., & Tsou, H.-T. (2011). Understanding customer experiences in online blog environments. International Journal of Information Management, 31(6), 510-523.

Izogo, E. E., & Jayawardhena, C. (2018). Online shopping experience in an emerging e-retailing market. Journal of Research in Interactive Marketing.

Killian, G., & McManus, K. (2015). A marketing communications approach for the digital era: Managerial guidelines for social media integration. Business horizons, 58(5), 539-549.

Kim, A. J., & Ko, E. (2012). Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand. Journal of Business Research, 65(10), 1480-1486.

Kozhevnikov, M. (2007). Cognitive styles in the context of modern psychology: Toward an integrated framework of cognitive style. Psychological bulletin, 133(3), 464.

Lechner, A. T., & Paul, M. (2019). Is this smile for real? The role of affect and thinking style in customer perceptions of frontline employee emotion authenticity. Journal of Business Research, 94, 195-208.

Park, H. J., & Lin, L. M. (2020). The effects of match-ups on the consumer attitudes toward internet celebrities and their live streaming contents in the context of product endorsement. Journal of retailing and consumer services, 52, 101934.

Punyatoya, P. (2019). Effects of cognitive and affective trust on online customer behavior. Marketing Intelligence & Planning.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Market Expansion and Business Growth From the Perspective of Resources and Capabilities: The Case of a Micro-Enterprise

José G. Vargas-Hernández[1] and Omar C. Vargas-González[2]

[1]Department of Administration
University Center for Economic and Managerial Sciences, Mexico

[2]Department of Electronics
Technological Institute of Cd. Guzman, Mexico

Abstract

This paper has the purpose to determine and to analyze the internal and externa variables to consider in the design and formulation of strategies to be implemented by the small enterprise the D-Ksa aimed to expand organizational capabilities from the perspective business growth based on market expansion. This study intends to answer the question, why, the participation in different promotional events and activities aimed to position the branding in the regional market, do not target to achieve more points of sale in the state of Jalisco? The hypothesis formulated assumes that strategic alliances will increase the share and participation in the market. The strategic alliances will give the resources and capabilities required to carry out the business activities to growth and expand the market share.

Keywords: business growth, capabilities, market share, resources

The Effect of Service Quality on Customer Satisfaction During the COVID-19 Pandemic Process: A Study on Cargo Customers

Ibrahim Avci

Department of Management and Organization
Gumushane University, Turkey

Abstract

The Covid-19 pandemic has affected consumer behavior as well as many other areas. Consumers have started to use electronic commerce intensively due to the pandemic and bought the products online. This situation has caused cargo companies to be highly preferred by consumers and the workload of cargo companies has also increased. In this context, the aim of the study was to examine the effect of the service quality dimensions of the cargo companies, which consumers use extensively due to the pandemic, on customer satisfaction, and the effect of customer satisfaction on customer loyalty. In the study, convenience sampling, one of the random sampling methods, was used and the data related to the research were collected with the prepared questionnaire. Since face-to-face surveys were not possible due to the pandemic, data were collected through an online survey prepared on Google Forms. During the data collection process, 989 people were reached and after eliminating the outliers, the data of 977 participants were included in the analysis. As a result of the research, it was determined that reliability, assurance, empathy and responsiveness, which are among the dimensions of service quality, have a significant effect on customer satisfaction and customer satisfaction has a significant effect on customer loyalty. In addition, it was determined that the empathy dimension, one of the service quality dimensions, has a greater effect on customer satisfaction. It was determined that the physical appearance dimension did not have a significant effect on customer satisfaction.

Keywords: service quality, cargo service, customer satisfaction, customer loyalty, COVID-19

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Future of Destination Management Organizations: A Literature Review

N. Thamaraiselvan, Nakul Gangadharan, Jegan Jayapal, and G. R. Jayadevan

Marketing Department of Management Studies
National Institute of Technology, India

Abstract

Destination Management Organisations (DMO's) have gained ultra-importance in marketing especially in the external and the internal destination development activities. (Presenza, Sheehan, & Ritchie, 2005). Pike and Page (2014) in their narrative analysis of literature on destination brands and DMO for forty years highlights the importance of aligned communication with all stakeholders. A thorough literature review of journal articles till 2018 was carried out by (Ruiz-Real, Uribe-Toril, & Gázquez-Abad, 2020), and opportunities and new challenges were discussed. Destination Branding, as a concept started to evolve as early as the 90's (Oppermann, 2000). Researchers had earlier developed on the concepts of branding of cities and image of destinations (Morgan, Pritchard, & Pride, 2011). Skinner (2008) highlighted the emergence of place marketing research alongside the emergence of services marketing as a distinct subject area within marketing. Later on Park, Cai, and Lehto (2009) developed conceptual models to explain collaborative destination branding. Tasci and Gartner (2009) suggested an integrative marketing communications approach with both qualitative and quantitative methods for assessment of destination brands. (Kumar & Nayak, 2014) insisted on holistic perspectives to measure the destination personality. Pike (2014) also tracked the brand performance of a competitive set of destinations over time. Hence to further investigate the roles and responsibilities of DMO's we propose a systematic literature review of articles from 2018 to 2021 by searching databases like Scopus, EBSCO, ProQuest-ABI/INFORM, Emerald Insight and Science Direct. Keywords with the term's destination marketing organisations and destination management organisations and their abbreviations along with the term's destination branding and destination marketing were used for the search. Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol was used to funnel down the selection of articles. Articles in languages other than the English Language were avoided. Duplicates were avoided. The reference manager ENDNOTE is used on the lines suggested by (Bandara, Miskon, & Fielt, 2011). The software NVIVO by QSR international is used for the literature review on the guidelines laid by (O'Neill, Booth, & Lamb, 2018). The explore option provides various tools that help in text search and identify themes with maximum word frequencies. Several Clusters were identified. The Top 25 words as per the maximum word frequency list is furnished below.

Several clusters like sustainable services, Data analysis and technology, Accountability of DMO's and Development of stakeholders can be identified from the analysis of the above findings. Refer to Figure 1.

Data Analysis and Technology. The method of storytelling used in the videos promoted by the DMO's are in nascent stage, and has massive potential in the tourism industry (Alegro & Turnšek, 2021).DMO's will do good to understand visiting patterns of tourists to associate and suggest them nearby attractions, leading to a better distribution of tourist inflow and revenue(Antonio, Correia, & Ribeiro, 2020). DMO's have to obtain detailed and precise data with mobile phones equipped

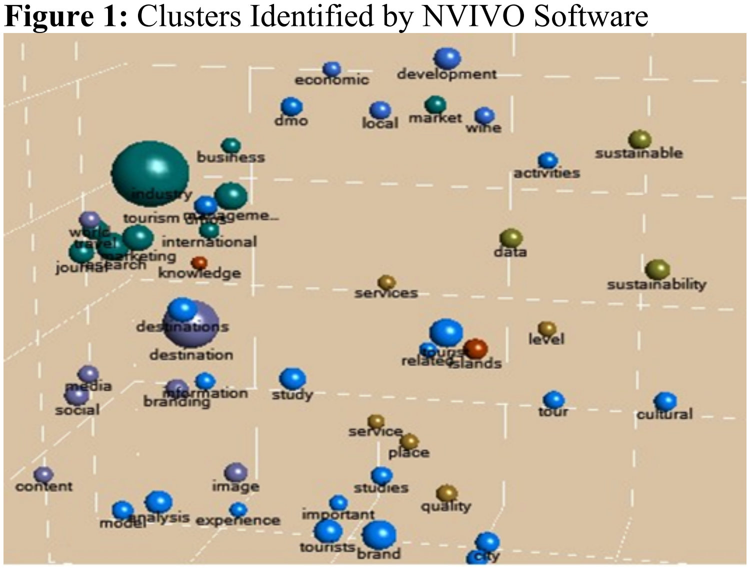
with GPS and NFC technologies so as to locate and identify the pattern of visitor movement in destinations (Muñoz-Mazón, Fuentes-Moraleda, Chantre-Astaiza, & Burbano-Fernandez, 2019). Having said that, DMO's also have to provide guidelines and prevent the misuse of personal information and technology in tourism destinations (Afolabi, Ozturen, & Ilkan, 2020).

Table 1: Top 25 Words From List of Frequent Words

Word	Length	Count	Weighted Percentage (%)
tourism	7	5784	1.67
destination	11	3791	1.09
brand	5	1804	0.52
research	8	1672	0.48
management	10	1609	0.46
tourist	7	1511	0.44
marketing	9	1429	0.41
development	11	1113	0.32
destinations	12	1112	0.32
data	4	1076	0.31
analysis	8	1030	0.30
sustainability	14	982	0.28
social	6	979	0.28
study	5	969	0.28
tourists	8	969	0.28
journal	7	963	0.28
travel	6	891	0.26
city	4	853	0.25
sustainable	11	781	0.22
image	5	773	0.22
information	11	723	0.21
quality	7	701	0.20
local	5	676	0.19
wine	4	656	0.19
cultural	8	612	0.18

Note. The Top 25 words identified as per the word frequency analysis by software NVIVO

Figure 1: Clusters Identified by NVIVO Software



DMO's should monitor the quality of tourism provided and reduce the gaps (if any) with the quality as perceived by the tourists/consumers(Chen, Ng, Huang, & Fang, 2017).DMOs who are in close contact with the service providers can easily interact with guests and provide user-centric customization (Bachinger & Marković, 2020).Nolan (2020) signifies the importance of the DMO in the selection of the destination for association conferences. Visitors would like to indulge in the

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

co-creation of experiences. Their association in creating User Generated Content is a solid strategy for promotion and helps in brand reinforcement (Iglesias-Sánchez, Correia, Jambrino-Maldonado, & de las Heras-Pedrosa, 2020).

Development of Stakeholders. The advent of DMOs herald better avenues for networking and therefore lead to better synergy amongst the stakeholders (Gajdošík, Gajdošíková, Maráková, & Borseková, 2017). Coros, Pop, and Popa (2019) underlines the importance of DMO's as a legally capable body that can defend the interests of stakeholders who are in the local vicinity. The destination management should not ignore the visitor's desire to seek intangible experiences like social and spiritual experiences(Zeng, 2017).Destination management organisations should understand the nationality of medical tourists and then tend to their gender and age and extend support as far as the medical tourism industry is concerned (Lubowiecki-Vikuk & Dryglas, 2019).In developing countries, it would be better if DMO's took care of transportation facilities as part of their tourism packages(Mlambo & Ezeuduji, 2020).Valadkhani, Smyth, and O'Mahony (2017) suggests to DMO's that VRF (Visit relatives and friends) tourism is the most resilient source of revenue to tap into during times of crisis. Martín, Mendoza, and Román (2017) suggests that DMO's should adopt policies that would increase the tourist product diversification and strive for more tourist segments.

Sustainable Destination Management & Services. DMO's should integrate big data analytics to measure sustainability efforts even though it appears to be a challenging task (Guilarte & Quintáns, 2019).McKercher (2021) states that different strategies are to be adopted by the DMO's which are suitable for the market and the lifecycle phase of the destination brand. DMO's have to heed tourists' aspirations and make strategies to place themselves as a destination committed to the idea of sustainability since sustainability is fundamental to remain competitive in this domain (Almeida-Santana & Moreno-Gil, 2019). A rethink of policy is required on the part of DMO's to include second-home engagement shifts and suitable accommodation in times of natural calamities and the pandemic (Keogh, Kriz, Barnes, & Rosenberger, 2020).

Accountability of DMOs. Social auditing and several stakeholders across society are demanding evidence of the commitment of DMO's towards social relevance and showcasing their contributions from public-funded programs under their purview (Tung, King, & Tse, 2020). The handling of negative engagement towards the destinations that occur in social media by DMO's happens in a very residual way, which is not acceptable(Campillo-Alhama & Martínez-Sala, 2019).DMO has to ensure the adequacy of the experience concerning the specific need, desire, and satisfaction of the traveler(Franzoni & Bonera, 2019).The authors are skeptical of the DMOs having the mandate of governments or having enough resources under their belt to effectively manage the respective destinations(Arbogast, Deng, & Maumbe, 2017).

Some of the major theories that were depicted in the literature review are discussed below. The Social Cognitive Theory is thought to be an important influencing factor for technology adoption and tourism sustainability (Afolabi et al., 2020). The Brand Building Theory brings in the aspect of brand culturalization as an outcome of activities of the destination management organizations (Bochert, Cismaru, & Foris, 2017). The Generational Theory can be utilized by DMO's to categorize and profile large cohorts of consumers (Bochert et al., 2017). The travelers will try to create their own content in social media as part of their need for recognition as correctly proposed by Social Learning Theory and DMO's have to find ways to appreciate their work(Dedeoğlu, van Niekerk, Küçükergin, De Martino, & Okumuş, 2020). The Cognitive Dissonance Theory allows DMO's to reinforce the destination brand quality factors to ensure revisit and recommendation intentions of customers (Dedeoğlu et al., 2020). This study throws light upon several ways in which DMO's can adapt and find a way ahead. However, it will be interesting to see how the DMO's tide over the hard times that the pandemic has created.

Keywords: destination management organizations, destination marketing organizations, destination branding, destination marketing

References

Afolabi, O. O., Ozturen, A., & Ilkan, M. (2020). Effects of privacy concern, risk, and information control in a smart tourism destination. Economic Research-Ekonomska Istrazivanja. doi:10.1080/1331677X.2020.1867215

Alegro, T., & Turnšek, M. (2021). Striving to be different but becoming the same: Creativity and destination brands' promotional videos. Sustainability (Switzerland), 13(1), 1-16. doi:10.3390/su13010139

Almeida-Santana, A., & Moreno-Gil, S. (2019). Perceived sustainable destination image: Implications for marketing strategies in Europe. Sustainability (Switzerland), 11(22). doi:10.3390/su11226466

Antonio, N., Correia, M. B., & Ribeiro, F. P. (2020). Exploring user-generated content for improving destination knowledge: The case of two world heritage cities. Sustainability (Switzerland), 12(22), 1-19. doi:10.3390/su12229654

Arbogast, D., Deng, J., & Maumbe, K. (2017). DMOs and rural tourism: A stakeholder analysis the case of Tucker County, West Virginia. Sustainability (Switzerland), 9(10). doi:10.3390/su9101813

Bachinger, M., & Marković, A. T. (2020). Destination management organisations as meta-designers: Insights from Germany and Montenegro. Tourism, 68(3), 294-307. doi:10.37741/T.68.3.4

Bandara, W., Miskon, S., & Fielt, E. (2011). A systematic, tool-supported method for conducting literature reviews in information systems. Paper presented at the ECIS 2011 Proceedings [19th European Conference on Information Systems]:.

Bochert, R., Cismaru, L., & Foris, D. (2017). Connecting the members of Generation Y to destination brands: A case study of the CUBIS project. Sustainability (Switzerland), 9(7). doi:10.3390/su9071197

Campillo-Alhama, C., & Martínez-Sala, A. M. (2019). Events 2.0 in the transmedia branding strategy of world cultural heritage sites. Profesional de la Informacion, 28(5). doi: 10.3145/epi.2019.sep.09

Chen, L., Ng, E., Huang, S. C., & Fang, W. T. (2017). A self-evaluation system of quality planning for tourist attractions in Taiwan: An integrated AHP-Delphi approach from career professionals. Sustainability (Switzerland), 9(10). doi:10.3390/su9101751

Coros, M. M., Pop, A. M., & Popa, A. I. (2019). Vineyards and wineries in Alba County, Romania towards sustainable business development. Sustainability (Switzerland), 11(15). doi:10.3390/su11154036

Dedeoğlu, B. B., van Niekerk, M., Küçükergin, K. G., De Martino, M., & Okumuş, F. (2020). Effect of social media sharing on destination brand awareness and destination quality. Journal of Vacation Marketing, 26(1), 33-56. doi:10.1177/1356766719858644

Franzoni, S., & Bonera, M. (2019). How DMO can measure the experiences of a large territory. Sustainability (Switzerland), 11(2). doi:10.3390/su11020492

Gajdošík, T., Gajdošíková, Z., Maráková, V., & Borseková, K. (2017). Innovations and networking fostering tourist destination development in Slovakia. Quaestiones Geographicae, 36(4), 103-115. doi:10.1515/quageo-2017-0039

Guilarte, Y. P., & Quintáns, D. B. (2019). Using big data to measure tourist sustainability: Myth or reality? Sustainability (Switzerland), 11(20). doi:10.3390/su11205641

Iglesias-Sánchez, P. P., Correia, M. B., Jambrino-Maldonado, C., & de las Heras-Pedrosa, C. (2020). Instagram as a co-creation space for tourist destination image-building: Algarve and costa del sol case studies. Sustainability (Switzerland), 12(7), 1-26. doi:10.3390/su12072793

Keogh, C., Kriz, A., Barnes, L., & Rosenberger, P. J., III. (2020). Exploring destination engagement of sharing economy accommodation: case of Australian second-homes. Current Issues in Tourism. doi:10.1080/13683500.2020.1769572

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Kumar, V., & Nayak, J. K. (2014). The measurement & conceptualization of destination personality. Tourism Management Perspectives, 12, 88-93. doi: 10.1016/j.tmp.2014.09.002

Lubowiecki-Vikuk, A., & Dryglas, D. (2019). Medical tourism services and medical tourism destinations in Central and Eastern Europe - the opinion of Britons and Germans. Economic Research-Ekonomska Istrazivanja, 32(1), 1256-1274. doi:10.1080/1331677X.2019.1627892

Martín, J. C., Mendoza, C., & Román, C. (2017). Regional spanish tourism competitiveness. Region, 4(3), 153-173. doi:10.18335/region.v4i3.145

McKercher, B. (2021). A Study of Market Evolution in Hong Kong. Journal of China Tourism Research, 17(1), 17-32. doi:10.1080/19388160.2019.1691104

Mlambo, S. S., & Ezeuduji, I. O. (2020). South Africa's Kwazulu-natal tourism destination brand essence and competitiveness: Tourists' perspectives. Geojournal of Tourism and Geosites, 32(4), 1195-1201. doi:10.30892/GTG.32401-557

Morgan, N., Pritchard, A., & Pride, R. (2011). Destination brands: Managing place reputation: Routledge.

Muñoz-Mazón, A., Fuentes-Moraleda, L., Chantre-Astaiza, A., & Burbano-Fernandez, M. F. (2019). The study of tourist movements in tourist historic cities: A comparative analysis of the applicability of four different tools. Sustainability (Switzerland), 11(19). doi:10.3390/su11195265

Nolan, E. (2020). Modifying the conceptual model of site selection in the organisation of association conferences. Journal of Convention and Event Tourism. doi:10.1080/15470148.2020.1810188

O'Neill, M. M., Booth, S. R., & Lamb, J. T. (2018). Using NVivo™ for literature reviews: The eight step pedagogy (N7+ 1). Qualitative Report: an online journal dedicated to qualitative research since 1990, 21-39.

Oppermann, M. (2000). Tourism destination loyalty. Journal of Travel Research, 39(1), 78-84.

Park, O., Cai, L. A., & Lehto, X. Y. (2009) Collaborative destination branding. In: Vol. 1. Bridging Tourism Theory and Practice (pp. 75-86).

Pike, S. (2014) Destination brand performance measurement over time. In: Vol. 8. Advances in Culture, Tourism and Hospitality Research (pp. 111-120).

Pike, S., & Page, S. J. (2014). Destination Marketing Organizations and destination marketing: Anarrative analysis of the literature. Tourism Management, 41, 202-227. doi: 10.1016/j.tourman.2013.09.009

Presenza, A., Sheehan, L., & Ritchie, J. B. (2005). Towards a model of the roles and activities of destination management organizations. Journal of Hospitality, Tourism and Leisure Science, 3(1), 1-16.

Ruiz-Real, J. L., Uribe-Toril, J., & Gázquez-Abad, J. C. (2020). Destination branding: Opportunities and new challenges. Journal of Destination Marketing & Management, 17, 100453. doi:https://doi.org/10.1016/j.jdmm.2020.100453

Skinner, H. (2008). The emergence and development of place marketing's confused identity. Journal of Marketing Management, 24(9-10), 915-928. doi:10.1362/026725708X381966

Tasci, A. D. A., & Gartner, W. C. (2009) A practical framework for destination branding. In: Vol. 1. Bridging Tourism Theory and Practice (pp. 149-158).

Tung, V. W. S., King, B. E. M., & Tse, S. (2020). The Tourist Stereotype Model: Positive and Negative Dimensions. Journal of Travel Research, 59(1), 37-51. doi:10.1177/0047287518821739

Valadkhani, A., Smyth, R., & O'Mahony, B. (2017). Asymmetric causality between Australian inbound and outbound tourism flows. Applied Economics, 49(1), 33-50. doi:10.1080/00036846.2016.1189508

Zeng, B. (2017). Cultural centre, destination cultural offer and visitor satisfaction. Sustainability (Switzerland), 9(11). doi:10.3390/su9111984

Factors Affecting Investors' Buying Decision in Real Estate Market in Northern Cyprus

Gurkan Arslan[1] and Karen Howells[2]

[1]Vision Group, Cyprus

[2]Faculty of Open and Distance Education
Near East University, Cyprus

Abstract

North Cyprus has some mixed features in terms of being a region for investment. As a de-facto state it could be seen as an extensively risky place to buy property, as any future reconciliation on the island could see the property being forfeit. Conversely, it is seen as a very lucrative area to invest, as the property values in European terms are very low. For the price of a two bedroom apartment in most places in Western Europe, the investor could buy a villa with a swimming pool in North Cyprus. Other redeeming features are the extremely low crime rate, the friendliness of the local population, combined with the idyllic scenery and unspoilt beaches; often referred to as "Heaven on Earth". This paper's aim is to bring to the forefront the exact factors to be determined by a customer in a decision to buy a second home in North Cyprus, which could be a holiday home, an investment, or both. The factors in this research study were determined within a framework of location, neighbourhood, structural attributes and price. A unique conceptual model of the purchase decision of investors was created for the research based on these four factors.

Keywords: property buying decisions, purchase intention, investment, investors, North Cyprus

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Social Media Marketing the African Door of Return Experience in Badagry-Nigeria

Huseyin Arasli[1], Maryam Abdullahi[2], and Tugrul Gunay[2]

[1]Norwegian School of Hotel Management
Stavanger University, Norway

[2]Department of Tourism and Hotel Management
Eastern Mediterranean University, Northern Cyprus

Abstract

This study examines the role of social media in promoting the standard of return festivals and revisiting intentions in Badagry, Lagos, Nigeria. The festival, also known as the Door of Return festival, is a cultural event commemorating 400 years of African ancestors who were forcibly taken away as slaves and are now back to their mother land as queens and kings. The African 'door of experience', which took place in Lagos Nigeria is the 3rd door of return ceremony reflecting the significance of the slave trade activities that took place in the ancient town of Badagary. Data was collected in Badagry from sample of 473 and analyzed using structural equation modeling. The DMOs website was also observed to monitor the presence of the DMOs and their relationship with customers. The results revealed that DMOs are still exploring social media marketing skills on festival quality and revisiting intension to promote cultural tourism product in capturing both international and domestic tourists. It was recommended that improving the festival website and enhancing the DMOs digital marketing competence will help create unique festival experience and effectiveness of the festival as the bottom-line is to delight the African Americans and other visitors as well as stimulate a profitable return visit to the door of return festival in the future.

Keywords: door of return, destination marketing organizations (DMOs), festival, social media, Nigeria, and tourist's satisfaction

The Effect of Superstitions on Consumer Luck, Horoscope and Evil Eye-Oriented Purchasing Behavior: A Study in Turkey

Ibrahim Avci[1] and Salih Yildiz[2]

[1]Social Sciences Vocational School
[2]Faculty of Economics and Administrative Sciences
Gumushane University, Turkey

Abstract

Superstitions have taken an important place in people's lives since the past. Despite the increase in the educational level of people, superstitions still exist. Superstitions, which have been researched especially by studies in the field of psychology, have not been adequately studied in the field of marketing. However, it is known that superstitions have an effect on the behavior of consumers. In this context, the aim of the research is to determine the effect of the superstitions of consumers on their chance-oriented, horoscope-oriented and evil-eye-oriented purchasing behaviors. Data were collected through an online questionnaire due to the pandemic. The survey form was prepared on Google Forms and the survey link was delivered to consumers through social media channels. During the data collection process, 550 consumers participated in the survey and SPSS and AMOS programs were used in the analysis of the data obtained. As a result of the analysis, all of the research hypotheses were supported. Therefore, it has been determined that the superstitions of consumers have positive and significant effects on their luck-oriented, horoscope-oriented and evil-eye-oriented purchasing behaviors.

Keywords: superstition, consumer behavior, luck, horoscope, evil eye

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Local Food Festivals Within the Scope of Destination Branding

Hatice Akturk[1] and Atilla Akbaba[2]

[1]Faculty of Tourism
Pamukkale University, Turkey

[2]Faculty of Tourism
Izmir Katip Celebi University, Turkey

Abstract

The perceptions and desires of individuals for touristic products are constantly changing in accordance with the changing conditions of the time. Today, while interest in mass tourism is decreasing, interest and searches for alternative types of tourism tend to increase steadily. In addition, in increasingly competitive conditions, destinations show their differences and attach importance to branding activities to create identity for themselves. In recent years, one of the most important tools used by destination (country, region, city, etc.) managers to differentiate their regions from their competitors and to achieve sustainable competitive advantage is destination branding. Activities in the region are of great importance for destination branding. Destinations can enrich their brands using regional food festivals. Employment opportunities, social-cultural and economic benefits can be provided to the people of the region where the festival is held. In this study, the importance of local food festivals is emphasized within the scope of destination branding.

Keywords: destination branding, local food festivals

The Impact of TikTok's Plastic Surgery Content on Adolescents' Self-Perception and Purchase Intention

Markus Rach

Institute for Competitiveness and Communication
University of Applied Sciences and Arts Northwestern Switzerland, Switzerland

Abstract

This paper analyzed the impact of plastic surgery related content generated by patients and by medical professionals on the self-perception and purchase intent of TikTok users. Doing so, this research project focused primarily on the short video platform TikTok, which displayed over 6 billion relevant content views, as well as a high demographic user-relevance to the main recipient of plastic surgery, females. Building upon an extensive literature review, insights and concepts from beauty, self-perception and influencer marketing research were conceptually related to frame the conceptual model for this project. Relevant user data was gathered by means of an online survey and the network sampling technique. This resulted in the receipt of 314 valid datasets. Successive data analysis revealed that patient generated plastic surgery related content negatively impacted the self-perception of TikTok users, whereas plastic surgeon created content positively moderated the impact on purchase intent, through surgeons' status as medical professionals or experts. The latter provided user legitimization for surgical procedures. Findings have been discussed in the light of platform banned plastic surgery related advertising and potential implications for regulatory bodies.

Keywords: TikTok, plastic surgery, self-perception, purchasing intention, advertising literacy, influencer marketing

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Evaluation of S-D Orientation on Service Innovation and Performance of Airline

Inci Polat[1] and Ozlem Atalik[2]

[1]Department of Aviation Management
Suleyman Demirel University, Turkey

[2]Department of Aviation Management
Eskisehir Technical University, Turkey

Abstract

The aim of the study is to reveal the relationship between S-D orientation and service innovation and performance variables. The empirical data were collected from airline passengers in Turkey through an online survey. PLS-SEM method was used to test the relationship between variables of the study. The results of the study exposure that there is a significant relationship between S-D orientation and service innovation. There is also a correlation between service innovation and firm performance. However, this does not apply to the relationship between S-D orientation and firm performance. The major results indicated that S-D orientation has a critical role in service innovation. As a result of the study, it can be concluded that service innovation is a key element that allows airline firms to achieve better performance and to become more service oriented. There were few studies examining the relationship between service innovation and S-D orientation. Therefore, this study would contribute to the understanding of S-D orientation, service innovation, and firm performance.

Keywords: S-D orientation, value co-creation, service innovation, performance, airline

Virtual Influencers as Celebrity Endorsers

Fanny Cheung[1] and Wing-Fai Leung[2]

[1]Department of Marketing
City University of Hong Kong, Hong Kong

[2]Department of Business Administration
Chu Hai College of Higher Education, Hong Kong

Abstract

Human-like virtual influencers frequently appeared on various online platforms in recent years because of the rapid development of information technology and artificial intelligence. It is of interest to find out customers attitude and effectiveness of using virtual celebrity in advertising, and the preferred form of virtual celebrity. Celebrity model which comprises of attractiveness, trustworthiness and expertise has been adopted in this study to assess whether virtual celebrity has similar characteristics of real-person celebrity. An online survey has been conducted to examine whether customers have positive views on virtual celebrities and their opinions on virtual celebrity's attractiveness, trustworthiness and expertise. Survey findings do not show favourable views on virtual celebrity and cartoon character celebrity is found to be more preferred to human-like celebrity.

Keywords: virtual celebrity, attractiveness, trustworthiness, expertise

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Impact of Consumers' Price Level Perception on Emotions Towards Supermarkets

Abdulcelil Cakici[1] and Sena Tekeli[2]

[1]Department of Tourism
Mersin University, Turkey

[2]School of Foreign Languages
Toros University, Turkey

Abstract

Although cognition and emotion have been regarded as opposing concepts, recent studies have shown that they are closely connected to each other. Consumers' purchasing decisions depend on the emotions evoked by their price perceptions rather than the actual price of the products or services. Thus, the purpose of this study is to find out the effects of price perception level on emotions towards supermarkets. Based on the literature review, Cognitive Appraisal Theory was adapted including price level perceptions- perceived expensiveness and perceived cheapness- and emotions- negative and positive- towards supermarkets. Data were collected through a questionnaire in Mersin's (Turkey) central counties, and were analyzed using exploratory and confirmatory factor analyses and structural equation model. The sample included 513 participants whose ages were 20-69. Results showed both perceived cheapness and expensiveness affect positive emotions towards supermarkets while only perceived expensiveness influences negative emotions towards supermarkets. The study has significant implications theoretically and practically. From a managerial perspective, the importance of the price level perception and its effects on emotions in the retailing field has been highlighted. A theoretical construct in determining and understanding consumers' emotional responses towards supermarkets depending on their price perceptions has been illustrated.

Keywords: price level perception, perceived cheapness, perceived expensiveness, emotions towards supermarkets, positive emotions towards supermarkets

Social Media Framework for Businesses

Nawel Amrouche

School of Business, Public Administration, and Information Sciences
Long Island University, United States

Abstract

Social media is gaining popularity and many studies are investigating the topic by providing contradictory conclusions about its effectiveness. To scrutinize this incongruence, we first differentiate social media from other communication tools and describe its challenges. Next, based on an extensive literature review collecting research papers from 2004 to 2016, we propose a structural framework explaining the role of managerial, individual, and contextual variables that affect the social media value chain. We find that social media has a controversial effect on businesses' objectives depending on the context of studies. We also find that social media's objectives could be classified into five distinct levels: brand, financial, competitive, management and customer objectives. The paper has value for researchers proposing an exhaustive framework as a theoretical basis for future research, and has value for practitioners to plan more strategically the flow of their social media chain. Various directions for future research are proposed such as investigating the hierarchical order of influence on the social media objectives and performing comparative analysis to examine the effect of social media across industries for each objective level.

Keywords: social media, structural framework, social media objectives, controversial effect

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Marketing a Destination on Social Media: Case of Three Municipalities of Izmir, Turkey

Huseyin Ozan Altin and Ige Pirnar

Faculty of Business
Yasar University, Turkey

Abstract

Social media, which emerged as a result of rapid developments in information and communication technologies, is known all over the world. Social media and Web 2.0 systems provide huge benefits to its users when compared with conventional media tools such as newspapers, televisions and radio. Destinations from all over the world utilize social media liberally to compete with each other to grab bigger market shares in an overly-saturated market. Aware of the benefits it provides, municipalities use social media for various reasons such as mass announcements, information dissemination and self-promotion. Within this context, main aim of this study is to determine how municipalities of Bornova, Konak and Karşıyaka effectively utilize social media in their destination marketing activities. To achieve this goal, Instagram accounts of these municipalities examined and posts that were shared between 01.02.2021 and 28.02.2021 were analyzed through content analysis method. Findings revealed that municipalities promote and market their destinations insufficiently on their Instagram accounts. In accordance with this, findings also revealed that social media is not being exploited and utilized effectively by the municipalities on their destination marketing efforts.

Keywords: destination marketing, destination social media marketing, Instagram, municipalities, social media

Accelerated Modernity: What Are the Social Media Stories Undergraduate Students Engage With?

Pericles Asher Rospigliosi[1] and Sebastian Raza-Mejia[2]

[1]The School of Business and Law
University of Brighton, UK

[2]Department of Sociology
Cambridge University, UK

Abstract

This paper aims to show how current undergraduate students use social media in their daily lives, taking the first ten minutes of the day as a concentrated insight into their priorities of practice. The work draws on primary data from four focus groups of UK business students in higher education. Through the application of Rosa's construct of social acceleration, initial findings indicate a hierarchy of priorities, shaped by economic, cultural and structural drivers in what social media is engaged with, in what sequence, and for what purpose. These choices reflect acceleration in the changes to the technology, the pace of social changes and the accelerated expectations of the pace of life. This article seeks to reimagine transmedia in the context of social media identity in an accelerated modernity. Here we have the intersection of three important rapidly changing constructs for the analysis of the use of media. These are the widespread, ubiquitous use of social media, the acceleration of late modernity and the impact of transmedia practice on how users engage with media.

Keywords: social media, acceleration, transmedia news, transmedia storytelling, mediatisation of self

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Perceived Usefulness, Ease of Use, Online Trust and Online Purchase Intention: Mediating Role of Attitude Towards Online Purchase

Muhammed Yazeed, Mohammed Aliyu Dantsoho, and Adamu Ado Abubakar

Business School
Ahmadu Bello University, Nigeria

Abstract

Despite this significant breakthrough on the emergence of e-commerce due to the proliferation of the Internet, little work has explored whether attitude towards online purchase can mediate the relationship between perceived usefulness (PU), Ease of Use (EU), Online Trust (OT) and Online Purchase Intention (OPI). This study was set to examine the mediating role of attitude towards online purchase on the relationship between PU, EU, OT and OPI. A cross-sectional research design was used to gather data from the research respondents using a simple random sampling procedure. 441 useful responses were used to analyse the data using partial least square structural equation modeling PLS-SEM (World, 1982) with the aid of SmartPLS 3. The results revealed that attitude towards online purchase mediate the relationship between PU, EU, OT and OPI. In other words, PU, EU and OT will lead to OPI when people develop a positive attitude towards online purchase. Based on the findings, it is suggested that online stores should focus on providing easy, useful and trusted sites that can create a positive attitude towards online purchase which will eventually increase their intention to purchase online.

Keywords: perceived usefulness, ease of use, attitude towards online purchase, online trust and online purchase intention

Materialistic Social Consumption Amidst COVID-19 Pandemic: Terror Management Theory in the Malaysia Context

Seong-Yuen Toh[1] and Siew-Wai Yuan[2]

[1]Business School
Sunway University, Malaysia

[2]Veritas University College, Malaysia

Abstract

This study investigates the relationship between materialism and social consumption motivation in the context of Covid-19 based on terror management theory. The findings contradict the theory offering possible boundary conditions to the theory suggesting that the theory which is based heavily on the Western concept of individualism may not be applicable to the Asian context, like in Malaysia.

Keywords: materialism, social consumption motivation, terror management, fear of COVID-19

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Effect of Corporate Social Responsibility on Consumer-Based Brand Equity: A Research on Automobile Brands

Ali Koroglu[1] and Ibrahim Avci[2]

[1]Vocational School of Justice
Tokat Gaziosmanpasa University, Turkey

[2]Social Sciences Vocational School
Gumushane University, Turkey

Abstract

One of the important issues that businesses emphasize in order to gain advantage in today's competitive environment is corporate social responsibility. Because the consumers' expectations from businesses are not only products and services, but also they expect them to behave responsibly towards society. Consumers care about the corporate social responsibility of businesses and brands of businesses with corporate social responsibility are more accepted by consumers. The aim of the research is to examine the effect of corporate social responsibility on consumer-based brand equity dimensions and the effects of these dimensions on purchasing intention. In this context, an online survey form was prepared on Google Forms. Data were collected with the online questionnaire form and the obtained data were analyzed with SPSS and AMOS programs. As a result of the factor analysis, the consumer-based brand equity was determined as three dimensions: brand association / awareness, brand loyalty and perceived quality. As a result of the hypothesis tests, it was concluded that corporate social responsibility has a significant positive effect on all dimensions of brand equity and all dimensions of brand equity have a significant effect on purchasing intention.

Keywords: corporate social responsibility, brand equity, brand loyalty, perceived quality, purchase intention

The Role of COVID-19 in Increasing Consumer Susceptibility to Social Media Influencers

Ezgi Delen

Business Management
Dokuz Eylul University, Turkey

Abstract

Susceptibility interpersonal influence is an important research topic in the field of consumer behavior, and studies in this area are unfortunately inadequate. Studies proving the important impact of this field are also available in the literature. For example, one of the oldest approaches that Cohen and Golden in 1972 supported susceptibility effect on consumer's decision-making process. Researchers have described different ways of conforming to the expectations of others, informational effects, and effects expressing value or benefit. All this impact chart can describe the situation a consumer may encounter on social media. Consumers gain knowledge by observing the behavior of influencers. They can request information by communicating with people they think are knowledgeable. Here it is possible to talk about the effect of knowledge. The consumer tries to internalize external information by assimilating it (Deutsch and Gerar, 1955; Bearden et al., 1989; Park and Lessig 1977 and Burnkrant and Cousineau, 1975). According to Kelman (1958), if consumers adopt this information; it can be said that it is compatible with its values. Thus, the way the information sent by the coder of the message is decoded by the consumer may affect their final decision on the product/service and brand. At this point, social media influencers can be evaluated as information transmitters acting as intermediaries. Social media influencers are thought to have a great impact on the consumer because they appeal to large audiences. Thus, susceptibility to being influenced by social media influencers likely to increase. In the previous literature, the concept of social media influencers was not studied to investigate the outcomes of consumers in terms of rising susceptibility due to COVID-19 towards social media influencers' marketing activities. Unlike other studies, this article explores consumers and the role of social media influencers on consumers' sensitive hotel choices. Furthermore, day by day COVID-19 continues to affect consumers' lifestyle change offline through online in terms of such as shopping, education, and business life. This situation is not something that the consumer can decide based on his own decision now. There are some decisions taken with the state authority due to the virus. Therefore, the literature shows us change in consumer lifestyle and external conditions may affect their information-seeking way of focusing on social media. They will look for recommendations and experience-related posts to be informed about the hotels. Hotel conditions, regulations, and hygiene prevention regulations also take into consideration by consumers due to susceptibility information. They may try to get information about specific hotels where influencers mention it. The study contributes by examining the impact of susceptibility in terms of their being affected by influencers in information shared by social media influencers via Instagram and identifying actual market behavior. The research question which is central to the current study is "Does the consumer susceptibility identify with rising usage of social media and what is the impact of COVID-19 on susceptibility towards social media influencers while making hotel choice?"

Although a vast number of studies examined the antecedents and outcomes of consumer susceptibility, combining this concept with increased sensitivity to social media influencer impact

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

due to COVID-19 is a unique approach. Also, most of the studies use a conceptual type of research, but we will examine the relationships with the usage of quantitative research methods. In this study, COVID-19 Virus will be considered as the independent variable, and the dependent variable is more susceptibility to be influenced by social media influencers. An increase in social media usage by consumers will be evaluated as a mediator variable in this research model.

In the data collection process of this study, the survey method on the web will be used. In this study, faster collection of data will be provided by the snowball sampling method. Using Google Docs, it is aimed that the participants can easily answer the questions. The link will be shared on different social media accounts such as Facebook and Twitter. Participants will be asked to share the link on their social media accounts or send an email to five people. The sample size will be at least 350 participants to generalize the result of the research. Since the questionnaire does not understand the behavior of a particular group, such as customers of a particular brand, it will apply to anyone who wants to respond. It will also include questions for demographic information gathering. It is predicted that demographic variables may bring additional information to explain consumer susceptibilities, such as low income, low educational background, and old age. The susceptibility will be measured by susceptibility to interpersonal influence measures (Bearden et al., 1989) scale. Bearden in 1989 stated that the scale showed high reliability with the coefficient alpha 0.82 and 0.88. Ebren (2009) adapted this scale to Turkey, this version will be used for this study because cultural understanding differs. According to Ebrens' (2009) suggestion susceptibility to interpersonal influencer scales' coefficient alpha of .89 and item loadings ranged between .54 and .88. So, susceptibility to being influenced by social media influencers will be measured by twelve items. The Susceptibility scale includes propositions such as "I often consult other people to help choose the best alternative available from a product class" and "It is important that others like the products and brands I buy". Although the scale of susceptibility is held in Turkey context, the pilot study will be made after translated into Turkish to understand whether the subject is understandable. 20 people will be asked directly, what they understand when they read the question and whether it is clear or not. Exploratory factor analysis will be conducted to remove some items. In the survey, first, the influencers followed by the participants and the number of people they follow will be asked as follows: "Please share the five influencer accounts you follow. Also share the number of people you follow from your Instagram account". After answering this, the participants will indicate to what extent they agree with the following statements. The present study will be among pioneer empirical studies in consumer susceptibility topics regarding social media influencers. Moreover, it will be an indicator of the potential effect on consumers' hotel choices caused by social media influencers due to the rising susceptibility of them.

Keywords: susceptibility, influencer marketing, social media, hotel choice

The Effect of Gamers' Motivations on Their Attitudes and Behavioral Intentions Toward in-Game Advertisements

Gina A. Tran[1], Atefeh Yazdanparast[2], and David Strutton[3]

[1]Lutgert College of Business
Florida Gulf Coast University, United States

[2]School of Management
Clark University, United States

[3]G. Brint Ryan College of Business
University of North Texas, United States

Abstract

The global gaming industry and in-game advertising expenditures have grown rapidly for decades. Marketers' needs to secure deeper and actionable insights into the relationships between gamer motivations and their responses to in-game advertising messages has grown rapidly in lockstep. The need for such insights is acute among academics having theoretical interests in understanding in-game advertising and among practitioners seeking to leverage in-game advertising opportunities for promotional/positional advantage. These needs remain unresolved; indeed, hardly investigated. This study generates a model based on social influence and media uses and gratification theories. The study investigates the theoretical role that gamers' social, immersive, and achievement motives may play in eliciting favorable or unfavorable consumer responses toward in-game advertising. Insights into gamers' purchase intentions toward and their propensities to engage in word-of-mouth or electronic word-of-mouth communications about brands after exposure to messages embedded inside in-game ads follow. Online data were collected from 508 gamers; structural equation modeling was used to test hypotheses. Explanations are generated regarding how practitioners might manage processes through which gamers' attitudes and behavioral responses to in-game ads are shaped, along with additional theoretical and managerial implications.

Keywords: gaming, in-game advertising, motivations, word-of-mouth, electronic word-of-mouth

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Do I Really Care About Service? – Impact of Technological Distraction on Customer Outcomes in the Event of Service Failure

Vaibhav Sharma[1], Priyanka Singh[2], and Gurbir Singh[3]

[1]Finance Department
[2]Fogelman College of Business & Economics
University of Memphis, USA

[3]Department of Marketing Management
Indian Institute of Management Amritsar, India

Abstract

The future of marketing relies heavily on technology owing to customer's heavy engagement with mobile, laptops, internet and many more (Rust, 2020). Furthermore, Sorofoman (2013) has perceived this engagement as customer distraction as customers are not focusing on their surroundings. The term 'customer distraction' has been related to customer avoidance or ignorance of service failure (Hur and Jang, 2019). In context of high usage of technology, it is generally witnessed that customers are highly engaged with technology (Prahalad and Ramaswami, 2004; Rust, 2020) and thus technology is one of the reasons for customer distraction (Sorofoman, 2013; Nielsen Social Media Report 2016; Aagaard, 2016). The combination of 'customer distraction' and customer 'use of technology' leads to frame 'Technological Distraction'. In general, technological distraction is ontologically available in the real world. For instance, a hotel or restaurant or any other service which offers Wi-Fi, music system, televisions or other technology to their customers so that they can remain busy during delivery of service. In service outlets we have seen customers using their mobile phones, laptops or other handy technologies in such a way that they are not bothered about their surroundings. This clearly shows that customer engagement with technology is high and thus this might impact their perception of service delivery and even service failure.

There is surge of studies explicating positive impact of use of technology and customer distraction individually on reducing service failures (Parsuraman et al. 2000; Bitner, 2000; Yi and Baumgartner, 2004; Tsarenko and Tojib, 2011; Danson, 2013; Sengupta et al. 2014; Hur and Jang, 2019; Rust, 2020). Despite the relevance of technology and customer distraction together, no studies have fetched both in the same dice. Hence, our research attempts to study both of the terms together by examining the impact of use of technology on customer's outcomes (Customer satisfaction, perceived service quality, patronage intention) in the event of service failure and how this impact can be mediated by the technological distraction. Our study sheds a light on the relationship between technology and customers distraction and further perceives technological distraction as one of the efficient coping strategies against service failure. It helps in better understanding the customer perception of service failure. In this context, authors attempt to understand how engagement with technology (either offered by service provider or arranged by customer on their own) can turn out to be a coping mechanism in mitigating the impact of service failures. In this regard, authors propose that technological distractions might reduce the negative outcomes of service failure as customers will be less agitated due to their distraction owing to technology. They will remain engaged with technology which will reduce the intensity of service failure in their mind. Authors are also trying to understand service provider's deliberation towards

bringing the technology in service premises. It is argued that service organizations deliberately offer the technology to the customers because they assume that technology will affect customers and will make them busy, distracted or entertained (Yalch et al., 1990; Gidumal et al., 2011; Cobanoglu et al.2012; Sorofoman 2013). Hence, the resulting distraction can help service providers in generating positive customer outcomes (Yalch et al., 1990; Yi and Baumgartner, 2004; Guiler and Kelly, 2009; Gidumal et al., 2011; Cobanoglu et al., 2012; Sengupta et al., 2014).

Central hypothesis of the study is that there will be a positive impact of use of technology on customer's outcomes mediated by technological distraction. It can be argued that although excess use of technology can make customers distracted and also can make services slow but these technological distractions will have positive and significant relationship with customer's outcomes like their satisfaction, perceived service quality and emotions. Thus, such distraction will be conducive to them to reduce the stake of service failure if it takes place. The study intends to examine the following hypotheses:

- H_1: Use of technology has a positive impact on customer outcomes in the event of service failure.
- H_2: Technological distraction mediates the use of technology and customer outcomes.
- H_3: The effect of technological distraction on customer outcomes is moderated by perceived service criticality, in a way that effect will be stronger (weaker) for less (more) critical service failure.

Study design: It will be a cross sectional design and the data will be collected online using Amazon mechanical turk. We will use experimental design and test scenarios to measure the impact of technology distraction on service outcomes after a service failure.

Pre-test: We plan to conduct two pre-tests to ensure the scenarios look realistic, thereby conforming to the manipulation checks and also determine the validity of our measures. We also intend to conduct concurrent verbal protocols to ensure that the respondents interpret the scenarios as intended by the researchers.

Procedure: We will use a randomized 2 (service failure vs. no service failure) X 2 (use of technology vs. no use of technology) between-subjects design and create a survey instrument that will have each of these scenarios as the randomized item. The subjects will be asked to read through the scenario and respond to the questions that follow, pertaining to the outcome variables.

Sample: The sample for the study will be consumers recruited through Amazon Mturk. The sample size will be based on the number of variables in the survey instrument as suggested by the literature (Hair et al. 2014).

Data analysis: We propose to use ANOVA (Testing group difference for treatment group and control group) and Structural Equation Modeling (Mediation) to test the proposed hypotheses. Based on the other predicted relationships, we will employ Process Hayes Macro for testing moderation effects.

This study fulfills an essential need of an extensive literature review and empirical work on service failure. Study on customer distraction has got attractions but no one has tried to see distraction

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

from the perspective of technology. Hence, this study is contributing to the literature of service failure and coping mechanisms from a new theoretical lens. We also introduce technological distraction and a scale to measure it. In addition to this, this paper also explicates the positives of high and advanced usage of technology for assistance to both practitioners and academicians. In this way, scholars and managers can be assisted to understand the impact of technology usage on customers outcomes and also make them understand that how this impact can be mediated by the technological distractions.

Keywords: technology, technological distractions, customer distractions, service failure, coping mechanism

References

Bitner, M. J., Brown, S. W., & Meuter, M. L. (2000). Technology infusion in service encounters. Journal of the Academy of Marketing Science, 28(1), 138-149.

Bulchand-Gidumal, J., Melián-González, S., & López-Valcárcel, B. G. (2011). Improving hotel ratings by offering free Wi-Fi. Journal of Hospitality and Tourism Technology, 2(3), 235-245.

Buttle, F. (1996). SERVQUAL: review, critique, research agenda. European Journal of Marketing, 30(1), 8-32.

Cobanoglu, C., & Berezina, K. (2011). The impact of the use of blogs on students' assignment engagement. Journal of Hospitality, Leisure, Sports and Tourism Education (Pre-2012), 10(1), 99.

De Matos, C. A., Henrique, J. L., & Alberto Vargas Rossi, C. (2007). Service recovery paradox: a meta-analysis. Journal of service research, 10(1), 60-77.

Guiler, J. K., & Kelly, M. (2009). " Don't look for me, I'll be working from Starbucks today": a review of regulations that may apply to off-site workplaces. SAM Advanced Management Journal, 74(2), 23.

Harrison-Walker, L. J. (2019). The critical role of customer forgiveness in successful service recovery. Journal of Business Research, 95, 376-391.

Hur, J. C., & Jang, S. S. (2019). Is consumer forgiveness possible?. International Journal of Contemporary Hospitality Management, 31(4), 1567-1587.

Kau, A. K., & Loh, E. W. Y. (2006). The effects of service recovery on consumer satisfaction: a comparison between complainants and non-complainants. Journal of Services Marketing, 20(2), 101-111.

Noone, B. M., Kimes, S. E., Mattila, A. S., & Wirtz, J. (2009). Perceived service encounter pace and customer satisfaction. Journal of Service Management, 20(4), 380-403.

Parasuraman, A., & Grewal, D. (2000). The impact of technology on the quality-value-loyalty chain: a research agenda. Journal of the Academy of Marketing Science, 28(1), 168-174.

Rust, R. T. (2020). The future of marketing. International Journal of Research in Marketing, 37(1), 15-26.

Tsarenko, Y., Strizhakova, Y., & Otnes, C. C. (2019). Reclaiming the future: Understanding customer forgiveness of service transgressions. Journal of Service Research, 22(2), 139-155.

Yalch, R., & Spangenberg, E. (1990). Effects of store music on shopping behavior. Journal of Consumer Marketing, 7(2), 55-63.

Yi, S., & Baumgartner, H. (2004). Coping with negative emotions in purchase-related situations. Journal of Consumer psychology, 14(3), 303-317.

Zeithaml, V. A. (2000). Service quality, profitability, and the economic worth of customers: what we know and what we need to learn. Journal of the Academy of Marketing Science, 28(1), 67-85.

Differing Projections of Female Nudity vs. Positive Portrayal in Advertising: An Investigative Approach

Jasveen Kaur and Jobanjeet Kaur

Business School
Guru Nanak Dev University, India

Abstract

The purpose of this research paper has been to study the differing projections of female portrayal in advertisements and to analyze the gender differences towards positive portrayal vs. nudity in advertisements. Further, this research paper has studied the projected role of the female in advertisements. This study is based on primary data that has been collected through a structured questionnaire technique. The primary data have been collected from three cities of Punjab i.e. Amritsar, Jalandhar and Ludhiana. A random sampling technique has been used to collect data of 1210 respondents from these cities. The objective of the study has been analyzed through research techniques of factor analysis, cluster analysis and discriminant analysis. A null hypothesis has been set to analyze the objectives of this study. The reliability of the items has been determined through Cronbach's Alpha and KMO has measured the sampling adequacy of the items. After conducting the final survey, the data has been analyzed through SPSS 21.0. And, factor analysis has been done to determine the factors affecting the attitude of males and females towards positive portrayal vs. nudity in the advertisements. Further, respondents have been classified and distinguished with the help of cluster analysis and discriminant analysis. The outcome of the factor analysis explored major seven factors that have affected the attitude of people towards the positive portrayal of female vs. nudity in advertisements. These seven factors have been listed as "Urge to look like models", "Impact of erotic content", "Non-acceptance of erotic content", "Models over products", "Feeling of inferiority", "Opposite attracts", and "Youngsters accept the sensuous portrayal". Next, cluster analysis has formed two clusters that have been labeled as "Indifferent" and "Swayed/Leveraged", where 599 respondents belonged to the "Indifferent" cluster and 611 respondents belonged to the "Swayed/Leveraged" cluster. Respondents that belong to the indifferent cluster have been neutral to the portrayal of females in advertisements. Respondents have been neutral regarding few variables, for example, boldness attracts attention; erotic images are more appealing; female in advertisement is a need, no matter relevant or not. Hence, people that belong to this cluster have been indifferent regarding their attitudes towards female projection in advertisements. Hence, marketers do not consider them critical while making marketing strategies. On the other hand, respondents of the swayed/leveraged cluster have been positive about the portrayal of females in the advertisements. People of this cluster compare themselves with the models in the advertisements and wish to look like them. To look like such models, people make different efforts such as diet plans, which may cause eating disorders among them. Respondents believe that the erotic content in the advertisements has been offensive and not fit to be watched with the family. They think to boycott the product and company, whose advertisement contains unethical marketing.

These respondents have been further differentiated using Discriminant Analysis based on gender, where two different categories of males and females have been taken to identify their discriminating characteristics. The independent variables "Opposite attracts" and "Feeling of

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

inferiority" can discriminate between two groups to a large extent. The two groups have different perceptions towards opposites attracts and feelings of inferiority. It may be because males get more attracted towards females as compared to females toward males. And males don't feel inferior looking at the models in the advertisements but females have that feeling of inferiority. The analysis has reflected that females in the advertisements have been misrepresented. They have not been shown in equal roles to men in advertisements. While men in the commercials have been shown as dominating in contrast to females as passive. This leads to a lack of confidence among females.

When it's about presenting oneself in front of someone, people give their best. To make their position or reputation in society, people try to be perfect. Because this has been the image based on which society recognizes them and they get what they deserve. And if someone else has been doing this for them, for example, the media has presented them in front of the general public, how this portrayal should not be true. But even then, the study has revealed that media has not projected the true picture of females in the advertisements. The media has tried to show her in revealing clothes to attract the opposite sex. She has been presented in passive and subordinate roles, depicting her low status in society. This has been one of the major reasons for the abuse of females in society. Though females have contributed equally to men towards the income of the nation, yet the illicit portrayal does not let her avail opportunities she deserves. And even after her uncountable contributions to society, she has not been treated fairly. This study has revealed the differing projection of females in advertisements and the unrealistic standards set by advertisers. Thus, it has been suggested that advertisers should not fake and manipulate the real image of the females in the advertisements rather the advertisers should project the real image of females, which has been the image of independent, strong, responsible, cultured, and multitasker. Females have worked with men and worked for her family and even supported their families in times of need. So, advertisers shouldn't forget the sacrifices made by females towards the growth of society and country. By projecting the real image of the females in advertisements, the advertisers can help females to build confidence in them, where females will feel safe at their working places. And in the future, the parents would not hesitate to let their daughters work outside their homes. In this way, numerous problems of society can be solved such as sexual abuse. The onus of all above lies on the media and advertising industry. This study has potentially bridged the gap in the literature by providing a detailed and comparative study in India.

Keywords: female, gender differentiation, portrayal, nudity, advertisements, erotic

Efficacy of E-WOM and Post-Purchase Behaviour of Online Customers: An Empirical Investigation

Shantanu Kumar Sahu and Rahul Pratap Singh Kaurav

Prestige Institute of Management Gwalior
Jiwaji University, India

Abstract

Word-of-mouth (WOM) communication has become an interesting part of numerous researchers in the past decade to just explore the anonymous nature and wide range of contents. One unique aspect of E-WOM that distinguishes it from the traditional way of marketing communication is the positive feedback mechanism in between E-WOM and post-purchase behavior. In this way, E-WOM has become a vital part of e-trade. The purpose of this study is to check the effects of E-WOM on the post-purchase behavior of online customers. The present study poses a theoretical framework to understand how to measure the service quality by the SERVQUAL model. The five dimensions of service quality were studied, which include tangibility, reliability, assurance, responsiveness, and empathy. The objective of the present research is to analyze the efficacy of E-WOM with the help of AMOS 20.0. This study contributes to the literature of e-service and E-WOM with reference to the Indian context. Data were collected from 100 respondents through the online survey method. Hypotheses relationship of E-WOM and post-purchase behavior was investigated.

Keywords: e-WOM, SERVQUAL, satisfaction, post-purchase behavior

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Service Failure and Stereotypes: Is Beauty Always Good?

Priyanka Singh[1], George Deitz[1], and Huigang Liang[2]

[1]Department of Marketing & Supply Chain Management
[2]Department of Business Information and Technology
University of Memphis, USA

Abstract

The extensive focus that customers have placed on physical attractiveness as a criterion for service evaluation has resulted in "beauty stereotypes". Specifically, social judgments of physically attractive people tend to be more positive. These stereotypes have been referred to as "What is beautiful is good!" (Dion et al. 1972), the "Beauty premium effect" (Rosenblat 2008), and even proposed to be "beastly" (Heilman and Saruwatari, 1979). Due to the prevalence of the physical attractiveness phenomenon, Hosoda et al., (2003) state that "physical attractiveness is always an asset", but is this always true? This study attempts to address the following key questions: 1) how does the physical attractiveness of the frontline employee influence the customer's perceptions of service quality in a service-failure and 2) how does the customer's self-attractiveness moderate this relationship? In the event of a service failure, disconfirmation can result in conflict and elicits negative emotional outcomes, such as the "love becomes hate effect" (Gregoire et al. 2009; Nyer 1997). Customers respond differently to service failure situations depending on the attractiveness of the frontline employee, both consciously and unconsciously (Boshoff, 2017). This has been examined through the self-esteem model, which explains the self-perception of physical attractiveness and advocates that these perceptions are largely determined by self-esteem reflected in one's self-image (Feingold, 1992). Another explanation for this effect is given by the theory of social comparison, which states that a person will be less attracted to situations where others are divergent from him than to the situations where others are close to him, for both abilities and opinions (Festinger, 1954). Against these theoretical backgrounds, the primary objective of the study looks at how customers' self-attractiveness affects how their response to service failure is influenced by their perception of the frontline employees' physical attractiveness. Building on the physical attractiveness literature, we posit that the customer's negative evaluations of perceived service quality resulting from service failures will be first mitigated by the employee's physical attractiveness, and then this moderated relationship will be further mitigated by the customer's self-attractiveness. To disentangle this complicated three-way interaction, we propose the following hypotheses:

H_1: The negative relationship between service failure and perceived service quality is moderated by the physical attractiveness of the frontline employee, such that the impact will be stronger (weaker) for an unattractive (attractive) frontline employee.

H_2: The impact of the physical attractiveness of the frontline employee on the relationship between service failure and perceived service quality is further moderated by the self-attractiveness of the customer, such way that the moderation impact will be stronger (weaker) for an unattractive (attractive) customer.

In a pilot study, the authors measured the physical attractiveness of frontline employees during a service failure. A 2 (frontline employee: attractive/unattractive) X 2 (service failure: minor/severe) between-subject online study was conducted, in which 246 participants were randomly assigned to one of the four conditions. Participants were asked to imagine a scenario involving an interaction with a female hotel receptionist where a service failure occurred (minor/severe). A manipulation check was conducted, respondents rated the scenario on a seven-point scale, anchored as unrealistic – realistic. Participants then completed a 7-point Likert scale questionnaire in which they evaluated the physical attractiveness of the frontline employee, perceptions of competence, warmth and perceived service quality. As predicted, the ANOVA results revealed that participants perceived a higher service quality in an attractive frontline employee condition as opposed to an unattractive frontline employee. The pilot study provided preliminary support for our research. Further the impact of service failure on the perceived quality was moderated by physical attractiveness of the service provider, thereby supporting hypothesis 1. The authors hope to find support for hypothesis 2 in the further rounds of study, in which experimental design using neurological measures are planned. This research contributes to the current literature of frontline employee attractiveness by examining a different perspective - customer self-attractiveness in the event of a service failure. Simply put, the research implies that the physical attractiveness of the frontline employee will have a significant impact on the overall perceived service quality depending on a customer's self-attractiveness. In the case of the physical attractiveness (unattractiveness) of the frontline employee, the intensity of negative outcomes will be higher (lower) based on the customer's self-attractiveness.

Keywords: physical attractiveness, expectation-disconfirmation theory (EDT), customer outcomes, service failure, social comparison

References

Boshoff, Christo (2017). "An assessment of consumers' subconscious responses to frontline employees' attractiveness in a service failure and recovery situation." South African Journal of Economic and Management Sciences, 20(1), 1-13.

Dion, Karen, Ellen Berscheid, and Elaine Walster (1972). "What is beautiful is good." Journal of Personality and Social Psychology, 24(3), 285.

Feingold, Alan (1992). "Good-looking people are not what we think." Psychological Bulletin, 111(2), 304.

Festinger, Leon (1954). "A theory of social comparison processes." Human Relations, 7(2), 117-140.

Grégoire, Yany, Thomas M. Tripp, and Renaud Legoux (2009). "When customer love turns into lasting hate: The effects of relationship strength and time on customer revenge and avoidance." Journal of Marketing, 73(6), 18-32.

Heilman, Madeline E., and Lois R. Saruwatari (1979). "When beauty is beastly: The effects of appearance and sex on evaluations of job applicants for managerial and nonmanagerial jobs." Organizational Behavior and Human Performance, 23(3), 360-372.

Hosoda, Megumi, Eugene F. Stone-Romero, and Gwen Coats (2003). "The effects of physical attractiveness on job-related outcomes: A meta-analysis of experimental studies." Personnel psychology 56, 2, 431-462.

Nyer, Prashanth U (1997). "A study of the relationships between cognitive appraisals and consumption emotions." Journal of the Academy of Marketing Science, 25(4), 296-304.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Determining the Relationship Between Winter Tourism Destination Attractiveness Attributes and Revisit Intention of Tourists: A Research on Palandoken, Turkey

Zafer Turkmendag

Faculty of Tourism
Ataturk University, Turkey

Abstract

The attractiveness of winter tourism destinations is important for determining the promotion and marketing strategies. The purpose of this research is to determine the relationships between the attractiveness attributes that affect tourists' revisit intentions. The data obtained from 178 tourists who have visited the Palandoken destination in Turkey, through a questionnaire, were subjected to correlation analysis. According to the findings, attributes related to the weather (climate, natural structure, air quality) and accommodation quality (accommodation facilities, service quality, hospitality) of the winter tourism destination are related to the revisit intentions of the tourists. Industry and public representatives can direct their marketing policies by using the findings of this research.

Keywords: destination attractiveness, marketing, weather, accommodation quality, climate

Reimagining the Future of Experiential Marketing Strategy After the Impact of COVID-19 Pandemic

Ana-Maria Urdea and Cristinel Petrișor Constantin

Department of Marketing, Tourism and International Relations
Transilvania University of Brasov, Romania

Abstract

For today's consumer who is indifferent to the traditional marketing communication tools, companies adapted to design a direct relationship between consumers and the products or services. For the last decade, experiential marketing has enjoyed remarkable attention in both marketing research and practice and, consequently, traditional marketing strategy has lost its effectiveness and popularity. Therefore, important changes are required in order to reach and maintain an optimum level of consumer satisfaction (Kailani et al., 2015). Unlike traditional or digital marketing attempts in the last years, experiential marketing is a faster and more effective way to capture customer attention through face-to-face connections with customers. Experiential marketing has come a long way over the last decades, and many of the strategies have changed. Thus, nowadays, the design of experiential marketing strategy has evolved into a modernized, and highly effective tool for marketers. Experiential marketing enhances relationships between the brand and its consumers through direct contact, giving the customer a consistent image of the brand through every marketing experience. This marketing strategy engages all five senses, positive feelings, and emotions that are transformed into long-term memories which have been shown to drive customer loyalty (Zarantonello & Schmitt, 2010). The strategy of experiential marketers comes from the fact that experience providers view customers "as rational and emotional" (Datta, 2017) human beings who are focused on achieving enjoyable experiences. The purpose of this study is to understand how experiential marketing has evolved, to identify what are the current dynamics, and to discuss the future outlook of this complex domain after the impact of COVID-19 pandemic through an exploratory study. In order to predict the future, marketing experts appreciate the advances in experiential marketing techniques in the last decades, considering that the rapid pace of innovation, communication, and technology development has a profound impact on experiential marketing results, a tendency that requires a business to be more and more dynamic and creative (Khotimah et al., 2016). Nevertheless, through many different areas, the COVID-19 pandemic has had a big impact on consumer behavior, and thus, on marketing strategies. Consumers are affected by economic developments and the imposition of social distancing, being challenged to reevaluate their life priorities and change their focus from work, traveling, or other leisure activities on family, healthy living, and digital solutions (Hoekstra et al., 2020). Therefore, if we look at the COVID-19 pandemic through the lens of experiential marketing, we can observe that many businesses have adapted their marketing strategies to the current situation and that they are more open to take any digital opportunities.

Methods: To achieve the purpose of the paper, our data collection consists of an exploratory research that focuses on establishing the prospects of experiential marketing strategies and trends post-pandemic. To this end, the authors administered a written qualitative survey to 28 experiential marketing experts. This study assumes that the future of experiential marketing is related to digitalization, interactivity, and personalization.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Findings: Results ultimately provide useful guidelines to managers and researchers on understanding what are the current dynamics of experiential marketing and how this area will evolve after the pandemic. Being guided by the content analysis on qualitative data, we discovered that the most frequent predictions of experiential marketing are the following:

- Influenced by the COVID-19 pandemic, the most popular aspect that experiential marketing experts considered being implemented soon will define the concept of hybrid events that consists of live events with limited attendee number, and simultaneous virtual events for a wider audience. Moving from only physical-oriented experiences or campaigns to digital ones will make possible the connection with more consumers in a different and innovative way.
- With the development in technology, experiential marketing experts included a future trend that, in their view, will revolutionize this complex domain. The new strategy will explore more and more the newest technologies such as augmented, virtual, and mixed reality, artificial intelligence, and others, to the fullest potential. Moreover, with the younger generations soon becoming the buying people, these types of technology will be easier to implement as this is exactly what they have grown up with. There are many benefits that these digital tools will bring to both consumers and companies. Some of them include the presence of engaging experiences, enhanced imagination, reduced costs, simplified content creation procedures, and many more.
- Even if customers prefer to view-and-touch products in-store offered by a specific brand, the interactivity between them in real-time through the mobile phone will be highly in demand during and after the pandemic. Regarding the most efficient communication channel of experiential marketing, instead of inviting consumers to a physical event, brands have to deploy a mobile solution and reach the consumers directly, especially if COVID-19 pandemic is taken into account. Nowadays, smartphones represent the new communication tool that can be used as an experiential marketing strategy, especially when they become further empowered by 5G transmission.

Conclusion: Experiential marketing focuses on creating an experience for the online or offline participants that evokes a positive emotion or reaction that is memorable for them that establishes a positive emotional connection. This is why experiential marketing strategy will continue to be a priority for companies to build strong relationships and delivering on thought leadership even during or after the COVID-19 pandemic. Therefore, companies are adapting fast to virtual experiences through mobile, but, in an increasingly digital world, throughout the years, there has been one common characteristic in experiential marketing, which is face-to-face interaction. In conclusion, it seems that experiential marketing will be a mix of digital and physical experiences. This way companies can get optimal results, bringing considerable benefits to both large and low-budget events. Yet, to be a success, marketers should create enjoyable experiential content and emotional engagement with customers with the help of new trending technologies, and they have to identify the change in experiential marketing and its implementation in order to maximize the returns and to add value to the life of consumers (Datta, 2017).

Keywords: experiential marketing, COVID-19 pandemic, strategy, customer engagement, marketing campaigns

References

Datta, V. (2017). A conceptual study on experiential marketing: Importance, strategic issue and its impact. International Journal of Research, 5(7), 26-30.

Kailani, C., & Ciobotar, N. (2015). Experiential Marketing: An efficient tool to leverage marketing communication impact on consumer behavior. International Conference on Marketing and Business Development Journal, 1(1), 281-287.

Khotimah, K., Sucherely, S., D., & Kaltum, U. (2016). Event marketing and experiential marketing towards the formation of net marketing contribution margin (NMCM). 3rd Global Conference on Business and Social Science, 2015, 16-17 December, Kuala Lampur, Malaysia, 431-439.

Zarantonello, L., & Schmitt, B. (2010). Using the brand experience scale to profile consumers and predict consumer behavior. Journal of Brand Management, 17(7), 532-540.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Investigating the Type of Content and Channel – Are the Most Effective for Promoting Halal Products to Gen Z: An Experiment Study on Muslim and Non-Muslim Consumers

Ilham Fauzan Putra and Nila Armelia Windasari

School of Business and Management
Bandung Institute of Technology, Indonesia

Abstract

The halal industry is currently increasing every year. One of the potential consumers of halal products is Gen Z. They spend large amounts of time online. Social media platforms are an effective way to promote a product online. This study investigates what social media content is suitable for influencing Gen Z's purchase intention in buying halal products. There has been no previous research has identified that. Thus, this study attempts to fill that gap. An experimental study and using regression analysis were conducted to achieve the objectives of this study. The Respondents were Muslim and non-Muslim Gen Z (13-22 years old) in Indonesia. Respondents will be asked to choose four types of content (informational, remunerative, entertaining, and relational) from two social media platforms (Facebook and Instagram) that most influence their purchase intention of halal products. This study's expected results will illustrate certain types of content uploaded on Instagram or Facebook will influence the respondent's intention to buy halal products. This study contributes to knowledge regarding the types of social media content that can affect Gen Z's intention to buy halal products. This study provides marketers' guidelines in creating social media content to increase Gen Z's purchase intention of halal products.

Keywords: social media content, halal product, gen Z, purchase intention

The Effect of Consumer Based Authenticity in Digital Context: Case of Moroccan's Terroir Product

Fatima Ezzahra Ouboutaib, Abdellatif Aitheda, and Soumiya Mekkaoui

National School of Commerce and Management
Ibn Zohr University, Morocco

Abstract

This paper aims at exploring the relation between consumer-based authenticity of terroir products and their purchase intentions in online context. It investigates, also if confidence in social networks is a consequence of authenticity. For this purpose, it conducts a quantitative study with 200 Moroccan consumers. The analysis was applying a higher modeling approach. The key contribution is the ingredient of authenticity in digital context, which affects the trust in social networks. Therefore, terroir product marketers selling on the Internet should to focus on originality, heritage and symbolic attributes to show the specificity of their offer in order to enhance consumer based authenticity. Conclusion's section presents more implications for terroir product managers

Keywords: authenticity, social networks, terroir product, consumer

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Using TAM Theory to Understand How Branded Apps Facilitate Brand Loyalty

Trang P. Tran[1], Gina A. Tran[2], Seth Ketron[3], and Robert Fabrize[4]

[1]College of Business
East Carolina University, United States

[2]Lutgert College of Business
Florida Gulf Coast University, United States

[3]New College at Frisco
University of North Texas, United States

[4]College of Business Administration
California State Polytechnic University, Pomona, United States

Abstract

Although the Technology Acceptance Model (TAM) has been well-documented in the information systems and marketing literatures, application of this theory in the branded app context is scarce. Building on the TAM theory and value co-creation literature, the research explores how key functions of branded apps improve brand loyalty via personalization and value co-creation. Data were collected from students at two public universities using an online survey. The conceptual model was tested employing partial least squares structural equation modeling with a sample of 573 branded app users. On the theoretical side, this study integrates TAM with value co-creation. On the practical side, the findings confirm that personalization and value co-creation mediate these relationships: perceived usefulness and brand loyalty, ease of use and brand loyalty, and entertainment and brand loyalty. The findings offer insights to marketers about the value of branded apps in cultivating brand loyalty.

Keywords: branded apps, TAM, brand loyalty, value co-creation, personalization

Building Social Identity Through Brand Placements in Reality Shows

Jegan Jayapal, Thamaraiselvan Natarajan, Nakul Gangadharan, and G. R. Jayadevan

Department of Management Studies
National Institute of Technology, India

Abstract

Brand placement (BP) has been in the Television (TV) bones from its inception, but it is still underutilized in developing countries. This nascent study is the foundation to examine BP execution in Asia, concentrating on Indian prime time TV shows. The earliest days of TV have given primary importance to advertising, followed by entertainment (Daugherty, 2005). Only sparse TV networks have come out with innovative and creative content by legendary performances. Some TV shows have been named after the brands they promoted (E.g. 'VIVO Bigg Boss' is the Indian version of Dutch reality competition Bigg Brother), their promotional endorsements have been concealed well (Kowalczyk & Royne, 2012), and most frequently contestants of the show taking a break to shill for the brands. In addition to commercials, TV shows have begun to integrate brands in blatant ways. TV networks incorporating brands into their shows in return for revenue have evolved over the years. It's also as vexing to viewers when BP is blatant, as it has been profitable to production houses. The new era of reality shows (RS) is the golden age of BP. The genre includes unscripted dramas, celebrities talks, dating shows, talent hunting, and competition (Natarajan, Jayapal, & Gangadharan, 2021). Besides, these programs give away prizes and rewards and made sense for marketers to be directly name-checked as rewarders. Some of the memorable instance of BP on RS include 'Airtel Super Singer'. The winner will be awarded an apartment worth 20,000 USD in the green township of Arun Excello Temple. Unlike scripted programs such as sitcoms and dramas, RS doesn't depend on writers, and most of the show is run by producers and a team of editors. Therefore, this has become the lucrative option for program producers where they include brand names and logos with the advent of new technologies even after shooting. According to Kroeber-Riel (1984) Emotional Conditioning Principle, the influence of an engaging context/content may be transferred through hidden persuasive messages (Balachander & Ghose, 2003). Therefore, it is presumed that the joy of viewing entertaining content (e.g., tv shows) will positively influence BP assessment (Naderer, Matthes, & Bintinger, 2020). However, there are common drawbacks of BP, such as the excess placement of brands in a scene/storyline. Until recently, there was little research on BP in emerging markets (Srivastava, 2020). Despite the fact that BP research on content analysis of TV programming is limited to the United States and the results are limited to movies, TV shows (soap operas), video songs, and so on, the current study has led to the evaluation of the importance of BP in RS through applications of social identity theory. Besides, marketers yet to explore BP for maximum exposure with a successful media program. Global Product Placement Forecast has stated that advertisers continue to spend for BP on TV programming valued at $14.05 billion in 2019 (PQMedia, 2020). However, very few studies have explored BP in RS; critical issues persist for understanding this plan of action. For instance, BP to date has explored memory-based measures like brand recall/awareness to evaluate efficacy with very little work done on RS in specific. The current study's findings can help ambitious domestic and foreign brands realise BP opportunities to evaluate and explore Indian media entertainment. TV penetration has increased to 66% from 64% between 2016 and 2018 (BARC, 2018) in India. Madison (2019) report has stated a three-fold increase in TV channels over the last ten years. General Entertainment channels(GEC) have occupied 77% of viewers' time (FICCI, 2018), and in GEC, RS tops in the list for urban and rural India (BARC, 2018). Therefore, this research investigates viewers' attitudes, purchase decisions, and persuasive influence towards brands placed in RS. Accordingly, if buyers have positive attitudes

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

towards BP and the brand, they are more favourable to purchase the brand, reinforcing previous studies showing that attitudes affect purchase intention and improve brand awareness and positioning (Dens, De Pelsmacker, & Verhellen, 2018; Kowalczyk & Royne, 2012). Also, this study investigates the idea of BP by exploring a novel and expanded form of BP now seen on RS. Brands placed in RS prove that this provides access to future target buyers and showcases that brands are being used or consumed in natural environments. It may be more likely because consumers can relate to and associate products/brands with the contestants. Therefore, social identity theory is appropriate in this context. Because of the more realistic medium, BP that displays products will improve brand identity, familiarity, and social information to prospective customers (Stephen & Coote, 2005). Congruently, this paper investigates the role of BP in the process of connecting brands with the consumers and the effects of this process from a different perspective. A brand's capability to portray themselves in "action" and personify them by connecting it with contestants realistically and credibly makes it a unique communication that promotes consumer identification with a brand. More explicitly, this study discourses the subsequent research questions:

- What was the frequency at which characters interacted with branded products?
- What type of character involvement (mention, hold/touch, consume, combination of above)?

To explore our objectives, 106 episodes (149 Hrs 5 Mins) of Bigg Boss (Tamil), a prime-time RS, were recorded and analysed using a codebook. Based on previous studies (Galician & Bourdeau, 2004; La Ferle & Edwards, 2006; Natarajan, Balasubramaniam, Stephen, & Inbaraj, 2018; Wouters & De Pelsmacker, 2011), the codebook was revised and developed. The variables included are explained in below Table 1 . Each variable was recorded using a nominal scale, and values were assigned to responses to varied questions. For example, the Type of Character association is coded as '0' for the 'Mention Only', '1' for the 'Touching/holding Only', and '2' for the 'Consuming'. Only branded products that remained in the market and could be fairly seen or recognized in the programs were coded. Two undergraduate students aided as coders have been skilled to code the variables by recognizing BP. They were verified and supervised continuously as per Chan (2019); few samples were randomly picked and cross-verified by another five independent coders. To check intercoder reliability, Cohen's Kappa was calculated and found satisfactory of about 0.94 as per Neuendorf (2002). The Bigg Boss show was chosen based on the TRP, and also, it gets aired on Star's OTT platform and across 33 channels of Star TV networks in seven languages. Secondly, most of the brands embedded in this RS content were comparatively similar to other RS sponsors or co-sponsors. Further, 532 (6.34%) BP had contestant interaction with the brand, and all of the contestants were leading celebrities in entertainment media. Concerning the extent of interaction, about 4.74% 'Consumed' placed brands during its appearance. This included a selfie with a Vivo smartphone, riding on a TVS star city plus bike, cooking Maggi noodles, and so forth. 0.79% and 0.49% accounts for ''Mentioning', and Holding/touching' the brands. Besides, 0.32% of character interactions have 'Combination of above'. The outcomes differed from general TV programs study results (Fong Yee Chan & Lowe, 2017) and movies (Natarajan, Balasubramaniam, Stephen, & Inbaraj, 2018). This lack of interaction perhaps permits the brands to integrate using logos, billboards and properties (La Ferle & Edwards, 2006). Practitioners believe that character interaction is the most critical element in BP's performance, but there is disagreement over the brand being verbalized in conversation (Lee, Chung, Sung, & Lee, 2011). Previous research has found that viewers are drawn to brands when they see them used by a character on repeated exposure (Natarajan, Balasubramaniam, Stephen, Jublee, & Kasilingam, 2018). Therefore, the efficiency of BP can be reinforced by a connection between previous watching frequency and BP memory.

Table 1: Variables

Coding Scheme	Label	Adapted from
1	Episode number	
2	Telecast Date	
3	Brand Name	
4	Product category	(Natarajan, Balasubramaniam, Stephen, & Inbaraj, 2018)
5	Character interaction	(Chen & Wang, 2016; Devlin & Combs, 2015; Kureshi &
6	Type of character involvement	Sood, 2012)

Feilitzen and Linné (1975) have advocated that audiences will relate themselves with TV characters and link themselves with brands to make purchase decisions. Tajfel, Turner, Austin, and Worchel (1979) have stated that an individual's self-esteem can be enhanced by connecting themselves with people who replicate their desired identity. Viewers may increase their characteristics with a societal group by building ingenious associations with the contestants that might enable viewers to create a positive perception of an integrated brand and strengthen its persuasive influence. However, only a minimal number of placed brands has contestant interaction. Hence, the disparity between BP practice and theory should be further studied with character interaction with placed brands. BP that are prominently incorporated (i.e., brands portrayed in an interaction with a character) will establish a meaning transfer from the character to the brand. As the reality shows' contestants are generally the celebrities of Indian media, viewers' favourite characters can transmit their positive associations with the brand based on the classical conditioning theory (Knoll, Schramm, Schallhorn, & Wynistorf, 2015). Fortunately, as the BP technique progresses, repeated interactions between the characters and the products in place are expected to increase. The findings suggest that BP is more successful in stimulating curiosity and inducing instant or short-term purchase intent. Further, more programs should be coded before any conclusions can be made discounting these unconventional substitutes. Academic theorists are poised to extend our expertise in this area, as research into these topics has significant business and theoretical consequences for understanding the existence of BP in RS. However, the empirical analysis must thoroughly conceptualize this technique and precisely define how BP influences the attitudinal response rather than merely behavioural response. The purpose of this research is not to propose conclusive attitudinal or cognitive preferences over BP. Instead, the aim is to extend this growing body of knowledge and contribute to further study. Although marketers continue to seek new approaches to attract their target markets, media practitioners need to be careful about handling these strategies. More analysis is required to broaden our knowledge of BP. Advertisers regard BP as a critical contact and brand-building tool. This paper argues that the potential benefits of such a technique for marketers may be far-reaching and advantageous. Effective BP is focused on the cognition and affection-based experience of consumer reactions to the product. Advertisers may strategically schedule a BP with program sponsors before the script or plot has been created. Because of its limitless creativity, RS is increasingly expanding through channels, networks, OTT platforms, and viewers. Therefore, an RS with a well-established dedicated fan base and the inserted brand, all of which have a common intended audience, are expected to cater to viewers and significantly impact them.

Keywords: brand placements, product placements, content analysis, reality shows, Bigg boss

References

Balachander, S., & Ghose, S. (2003). Reciprocal spillover effects: A strategic benefit of brand extensions. Journal of Marketing, 67(1), 4-13.

BARC, B. A. R. C. (2018). Seasonality and TV Trends. Issue 3. Retrieved from https://www.barcindia.co.in/resources/Seasonality%20and%20TV%20Trends.pdf

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Chan, F. F. Y. (2019). Mapping between placement strategies and placed product attributes in television programs. Journal of Marketing Communications, 1-19.
Chen, H., & Wang, Y. (2016). Product placement in top-grossing Hollywood movies: 2001–2012. Journal of Promotion Management, 22(6), 835-852.
Daugherty, T. (2005). A comparison of consumers' responses to traditional advertising and product placement strategies: implications for advertisers.
Dens, N., De Pelsmacker, P., & Verhellen, Y. (2018). Better together? Harnessing the power of brand placement through program sponsorship messages. Journal of Business Research, 83, 151-159. doi:10.1016/j.jbusres.2017.10.036
Devlin, M., & Combs, J. (2015). From Apple to Omega: an analysis of brand placement in 2010 top-earning films. Journal of Global Scholars of Marketing Science, 25(1), 75-90.
Feilitzen, C. V., & Linné, O. (1975). The effects of television on children and adolescents: identifying with television characters. J Commun, 25(4), 51-55. doi:10.1111/j.1460-2466.1975.tb00638.x
FICCI, F. o. I. C. o. C. I. (2018, March 2018). Re-imagining India's M&E Sector. Retrieved from http://ficci.in/spdocument/22949/FICCI-study1-frames-2018.pdf
Fong Yee Chan, F., & Lowe, B. (2017). Product placement practices in prime-time television programmes in Hong Kong. International Journal of Advertising, 1-26.
Galician, M.-L., & Bourdeau, P. G. (2004). The evolution of product placements in Hollywood cinema: Embedding high-involvement "heroic" brand images. Journal of Promotion Management, 10(1-2), 15-36.
Knoll, J., Schramm, H., Schallhorn, C., & Wynistorf, S. (2015). Good guy vs. bad guy: The influence of parasocial interactions with media characters on brand placement effects. International Journal of Advertising, 34(5), 720-743.
Kowalczyk, C. M., & Royne, M. B. (2012). Are products more real on reality shows? An exploratory study of product placement in reality television programming. Journal of Current Issues & Research in Advertising, 33(2), 248-266.
Kroeber-Riel, W. (1984). Effects of emotional pictorial elements in ads analyzed by means of eye movement monitoring. ACR North American Advances.
Kureshi, S., & Sood, V. (2012). In-Film Placements of Product Brands in Hindi Films: Practices and Preferences. South Asian Journal of Management, 19(2), 37-59.
La Ferle, C., & Edwards, S. M. (2006). Product Placement: How Brands Appear on Television. Journal of Advertising, 35(4), 65-86. doi:10.2753/joa0091-3367350405
Lee, T. D., Chung, W., Sung, Y., & Lee, J. (2011). Korean Practitioners' Managerial Perspectives on Brand Placement. International Journal of Integrated Marketing Communications, 3(1), 33-51.
Madison, P. (2019). Pitch Madison Advertising Report 2019. Retrieved from https://www.exchange4media.com/PMAR19-Final.pdf
Naderer, B., Matthes, J., & Bintinger, S. (2020). It is just a spoof: spoof placements and their impact on conceptual persuasion knowledge, brand memory, and brand evaluation. International Journal of Advertising, 1-18. doi:10.1080/02650487.2020.1793632
Natarajan, T., Balasubramaniam, S. A., Stephen, G., & Inbaraj, J. D. (2018). Brand placements: prevalence and characteristics in Bollywood movies, 1995-2015. Journal of Media Business Studies, 15(1), 57-88. doi:10.1080/16522354.2018.1460051
Natarajan, T., Balasubramaniam, S. A., Stephen, G., Jublee, D. I., & Kasilingam, D. L. (2018). The influence of audience characteristics on the effectiveness of brand placement memory. Journal of Retailing and Consumer Services, 44, 134-149. doi:10.1016/j.jretconser.2018.06.008
Natarajan, T., Jayapal, J., & Gangadharan, N. (2021). The Television Cult: Prevalence of Brand Placements in an Indian Reality Show. Journal of Promotion Management, 1-27. doi:10.1080/10496491.2021.1888176
Neuendorf, K. (2002). The Content Analysis Guidebook.
PQMedia. (2020). Global Product Placement Spend Up 14.5% to $20.6B in 2019, But COVID-19 Impact to End 10-Yr Growth Streak in 2020; Strong Rebound Seen in '21 on TV, Digital, Music Growth [Press release]. Retrieved from https://www.prweb.com/releases/global_product_placement_spend_up_14_5_to_20_6b_in_2019_but_covid_19_impact_to_end_10_yr_growth_streak_in_2020_strong_rebound_seen_in_21_on_tv_digital_music_growth/prweb17146134.htm
Srivastava, R. (2020). Brand Placement in a Movie Song and its Impact on Brand Equity. Journal of Promotion Management, 26(2), 233-252. doi:10.1080/10496491.2019.1699627
Stephen, A. T., & Coote, L. V. (2005). Brands in action: the role of brand placements in building consumer-brand identification. Paper presented at the American Marketing Association Conference Proceedings.
Tajfel, H., Turner, J. C., Austin, W. G., & Worchel, S. (1979). An integrative theory of intergroup conflict. Organizational identity: A reader, 56(65), 9780203505984-9780203505916.
Wouters, M., & De Pelsmacker, P. (2011). Brand placement in scripted and non-scripted Belgian and US programs on Belgian prime time television. Journal of Marketing Communications, 17(5), 299-318.

Linking Smartphone, Fitness App(s), and Life Satisfaction: Extending the Expectation-Confirmation (ECM) Model

Anish Yousaf[1], Abhishek Mishra[2], and Anil Gupta[3]

[1]Business School
IFHE University, India

[2]Business School
Indian Institute of Management Indore, India

[3]School of Hospitality & Tourism Management
University of Jammu, India

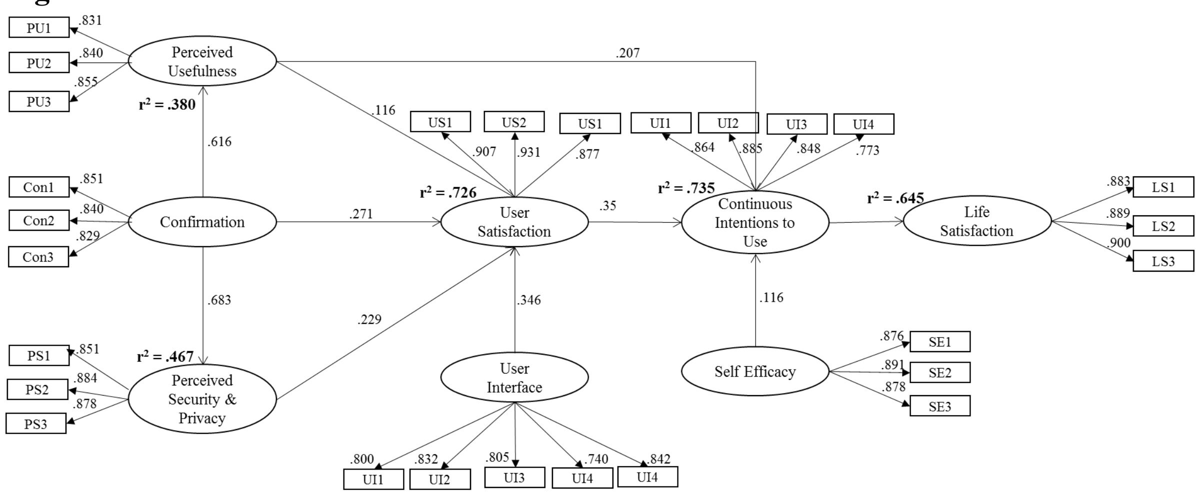
Abstract

With increased digitisation, more and more customers are moving to their smartphones for health advice or for tracking and managing their health. This has resulted into fast adoption of smartphone in the global healthcare industry, thus, creating a vast and untapped opportunity for mobile health apps (Holmes, 2013). This concept, called as mHealth, has emerged globally and many health apps, a key component of mHealth, are designed for smartphone users across the world for maintaining healthy behaviour and monitoring data. Despite the popularity and usage of fitness apps, the research in this domain is still growing and focus on issues like the initial adoption, intentions to use fitness apps (Kratzke & Cox, 2012; Lim et al., 2011), usage of heath apps (Cho, Qunlan, Park, & Noh, 2014; Cummiskey, 2011), educational use and effectiveness of specific health apps (Sherry & Ratzan, 2012) and many others focusing on motivations or usage pattern of fitness app users. There is however a dearth of researchers in this area studying the micro and fundamental issues determining the continuance post adoption behaviour of fitness app(s) and linking it with other outcome variables (Cho, Qunlan, Park, & Noh, 2014). To examine the important determinants for post adoption usage of fitness apps in our study, a research framework is proposed along with additional variables including self-efficacy, user interface and perceived security and privacy. Of these, perceived security and privacy and user interface are proposed to affect user satisfaction and self-efficacy to influence continuous intentions to use fitness apps which, in turn, is proposed to impact the life satisfaction of users. On the basis of extensive and related literature review the following hypotheses are proposed as summarized in Figure 1 which also illustrates the hypothesized relationships between the select research constructs. A survey instrument was developed based on the existing information system literature. The scale items for ECM constructs i.e., confirmation (3 items), perceived usefulness (3 items), user satisfaction (3 items) and continued intentions (4 items) were adopted from Bhattacherjee (2001), Cho (2016), Davis et al. (1989), Lin and Bhattacherjee (2008), Mouakket (2015), Thong et al. (2006). Items for perceived security and privacy (3 items) and user interface (5 items) were chosen from Chung (2016), Flavián et al. (2006) and Oghuma (2016). For self-efficacy (3 items), the measurement scales were taken from Bhattacherjee, Perols & Sanford (2008), Susanto, Chang & Ha (2015). Life satisfaction was measured by three items from the SWLS (Diener et al., 1985) in a way similar to Inoue, James, Filo, & Funk (2017). The responses of the survey participants to each of the items were measured on a five-point Likert scale, ranging from 1 (“strongly disagree”) to 5 (“strongly agree”). The target population for this study was limited to individuals having a gym membership and use fitness app(s) on their smartphone. A non-probability purposive sampling was used to

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

draw the sample for this study. A total of 1000 gym members were approached, 350 gave consent for giving their responses out of which 263 valid responses were obtained after data screening and omitting, making the overall response rate as 26.30% (from base 1000) and gender distribution as (males = 57.41%, females = 42.58%). The respondents were also equally distributed in terms of their age (in years) as: below 20 (13.31%), 20-30 (37.26%), 30-40 (22.05%) and above 40 (27.38%). For the current study, statistical analysis and hypotheses were tested using Structural Equation Modeling (SEM) by performing Partial Least Squares (PLS) method using SmartPLS software, Version 3.0 (Ringle, Wende, & Will, 2005). In order to establish validity of measurement model, the procedure suggested by Anderson and Gerbing (1988) was followed. This was done before testing the structural relationships outlined in the structural model (as proposed in the conceptual framework).

Figure 1: Structural Model



In order to check the convergent validity of the measurement model, the factor loadings, Composite Reliability (CR) and Average Variance Extracted (AVE) were assessed using appropriate methods (Hair et al., 2006). All the item loadings were found to exceed the recommended cut-off value of .60 (Chin, 1998) and the composite reliability values exceeded the recommended cut-off value of .70 indicating that the construct indicators represent the latent construct in the study (Hair et al., 2006). The average variance extracted exceeded the recommended cut-off value of .50, thereby, reflecting that latent construct amount to the required amount of variance in the indicators (Hair et al., 2006). SmartPLS 3.0 was used again for testing the structural model and framed hypothesis. A bootstrapping procedure (5000 sample) was performed to assess the statistical significance of the weights of sub-constructs and the path coefficients (Chin, Peterson, & Brown, 2008; Ringle et al., 2005). Since the SmartPLS do not generate the overall goodness of fit indices, therefore, the R2 value is treated as the way out to evaluate the exploratory power of the model (Wasko & Faraj, 2005). In addition, the Goodness of Fit (Gof) index was used as a diagnostic tool for model assessment, as proposed by Tenenhaus, Vinzi, Chatelin, and Lauro (2005). For the current study, a GoF value of 0.654 is calculated indicating a very good model fit (Hoffmann and Birnbrich, 2012). The hypothesized relationships for the current study were assessed once the requirements for the measurement model and goodness of fit stages were satisfied. The explanatory power of the predictor variable(s) on the respective construct were measured through the corresponding R2 values. The results are as shown in Figure 1. Thus, it can be inferred that the continuance intentions to use fitness apps depend on the expected performance level or usefulness of the technology, the satisfaction derived by using it and lastly by perceived level of self-confidence to use the technology (please see Figure 2 & Table 6). Once satisfied and willing to use the fitness app in future, because of the positive merits, the users believe that such a positive outcome will have a positive impact on their satisfaction towards their life.

Keywords: continuance usage, ECM, fitness apps, life satisfaction, SmartPLS, post-adoption behaviour

References

Bhattacherjee, A. & Barfar, A. (2011). Information technology continuance research: current state and future directions. Asia Pacific Journal of Information Systems, 21(2), 1-18.

Bhattacherjee, A. & Hikmet, N. (2008). Enablers and Inhibitors of Healthcare Information Technology Adoption: Toward a Dual-Factor Model. AMCIS 2008 Proceedings. 135. https://aisel.aisnet.org/amcis2008/135

Bhattacherjee, A. & Premkumar, G. (2004). Understanding changes in belief and attitude toward information technology usage: a theoretical model and longitudinal test. MIS Quarterly, 25(3), 229-254.

Bhattacherjee, A. (2001a). An empirical analysis of the antecedents of electronic commerce service continuance. Decision Support Systems, 32(2), 201-214.

Bhattacherjee, A. (2001b). Understanding information systems continuance: an expectation-confirmation model. MIS Quarterly, 25(3), 351-370.

Fox S, Duggan M. Mobile Health 2012. Washington, DC: PEW Research Center, DC; 2012.

Rainie L. Cell Phone Ownership Hits 91% of Adults. Washington, DC: PEW Research Center; 2013.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Kano Model, BWM, and QFD Integration Approach for Product Development

Seher Gamsiz and Selcuk Cebi

Department of Industrial Engineering
Yildiz Technical University, Turkey

Abstract

Companies must understand what customers need to avoid fatal mistakes in the age of mass customization before product strategies are implemented (Crawford, 2008). Providing customer satisfaction by offering appropriate product varieties encourages product sales in practice (Smith, 2012). In reality, incomplete marketing information or poor customer understanding often results in more preliminary product design, higher production costs, and longer cycle times. Due to rapidly changing demands for product functions, the product life cycle is significantly reduced, forcing businesses to develop new products that meet customer needs in less time. With the increase in product variety, customers' expectations from the products increase and make product quality more critical. Companies are improving their products to achieve the highest customer satisfaction or introduce new products, including end customer requests and new attractive features. Consumers play an essential role in the addition of these improvements and features, namely product design. They aim to develop products with consumer feelings by obtaining the correct understanding of consumer needs and integrating them into the survey data. Therefore, to achieve high customer satisfaction, it is necessary to accurately capture customer needs and integrate them into product design and development. For this, we propose an integrated method including Kano Model, Best Worst Method (BWM), and Quality Function Deployment (QFD) to improve product performance and satisfy customers' expectations.

QFD is the product development process that maximizes customer satisfaction by using customer requests and needs. Design requirements (DR) that affect product performance are defined in QFD, and product performance is improved to optimize customer needs (CN). Since customer requests and needs are handled from the beginning of the design process, planning is done following these requests and needs, and project or product development time is shortened (Akao, 1990). In other words, the QFD method helps the designer transform customer requirements into technical requirements to decide on the priority of improvement or new product development requirements. In this paper, the BMW method and Kano Model are integrated into QFD. While the Kano model helps to find customer requirements that affect customer satisfaction, BWM prioritizes customer requirements and obtains the criteria' importance coefficients. BWM uses binary comparison to find the weights of the criteria. That being said, it makes the judgment easier and more understandable, providing more consistent comparisons and more reliable weights/rankings. The proposed approach has been illustrated by an application of a case study on dishwashing liquid development. Defining customer requirements and requests (VOC) is the first stage.

It is necessary to listen to customer requests in order to get to the market. When transforming customer services and needs into products or services, they should be defined by their engineering characteristics, the priority of each product or service characteristic should be determined, and development goals should be considered simultaneously. Generally, customer requests are put

forward through private interviews and surveys with customers, and expectations are grouped and weighted. At this stage, target consumer characteristics, competitors, consumer needs are determined with The Kano questionnaires. Kano questionnaires are used to determine the needs of target customers. The Kano questionnaire aims to focus on the product's crucial features and determine the Kano category. For each product feature, a pair of questions are formulated that the customer can answer in one of five different ways. First, the question's functional form is "How would you feel if the feature was added to the product?". Second, the dysfunctional question format is "How would you feel if the feature was not added to the product?" (Kano, 1984). These questionnaires were conducted on ten technical experts, 15 homemakers, and 15 students living independently.

In the second stage, the Best Worst Method (BWM) technique is used to prioritize criteria. BWM uses pairwise comparison to find the weights of the criteria. Pairwise comparison aij shows how much the decision-maker prefers criterion i over criterion j (Rezaei, 2015). To show such preference, we will use Likert scales. Then, the satisfaction level is analyzed by analyzing the consumer perception. The customer scores the status of the current product. In the second measurement, the QFD is recorded in this section by comparing the company being applied and the competitors. In this way, the strengths and weaknesses of the opponents are tried to be determined. It is aimed to find a straightforward solution to customer requests determined by determining technical parameters. In the relationship matrix, customer requests are translated into the language of technical requirements. On the roof, the correlation of technical requirements is determined. This correlation indicates the interdependence of technical requirements, i.e., whether one improvement in one will be affected by the other, and if so, to what extent. In the objectives section, which is the last part of the quality house, the results and data put forward across the entire matrix will be summarized and displayed. It is vital to make a final assessment. As a result, it aims to expand existing studies by integrating Kano and BWM, considering the correlation between customer needs and design requirements to compute the current study. Besides, the significance weights of customer needs and the ratings of design requirements are calculated considering the correlation in both customer needs and design requirements, and both correlations are included in the model. Finally, according to the proposed method, the most critical customer needs are good cleaning, pleasant scent, and easy rinsing. A good cleaning is to remove visible dirt and debris from the environment and eliminate a significant portion of invisible microorganisms. Especially good cleaning feature is perceived as stain removal by consumers. 33% of the consumers expected to clean dried/burnt/waited stains, 14% oven stains, 12% lime stains. They gave examples of earthenware casseroles, baking trays, and large pyrex as the surfaces where these stains do not come out. The fragrance of the products is usually provided by the perfumes found in the composition of detergents. Consumers stated that they expect the products to have a pleasant scent but do not want perfume to remain on the washed items like plates. Easy rinsing is removing detergent from food containers washed with dishwashing detergent. 39% of the consumers want to clean detergent residues/chemicals, 21% do not think they have cleaned the dishes thoroughly, 9% expect easy rinsing performance from the product so that no foam remains. When all the analyses are evaluated, technical parameters that will meet the customer's expectations provide surfactant optimization and enzyme usage, perfume dosage amounts, and low pH value. As a result, the contribution of this study to the literature is that this paper presents a successful integration of the Kano-BWM-QFD method for the first time in the product development process.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

This study will increase the quality of life by meeting consumers' expectations in real life and supporting trade by increasing product quality. However, the proposed method can be used not only for product development but also for other QFD applications such as engineering and decision making. This method can be extended in future research to address the subjectivity of expert preferences with fuzzy numbers.

Keywords: customer-oriented product development, kano model, best worst method, quality function deployment

References

Akao, Y. (1990). Quality Function Deployment: Integrating Customer Requirement into Product Design, Productivity, Press, Massachusetts, p. 60-61.

Crawford, M., & Benedetto, A.D. (2008). New Products Management, 9th Ed. New York: McGraw-Hill.

Kano, N., Seraku, N., Takahashi, F. and Tsuji, S. (1984). Attractive Quality and Must-Be Quality. Journal of the Japanese Society for Quality Control, 41, 39-48.

Rezaei, J. (2015). Best-Worst Multi-Criteria Decision-Making Method, Omega, 53, pp. 49-57.

Smith, G. C., & Smith, S. (2012). Latent Semantic Engineering – A new conceptual user-centered design approach. Advanced Engineering Informatics, 26(2), 456–473.

COVID-19 Pandemic and Its Impact on the Consumption Behaviour of Functional Food Products in India

G. R. Jayadevan, N. Thamaraiselvan, Jegan Jayapal, and Nakul Gangadharan

Department of Management Studies
National Institute of Technology, Tiruchirappalli, India

Abstract

The COVID 19 pandemic recently spread across national boundaries, and continents virtually shattered the entire globe. The devastating effects of the pandemic were in no way confined to public health alone. Nations, including India, imposed strict quarantine measures urging their citizens to stay at home and limit their mobility to securing essentials such as food and attending medical emergencies to restrict the disease spread. The International Monetary Fund recognized that the COVID-19 pandemic was the worst crisis on economic and financial aspects after the Great Recession of 1929 ((IMF), 2020). With the increasing COVID positive cases day-by-day, the health authorities advocated the need to follow a healthy lifestyle with a healthy diet rich in vitamins, minerals, and bioactive components to boost the body immune system (Makroo, Majid, Siddiqi, Greiner, & Dar, 2020). The research world has not yet received any concrete evidence to prove that the intake of certain foods with beneficial ingredients would support our body to fight against the novel Coronavirus. But many prior studies support that functional food would bestow specific beneficial effects on the human body, improve overall health, and help the body fight against certain invasive viruses. (Singh et al., 2020). Japan was the first country in the world in the mid-1980s wherein functional food was first introduced. Certain processed foods that are nutritious and benefit specific bodily functions are called functional foods. Besides providing nutrition and energy, functional foods aid in effective disease treatment by improving the body's physiological response and reducing diseases' risk (Singh et al., 2020). It is scientifically researched and reported that most functional foods and components are of natural origin, having excellent immunity-boosting properties (Lopez-Varela, Gonzalez-Gross, & Marcos, 2002). The biologically active compounds in functional foods strengthen the innate body immune response against the attack of COVID-19 (Singh et al., 2020). Considering the renewed importance of the immune system in protecting the host body from diseases, building body immunity through quality food intake deserves prime attention.

Since the past few decades, consumers have been increasingly aware of healthy eating and quality living. They are even ready to pay higher prices for health-boosting functional food products (Shamal & Mohan, 2017). The rise of functional foods has been attributed to increased consumer consciousness on ill-effects to health due to the busy life, poor food choices and a sedentary lifestyle, scientific advancements in nutrition research, better awareness of the vital link between health and diet and a highly competitive, crowded food market (Granato, Branco, Nazzaro, Cruz, & Faria, 2010). India is a booming market for health food products and would place immense opportunities for the processed food industry to focus on such health beneficial foods (Shamal & Mohan, 2017). The food marketers would be interested in assessing the behaviour of Indian consumers towards functional foods, especially during this post-COVID pandemic scenario when maintaining body immunity is the need of the hour.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A detailed review of the literature as part of the study revealed an evident shortage of research studies regarding consumer behaviour in India's functional foods market, specifically in the post-COVID scenario. Therefore, a systematic and extensive literature review was carried out by searching electronic databases such as Science Direct, ProQuest-ABI/INFORM, Scopus, EBSCO, Web of Science, Google Scholar and Emerald Insight, focusing on consumer acceptance and purchase behaviour of functional foods in India from 1986 to 2021. The study also considered relevant information available in conference proceedings, newspaper articles, published market reports, and internet sources to understand the functional foods market both in India and abroad. The preliminary search on the selected electronic research databases yielded 8082 references. These were then screened using the inclusion and exclusion criteria, with the result that 402 references were found to be noteworthy for the study and hence thoroughly reviewed. The "Theory of Planned Behaviour (TPB)" proposed that an individual's behavioural intentions, as well as his behaviour, are the resultant of his "attitude, subjective norms and perceived behavioural control" (Ajzen, 1991) (Godin & Kok, 1996). "Perceived Behavioural Control" depicts an individual's perception of various resources that can help or deter him from performing a particular behaviour (Ajzen, 1991; Venkatesh, Thong, & Xu, 2012; Yuan, Ma, Kanthawala, & Peng, 2015). Several studies revealed that perceived behavioural control significantly influences food consumption behaviour (Alam & Sayuti, 2011). This study, therefore, proposed that Perceived Behavioural Control affects functional food products consumption behaviour significantly.

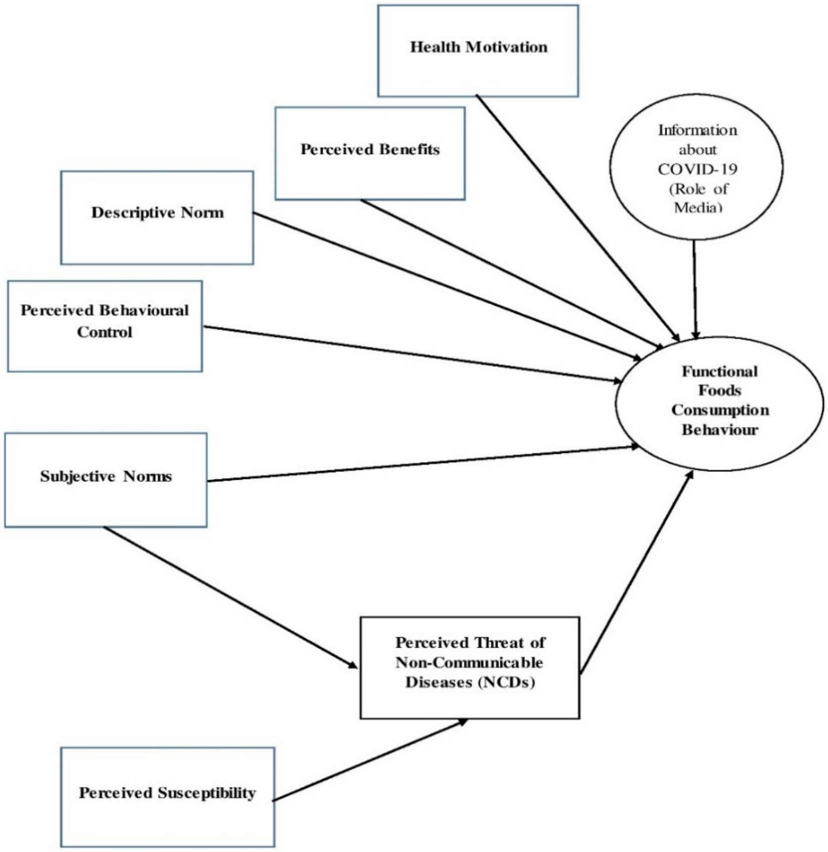
Many research findings endorse that "Subjective Norms" influence the consumption behaviour of functional food products. Subjective Norms denote the "social pressure that initiates the consumer's indulgence or non-indulgence in a practice" (Ajzen, 1991). Subjective norms stimulate the cravings for novel food purchases among Indian consumers (Yun, Verma, Pysarchik, Yu, & Chowdhury, 2008). Also, subjective norms substantially influence synthetic functional foods' consumption behaviour (Rezai, Kit Teng, Mohamed, & Shamsudin, 2014). It was also researched that professionals in the health care sector, educationalists and media professionals play a vital role in awareness creation about functional foods and beverages (Kapsak, Rahavi, Childs, & White, 2011). So, the present study proposed that Subjective Norms influence the consumption behaviour of functional food products. The TPB poses a significant limitation: it did not consider variables like a threat, fear, mood, or experience influencing consumer behaviour. Therefore, the present study took some of the "Health Belief Model (HBM)" constructs, such as perceived benefits, perceived susceptibility, perceived threat, and "health motivation". "Perceived benefits" are crucial factors of consumer acceptance of personalized nutrition (Dowd & Burke, 2013). Healthiness, familiarity and security, taste and pleasure, price and convenience of functional food products primarily influence consumer's functional food choices (Urala & Lähteenmäki, 2003). It was, therefore, hypothesized that perceived benefits positively influence the Consumption Behaviour of functional food products.

"Personal susceptibility" is a dominant perception that prompt people to adopt healthy behaviours. It is a person's subjective perception of the risk of contracting an illness or Non-Communicable Diseases (NCDs). The higher the perceived susceptibility, the more likely it is to take preventive action to avoid the risk or consume functional food products in this study's parlance. "Perceived Threat of Non-Communicable Diseases (NCDs)" is the perception of a person about the dangerous after-effects or hazards of contracting NCDs. It has a direct influence on the likelihood of action (Shamal & Mohan, 2015). The perceived threat of disease has been identified as a predictor of health-related behaviours (Rosenstock, 1974). Therefore the study hypothesized that functional food consumption significantly prevents NCDs. Consumers' beliefs in the health benefits derived from functional foods' consumption comprise an essential factor affecting the acceptance of functional products (Verbeke, 2005). People who are health conscious and give importance to their health would be more inclined to functional foods (Goetzke, Nitzko, & Spiller, 2014). "Health motivation" denotes the willingness of a person to be aware of health matters. Health-conscious consumers strive for a healthy lifestyle. It was also established that "defensive health behaviour and consumer health consciousness act as positive determinants on functional food product acceptance" (Rezai et al., 2014). Therefore it was proposed that Health Motivation significantly influences functional foods consumption behaviour. The "Social Cognitive Theory (SCT)" proposed that an individual's behaviour is formed because he/she watches the behaviour shown by others in society (Bandura, 1998). SCT indicates that descriptive norm affects a person's behaviour. "Descriptive norm" relates to a human being's characteristics as a 'social animal'. A person's behaviour will be in such a manner that he gets others' acceptance in society or his social environment (Ajzen, 1991). Descriptive norm denotes the social pressures that exert someone to perform certain behaviours that the persons who are important to them like to perform (Pedersen, Grønhøj, & Thøgersen, 2015; Yuan et al.) Many research reports reveal that an individual's food consumption behaviour is influenced by the descriptive norm (Pedersen, Gronhoj, & Thogersen, 2015) (Barauskaite et al., 2018). Therefore, the present study hypothesized that the Descriptive norm has a significant influence on the functional food consumption behaviour in the Post-COVID 19 scenario.

According to Ajzen, the information that comprises an individual's beliefs results in the moulding of his/her behaviour. The more often an individual gains positive information on the consumption of functional foods, the more he/she has the chance to do such behaviour. It was proposed that the information on nutrition and boosting of body immunity circulated by all authentic media sources significantly influence the consumption behaviour of functional food products, primarily in the post-COVID 19 times. Behaviour, as a concept, includes cognitive, affective, conative and psychomotor elements. It describes an individual's knowledge, attitude, and intention in performing practice and not restricted to others' actions or practices alone (Petty, Barden, & Wheeler, 2009). Various factors influence the Consumption Behaviour of Functional Foods (Sumaedi & Sumardjo, 2020). Based on the review of three major behavioural theories and previously conducted research studies on functional food consumption behaviour, this study proposed health motivation, perceived benefits, descriptive norm, perceived behavioural control, subjective norms, perceived susceptibility and perceived Threat of NCD as the predictors of consumption behaviour of functional food products in the post-pandemic scenario. The above study yielded a conceptual model (Fig. 1) for Functional Food Products' consumption behaviour applying the underlying doctrines of the "Theory of Planned Behavior (TPB)", "Health Belief Model (HBM)", and "Social Cognitive Theory (SCT)". Future researchers are encouraged to test further the implications presented in this study empirically. As a theoretical implication, the study provides an extension to the existing body of knowledge. The model developed can guide the food marketers to segment and position their functional food offerings in the post-pandemic scenario. This research study would be a primer upon which further studies investigating consumers' attitudes and purchasing behaviour of functional food products may be performed.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Figure 1: Conceptual Model for Functional Foods Consumption Behaviour in the Post COVID-19 Scenaria



Keywords: functional foods, COVID-19, consumption behavior, nutrition

References

(IMF), I. M. F. (2020). The Great Lockdown: Worst Economic Downturn Since the Great Depression [Press release]

Ajzen, I. (1991). The theory of planned behavior. Organizational behavior and human decision processes, 50(2), 179-211.

Alam, S. S., & Sayuti, N. M. (2011). Applying the Theory of Planned Behavior (TPB) in halal food purchasing. International journal of Commerce and Management.

Bandura, A. (1998). Health promotion from the perspective of social cognitive theory. Psychology and health, 13(4), 623-649.

Barauskaite, D., Gineikiene, J., Fennis, B. M., Auruskeviciene, V., Yamaguchi, M., & Kondo, N. (2018). Eating healthy to impress: How conspicuous consumption, perceived self-control motivation, and descriptive normative influence determine functional food choices. Appetite, 131, 59-67.

Dowd, K., & Burke, K. J. (2013). The influence of ethical values and food choice motivations on intentions to purchase sustainably sourced foods. Appetite, 69, 137-144.

Godin, G., & Kok, G. (1996). The theory of planned behaviour: a review of its applications to health-related behaviours. American Journal of Health Promotion, 11(2), 87-98. doi:10.4278/0890-1171-11.2.87

Goetzke, B., Nitzko, S., & Spiller, A. (2014). Consumption of organic and functional food. A matter of well-being and health? Appetite, 77, 94-103. doi:10.1016/j.appet.2014.02.012

Granato, D., Branco, G. F., Nazzaro, F., Cruz, A. G., & Faria, J. A. F. (2010). Functional Foods and Nondairy Probiotic Food Development: Trends, Concepts, and Products. Compr Rev Food Sci Food Saf, 9(3), 292-302. doi:10.1111/j.1541-4337.2010.00110.x

Kapsak, W. R., Rahavi, E. B., Childs, N. M., & White, C. (2011). Functional foods: consumer attitudes, perceptions, and behaviours in a growing market. Journal of the American Dietetic Association, 111(6), 804-810. doi:10.1016/j.jada.2011.04.003

Lopez-Varela, S., Gonzalez-Gross, M., & Marcos, A. (2002). Functional foods and the immune system: a review. Eur J Clin Nutr, 56 Suppl 3, S29-33. doi:10.1038/sj.ejcn.1601481

Makroo, H. A., Majid, D., Siddiqi, M. A., Greiner, R., & Dar, B. N. (2020). COVID-19 Pandemic and its Implications on Food Systems. Preprints (www.preprints.org). doi:10.20944/preprints202008.0321.v1

Pedersen, S., Gronhoj, A., & Thogersen, J. (2015). Following family or friends. Social norms in adolescent healthy eating. Appetite, 86, 54-60. doi:10.1016/j.appet.2014.07.030

Petty, R. E., Barden, J., & Wheeler, S. C. (2009). The Elaboration Likelihood Model of persuasion: Developing health promotions for sustained behavioral change.

Rezai, G., Kit Teng, P., Mohamed, Z., & Shamsudin, M. N. (2014). Structural equation modeling of consumer purchase intention toward synthetic functional foods. Journal of Food Products Marketing, 20(sup1), 13-34.

Rosenstock, I. M. (1974). The health belief model and preventive health behavior. Health education monographs, 2(4), 354-386.

Shamal, S., & Mohan, B. C. (2015). Functional Food Acceptance in India: Socio-Demographic and Lifestyle Determinants.

Shamal, S., & Mohan, B. C. (2017). Consumer behaviour in fortified food choice decisions in India. Nutrition & Food Science.

Singh, P., Tripathi, M. K., Yasir, M., Khare, R., Tripathi, M. K., & Shrivastava, R. (2020). Potential Inhibitors for SARS-CoV-2 and Functional Food Components as Nutritional Supplement for COVID-19: A Review. Plant Foods Hum Nutr, 75(4), 458-466. doi:10.1007/s11130-020-00861-9

Sumaedi, S., & Sumardjo. (2020). A model of traditional functional food consumption behaviour. British Food Journal, 123(1), 13-30. doi:10.1108/bfj-01-2020-0019

Urala, N., & Lähteenmäki, L. (2003). Reasons behind consumers' functional food choices. Nutrition & Food Science.

Venkatesh, V., Thong, J. Y., & Xu, X. (2012). Consumer acceptance and use of information technology: extending the unified theory of acceptance and use of technology. MIS Quarterly, 157-178.

Verbeke, W. (2005). Consumer acceptance of functional foods: socio-demographic, cognitive and attitudinal determinants. Food Quality and Preference, 16(1), 45-57. doi:10.1016/j.foodqual.2004.01.001

Yuan, S., Ma, W., Kanthawala, S., & Peng, W. (2015). Keep using my health apps: Discover users' perception of health and fitness apps with the UTAUT2 model. Telemedicine and e-Health, 21(9), 735-741.

Yun, Z.-S., Verma, S., Pysarchik, D. T., Yu, J.-P., & Chowdhury, S. (2008). Cultural influences on new product adoption of affluent consumers in India. The International Review of Retail, Distribution and Consumer Research, 18(2), 203-220.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Effects of the COVID-19 Pandemic Period on the Fast-food Industries Communication in Social Media: The Comparison Turkey and Latvia

Ilze Blauberga[1], Raife Meltem Yetkin Ozbuk [2], and Ozge Susler[2]

[1]Alberta Community College, Latvia

[2]Faculty of Applied Sciences
Akdeniz University, Turkey

Abstract

This study analyzed how COVID-19 affected social media communication in year 2020 of the same multinational fast-food company brand operating in two different countries: in Turkey and in Latvia. By choosing two different countries which are territorially far away and culturally different, authors looked at the differences in communication, before the start of the COVID-19 Pandemic (pre-pandemic period), in the first wave of the COVID-19 Pandemic period, and during the normalization period. A content analysis was conducted on the social media posts that are used in both countries for all the chosen brands. Important findings are: 1) Multinational brands are communicating in different social media platforms, based on the country's habits of social media usage; 2) Social media communication during crisis has cultural influences (COVID-19 Pandemic first wave).

Keywords: Facebook, Instagram, COVID-19, fast-food industry, Turkey, Latvia

Remedy Strategies to Business Ethics and Product Performance Related Misdeeds

Lei Huang

Faculty of Business Administration
Fredonia State University of New York, USA

Abstract

Based on Situational Crisis Communication Theory (Coombs 2007), the current study addresses the following research questions: (1) how consumers react to three major crisis management approaches: the prompt acknowledgement of the misdeed (Tybout and Boehm 2009), the response plan to address the misdeed (Claeys and Cauberghe 2014), and the correction plan for the misdeed (Liu, Shankar, and Yun 2017); and (2) how these approaches impact on current and potential consumers (Cleeren et al. 2013; Humphreys and Thompson 2014). Particularly, this research examines the influences of these approaches on different types of misdeeds (Huang 2015; Dutta and Pullig 2011): either product/service performance related (PPR) or business ethics related (BER). The results from 440 participants suggest that a promptness apology is important for current consumers but not for potential consumers. This is probably caused by the differences in the involvement (Hegner et al. 2014; Claeys and Cauberghe 2014) and commitment (Ahluwalia et al. 2000) toward the focal firm between these two groups of customers. For existing consumers, the relationships that they have with a firm are expected to vary in strength and may influence their reactions to the response and remedy strategies. After all, the (re)purchase intentions of the current consumers are based on their prior expectations and experiences with the misdeed firm (Dawar and Pillutla 2000). For potential consumers, a firm's response plan focusing on the perceived diagnosticity of the misdeed information is more persuasive than a mere prompt apology (Ahluwalia et al. 2000). One major contribution of this research is the study of the moderation effect of misdeed type on the purchase intention between potential and current consumers. The findings suggest that firms need to take different remedy strategies for potential and existing consumers. Among potential consumers, reduction of offensiveness (i.e., the response plan) is the best remedy strategy for BER misdeeds; but for PRR misdeeds, the costly correction plan seems to have the same effect compared to the response plan. This finding may be explained by the inference that potential consumers value symbolic benefits more than functional benefits when they consider buying a product from the firm that has revealed misdeeds (Dutta and Pullig 2011). Among current consumers, BER misdeeds are more harmful than PRR misdeeds in term of decreasing consumers' (re)purchase intentions. Consequently, firms perhaps should pay extra attention to BER misdeeds in order to avoid the potential negative outcomes and emphasize their apology for PPR misdeeds in their response plan. However, when the misdeed allegation is found to be authentic, even for BER misdeeds, firms need to accept the fault and start to work on repairing the damage in their correction plan (Raju and Rajagopal 2008). In the nowadays uncertain markets, due to the increasing complexity of products, more demanding customers and more prevalent social media, business misdeeds occur more frequently (Dawar and Pillutla 2000) and the spill over negative impacts spread fast. Therefore, it is important for managers to response properly in order to restore trust and rescue a brand in crisis. The current study highlights a contingency-based view on business misdeed management, which suggests that the relative efficacy of remedy strategies depends on misdeed situational factors. This is meaningful for brand managers who need to be ready to respond to unpredictable negative brand publicity resulting from the corporate business misdeeds.

Keywords: business ethics, product failure, misdeed, scandal, crisis management

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

References

Ahluwalia, R., Burnkrant, E., & Unnava, R. (2000). Consumer response to negative publicity: the moderating role of commitment. Journal of Marketing Research, 37(2), 203-214.

Claeys, AS., & Cauberghe, V. (2014). What makes crisis response strategies work? The impact of crisis involvement and message framing. Journal of Business Research, 67(2), 182-189.

Cleeren, K., van Heerde, J., & Dekimpe, G. (2013). Rising from the ashes: how brands and categories can overcome product-harm crises. Journal of Marketing, 77(2), 58-77.

Coombs, T. (2007). Attribution theory as a guide for post-crisis communication research. Public Relations Review, 33, 135-139.

Dawar, N., & Pillutla, M. (2000). Impact of product-harm crises on brand equity: the moderating role of consumer expectations. Journal of Marketing Research, 37(2), 215-226.

Dutta, S., & Pullig, C. (2011). Effectiveness of corporate responses to brand crises: the role of crisis type and response strategies. Journal of Business Research, 64(12), 1281-1287.

Hegner, M., Beldad, D., & Kamphuis op Heghuis, S. (2014). How company responses and trusting relationships protect brand equity in times of crises. Journal of Brand Management, 21(5), 429-445.

Huang, L. (2015). Quality or responsibility? The impact of two categories of corporate social responsibility on the consumer-brand relationship. Marketing Management Journal, 25(1), 27-41.

Humphreys, A., & Thompson, J. (2014). Branding disaster: reestablishing trust through the ideological containment of systemic risk anxieties. Journal of Consumer Research, 41(4), 877-910.

Liu, Y., Shankar, V., & Yun, W. (2017). Crisis management strategies and the long-term effects of product recalls on firm value. Journal of Marketing, 81(5), 30-48.

Tybout, M., & Roehm, M. (2009). Let the response fit the scandal. Harvard Business Review, 87(12), 82-88.

Effects of Streaming on the Viewer's Purchase Decision: An Empirical Study Applied to the Twitch Platform

Rafael Bravo, José Miguel Pina, and José Antonio Tomás

Faculty of Economics and Business
University of Zaragoza, Spain

Abstract

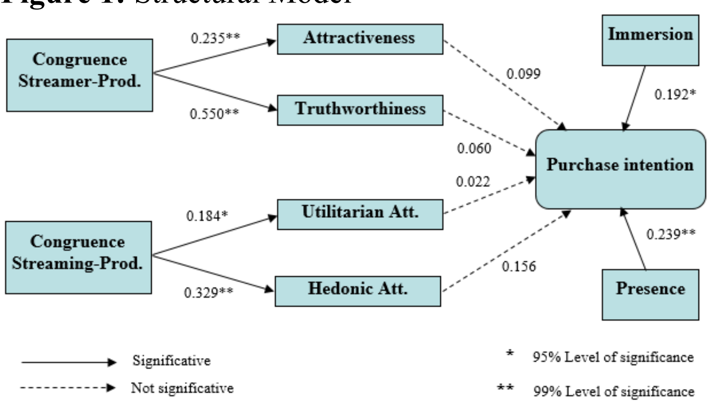
The popularity of streaming, the emergence of streamers-influencers and the development of communities generated around them has generated great interest from companies to advertise their products and brands (Holland, 2016), these streamers-influencers are content creators who influence those who follow them and thanks to this influence they have the ability to increase sales of a product, promoting it through streamings, testing it, talking about its features or simply giving visibility to it (Appel et al., 2020). There are studies such as Park & Lin (2020) that have tried to measure the variables that make up the influence that streamers have on their viewers, finding that the attractiveness (Eisend & Langner, 2010; Joseph, 1982) or trust (Chung & Cho, 2017) that they perceive is a very relevant part of it, as well as the perceived congruence between the streamer and the promoted product or the way in which the promotion is carried out. Another relevant study in this field is Sun et al. (2019), who analyse the immersion and presence of streaming in purchase intention. However, the conclusions reached by many of these studies may not be extrapolated to other contexts, as most of them focus the study on a particular type of streamer. Moreover, most of the previous work has focused on purchase intention in traditional media, whose context makes it difficult to extrapolate results to streaming. It would be interesting to verify what kind of variables related to streamers in general have an effect on consumers' attitudes and behaviours.

A deeper understanding of the presentation of content by streamers and their effect on the emotions they generate can facilitate a more effective design of the content offered depending on the needs or objectives of the promotion and understand if the success of influencers has to do with their physical characteristics, the type of content they produce and publish or the advertising style they adopt, or, in other words, what variables should be taken into account when forming a relationship with an influencer, are relevant concerns for companies when deciding with whom they want to invest economic efforts and what form of partnership they prefer to determine (McCormick, 2016). Thus, the main objectives of this research are two: first, to propose and validate a purchase intention model that explains how different variables affect the purchase intention of a product promoted through a streaming platform, specifically Twitch. And, secondly, to analyse if the traditional variables used to measure purchase intention are valid in the context of streaming. To test the model, an empirical study was conducted through a survey aimed at young people aged between 18 and 34 years old, the predominant age group on the Twitch platform. Data were collected through an online questionnaire using Google Forms by the snowball method though social networks. The final usable sample was 216 participants. The results obtained (Figure 1) indicate that the fit between the streamer and the promoted product improves perceived trust and attractiveness, with the trust factor benefiting the most from this perceived fit. However, these variables do not significantly explain purchase intention. These results are not in line with the results obtained by Komiak & Bensabat (2004) who showed that trust is crucial for purchase intention. They argued that information from reliable sources is perceived as a substitute for social

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

interaction in the context of the Internet. Thus, we might think that this relationship might not be extrapolated to the context of streaming. On the contrary, our results are in line with later studies such as those of Chung & Cho (2017), where they minimize the importance of this variable in Internet celebrities (influencers and streamers), relegating their influence exclusively to traditional celebrities. With respect to attractiveness, it also proved not to be a determining factor in terms of its influence on purchase intention. This finding opens up the possibility of future research where the objective is to find that other subjective psychological factors are more suitable for analysing purchase intention in the online context. As for the relationships between streaming-product fit and utilitarian and hedonic attitudes, the results showed that these are positive relationships in both cases. However, the hedonic attitude benefits the most from this adjustment. The utilitarian attitude, like attractiveness or trust, is not significant and its effect on purchase intention is not relevant, results similar to those of other authors such as Park & Lin, 2020, but which contradict with others such as Wang et al. (2018). The discrepancy in this variable may be due to several reasons, as the utilitarian or hedonic attitude towards a stream can change depending on various environmental factors such as the context, the results could vary depending on the mood of the viewer, the streamer or the community itself, which makes this variable much more difficult to measure correctly and therefore the discrepancies.

Figure 1: Structural Model



With respect to immersion, the results indicate that its relationship with purchase intention is positive and significant, which shows that one of the most relevant factors to be considered by streamers would be their ability to generate a sufficiently immersive and pleasant virtual environment, which favours the promotion of the promoted product at that moment, as it facilitates the understanding of its characteristics. Finally, presence is positively related to purchase intention, obtaining the highest significance. This could be due to the conclusions reached by Gao et al. (2018) where they consider online presence to have the characteristics traditionally used to measure trust, as they view this presence as a substitute for human interaction in a physical shop and the relationship established with the salesperson. The study findings are not limited to Twitch or video game streaming in general on any platform, but the new social and economic ecosystems that have been created around the content creators that have appeared on platforms such as Twitch or YouTube are evidence of the need to understand the interactions that occur between content producers and content consumers on the Internet. This research shows that streamers can be defined as a new type of celebrity that is fully distinguishable from traditional celebrities by showing the perceptive differences that affect streamers. Corporate marketers should take into account the differences between streamers and traditional celebrities when making a marketing plan and choose which figure is best suited for a specific campaign. While for traditional celebrities their effectiveness can be measured through factors such as attractiveness, likability or trustworthiness, for streamers, the relationship they have with their community and the quality of that relationship, as well as their ability to generate entertaining content that makes their audience detach from their surroundings have proven to be the most relevant factors to measure their endorsement. In sum, while traditional celebrities may be the most appropriate choice for general audiences, influencers should be the first choice if you want to reach specific segments of the population, with similar age and/or tastes or interests.

Keywords: live streaming, purchase intention, streamer, twitch, celebrity

References

Appel, G., Grewal, L., Hadi, R., & Stephen, A. (2020). The future of social media in marketing. Journal of the Academy of Marketing Science, 48, 79-95.

Chung, S., & Cho, H. (2017). Fostering Parasocial Relationships with Celebrities on Social Media: Implications for Celebrity Endorsement. Psychology & Marketing, 34(4), 481-495.

Eisend, M., & Langner, T. (2010). Immediate and delayed advertising effects of celebrity endorsers’ attractiveness and expertise. International Journal of Advertising, 29, 527.

Gao, W., Liu, Y., Liu, Z., & Li, J. (2018). How does presence influence purchase intention in online shopping markets? An explanation based on self-determination theory. Behaviour & Information Technology, 37(8), 786–799.

Holland, M. (2016). How YouTube Developed into a Successful Platform for User-Generated Content. Elon Journal of Undergraduate Research in Communications, 7(1), 52–69.

Joseph, W. (1982). The Credibility of Physically Attractive Communicators: A Review. Journal of Advertising, 11, 15-24.

Komiak, S. X., & Benbasat, I. (2004). Understanding customer trust in agent-mediated electronic commerce, web-mediated electronic commerce, and traditional commerce. Information technology and management, 5(1), 181-207.

McCormick, K. (2016). Celebrity endorsements: Influence of a product-endorser match on Millennials attitudes and purchase intentions. Journal of Retailing and Consumer Services, 32. 39-45.

Park, H. J., & Lin, L. M. (2020). The effects of match-ups on the consumer attitudes toward internet celebrities and their live streaming contents in the context of product endorsement. Journal of Retailing and Consumer Services, Elsevier, 52.

Sun, Y., Shao, X., Li, X., Guo, Y., & Nie, K. (2019). How Live Streaming Influences Purchase Intentions in Social Commerce: An IT Affordance Perspective. Electronic Commerce Research and Applications, 37.

Wang Z., Sang-Joon L., & Kyeong-Rak L. (2018). Factors Influencing Product Purchase Intention in Taobao Live Streaming Shopping. Journal of Digital Contents Society, 19(4), 649-659.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Value Co-Creation Through AI Platforms: The Nessie Project

Francesco M. Garraffo[1] and Giovanni Giuffrida[2]

[1]Department of Business Economics & Management
[2]Department of Political Sciences
University of Catania, Italy

Abstract

In today business landscape, competitive and marketing strategies are evolving in hybrid forms, implying access to digital innovation through shared financial and human resource investments among competing firms. These hybrid forms have been widely studied in the literature of: a) value co-creation (Porter & Kramer, 2011), b) coopetition (Brandenburger & Nalebuff, 1996; Garraffo, 2002; Le Roy et al., 2010; Rusko, 2011), c) strategic alliances (Gomes-Casseres, 1994; Harbison & Pekar, 1998). The digital innovation (Boulding et al. 2005; Lies, 2019) is an opportunity to carry out theoretical and empirical projects focussed on these issues to contribute to the knowledge on emerging forms of competitive and marketing strategies. In this perspective, the Nessie project – Next generation System for Strategic Insights Exploitation – is both a theoretical and empirical blend of these issues. The purpose of the project is to answer the following research questions: a) what are hybrid forms of competitive and marketing strategies in today business landscape? and b) how digital innovation is changing the approach of firms on data management & mining as well as on customer profiling and targeting? The Nessie is an experimental and action research project that wants to empirically and theoretically give an answer to each of these questions by creating an international consortium management of big data at the service of marketing initiative and on-line/off-line communication policies of participating companies, some of them competing in the same business markets. Developed by Neodata Group, an Italian-based firm, in partnership with the U.P.A. - Utenti Pubblicitari Associati (the Italian Association of major Investors in Advertising), Nessie involves the creation of a "data lake" that will collect on-line data from participating companies, to enhance and transform them into customer profiles built through the merge of shared data. So far, Bolton, Ferrero, Henkel, Nestlé, Perfetti, Piaggio, SixthContinent, Valsoia have joined Nessie in a full operational mode. For some of the participating companies Nessie it's also an opportunity of accessing, for the first time, functions of a Data Management Platform (D.M.P.), with which activate the audience for profiled advertising, site customization, direct marketing and business intelligence. Nessie meets the requirements much requested by the brands: a) the ownership and the autonomous exploitation of the so-called first party data (data owned exclusively by individual companies); b) the quality of the data collected; c) the certification of the entire process; the financial transparency. The empirical side of the project represents a response of companies to the need to contain the overall budgets, due to the significant synergies on a technological level and greater efficiencies in terms of internal company structures. It constitutes one of the first industrial responses to the GDPR, the new privacy regulation, which after promoting cultural evolution and greater accountability among companies, creates the conditions for growth guided by a transparent and proportionate use of the data collected by potential consumers. The Nessie project represents a viable reaction to the recent announcement by Google which is going to phase-out third-party cookies in its Chrome browser commencing in 2022. Third-party cookies allow advertisers to follow user navigation, and collect relative data, across different websites. They are invaluable to advertisers as they allow inference of very

detailed user's profiles to activate hyper-targeted campaigns. Without third party cookie logs, advertisers will have to rely only on first-party data (i.e., data they own) which are in general smaller in size although more precise. In any case, the demise of third-party cookies in Chrome will surely have a profound impact on the entire online advertising industry. Federated first-party user's data, like the Nessie project here discussed, may represent a valid alternative in the future for the digital advertising industry. Companies will agree, in various protected forms in order to comply with various privacy laws, to share data among them in order to create richer users data sets. Main preliminary theoretical results of Nessie, that are also relevant for the empirical side of the project, are the growing willingness of founding brands to resume leadership in data-based business development and to invest resources for new digital marketing and advertising models. Moreover, the project is highlighting the enhancement of advertising investments not only through physical or digital spaces but also thanks to the opportunities offered by the active management of data and the profiling of consumer behavior, made possible by new technologies. Finally, because the Nessie project is still ongoing, preliminary results sustain the thesis that hybrid forms of competitive and marketing strategies are a feasible option to adopt technological solutions based on big data and to develop market opportunities through the collaborative use of data management platforms. Managerial implications are manifold. First, the Nessie project is an attractive example on the opportunities of collaboration among firms, even competitors, in accessing technological innovation related to Artificial intelligence, and in sharing data for managing augmented customer profiling based on big data. Moreover, marketing managers can today consider the opportunity to innovate their approach to market by sharing data on customers with other firms and improving the output of their segmentation policy and targeting. Finally, in a more general perspective, the empirical project clarifies the relationship between decisions on strategy, competitive dynamics and marketing policies with the decision-making option on cooperate with competitors to enhance the data mining.

Keywords: value co-creation, artificial intelligence, data management platforms, Nessie project

References

Brandenburger A.M. & Nalebuff B.J. (1996). Co-opetition, Doubleday, Bantam Doubleday Dell Publishing Group Inc., New York, NY.

Boulding, W, Staelin, R, Ehret, M & Johnston, W. J (2005). "A customer relationship management roadmap: what is known, potential pitfalls, and where to go", Journal of Marketing, 69 (October), 155-166.

Garraffo F. (2002). "Types of coopetition to manage emerging technologies", paper presented at Euram, 2nd Annual Conference on "Innovative Research in Management", Stockholm, 9-11 May.

Gomes-Casseres B. (1994). "Group versus group: How alliance networks compete", Harvard Business Review, 72 (4), 62-74.

Gnyawali, D.R. & Park, B.J. (2009). "Co-opetition and technological innovation in small and medium-sized enterprises: A multilevel conceptual model", Journal of small business management, 47 (3), 308-330.

Harbison J.R. & Pekar P. Jr (1998). Smart alliances: a practical guide to repeatable success, Jossey-Bass, San Fransisco, CA.

Le Roy F., Yami S. & Dagnino G.B. (2010). "La coopétition: une stratégie pour le XXIe siècle.", Yami S. & Le Roy F., in Stratégies de Coopétition: Rivaliser et Coopérer Simultanément, De Boeck, Bruxelles, pp. 17-28.

Lies J (2019). "Marketing Intelligence and Big Data: Digital Marketing Techniques on their Way to Becoming Social Engineering Techniques in Marketing", International Journal of Interactive Multimedia and Artificial Intelligence, 5 (5), 134-144.

Porter M.E & Kramer M.R. (2011). "Creating shared value", Harvard Business Review, Jan. – February, pp. 2-17.

Rusko, R. (2011). 'Exploring the concept of coopetition: a typology for the strategic moves of the Finnish forest industry', Industrial Marketing Management, 40 (2), 311–320.

Sengupta S. (1995). "Some antecedents of exclusivity in bilateral interorganizational relationships", Marketing Letters. 6 (1), 33-44.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Another Way to Encourage Entrepreneur: Affiliate Marketing

Remzi Reha Durucasu[1] and Fikret Er[2]

[1]Vocational School
[2]Open Education Faculty
Anadolu University, Turkey

Abstract

Marketing is a key stone for entrepreneurs to build a company. During the feasibility process not only what to sell but also how to sell are the basic questions for entrepreneurs. Furthermore, marketing costs are major problems in starting business such as advertisement, distribution, storage, shop design etc. Affiliate marketing is a system to sell products/services and to establish a brand cooperation. In this system there are parties including firstly affiliate network, secondly seller, thirdly advertiser and fourthly consumer. This study aims to encourage entrepreneurs to build their brands thanks to many cost advantages presented by affiliate marketing such as not to use a shop, decoration, own distribution channel and logistics so on. To prove the benefits of affiliate marketing data collected from Turkish Statistical Institute (TURKSTAT). The data set is given by years and gender. In order to see some clues about affiliate marketing, the data will be analyzed by using correspondence analysis. Also, since, some of the data set are adding up to a hundred, another technique called compositional data analysis will be used. Both of the methods are used in order to show relationships between the variables as the time goes by and gender classification.

Keywords: affiliate marketing, entrepreneurship, marketing brand

The Role of Consumer Resilience on Situated Learning, Coping and Well-Being While Dealing With Service Experiences: Psychological Flexibility as a Moderator

Mousumi Bose

Charles F. Dolan School of Business
Fairfield University, United States

Abstract

Extant literature has studied the role of resilience in coping and well-being. Psychological well-being was positively predicted by an individual's ability to bounce back when faced with stressful situations. However, the role of situated learning in mediating the effect of consumer resilience on coping and consumer well-being in stressful service encounters has yet been explored. This research highlights how consumer resilience influences situated learning, leading to coping with stressful service related encounters with firms. Overall, situated learning offers partial mediation between resilience and coping with no effect on well-being. Resilience directly offers mental well-being as discussed in extant literature. Finally, psychological flexibility moderates most paths for consumers with high flexibility compared to those with low flexibility.

Keywords: consumer resilience, situated learning, coping, psychological well-being

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Factors Affecting Consumer's Attitude Towards Online Shopping

Azlina Azmi[1] and Mohd Faizal Jamaludin[2]

[1]Commerce Department
Politeknik Tuanku Sultanah Bahiyah, Malaysia

[2]Faculty of Accountancy
Universiti Teknologi MARA, Malaysia

Abstract

Online shopping becoming latest trend especially during pandemic of COVID19. However, issues on the quality of online shopping platform as well inconvenient online shopping experience still inefficient to enhance customer's confidence. Therefore, the purpose of this study is to investigate the factors of website quality and online shopping experience towards consumer's attitude. The population of this study is the local residents in Penang, Malaysia. This research was conducted by using the primary data source, and the survey method was employed in this research. The findings of this study reveal that both seller website quality and customer online shopping experience could provide a better customer's attitude which eventually potentially increase sales. Overall, seller which strive to nurture a positive potential online customer's attitude towards their products or services could gain better sales productions as well as greater customer's confidence.

Keywords: consumer attitude, website quality, online shopping experience, e-commerce

Social Media as a Motivator for Building Customer Attitude Towards Online Retail Sites: A Bibliometrics Analysis

Vikram Singh[1] and Smiti Jhajj[2]

[1]Seth Jai Parkash Mukand Lal Institute of Engineering and Technology, India

[2]ITFT Education Group, India

Abstract

The study mainly focuses on the impact of social media as a motivator factor for building customer attitude towards online retail sites. Digital marketing may be rich in data but also lacks perspective and execution. Tracking what a consumer navigates or buys is helpful. The online company was perfect for sales and earnings. However, it certainly has a long-term market price – separation of channels and disintermediation of customers. In the last decade digital companies have therefore invested heavily in the improvement of customer experience. The development of a personal partnership. Although companies will often get a sense of the online behaviour of their clients, the knowledge mostly focuses on when and when. Today's scenario is really modern and updated mostly the peoples' influence for purchasing through social media and in this corona pandemic situation mostly the peoples purchasing through online retail stores. In this article selected 60 paper after the filtration in the Scopus database on different domains. In the last fourteen years (2007–2021) the articles chosen for this paper were released. This paper will analyse through biblioshiny program and analyse the information based on different parameters like country-wise author presence, citations, co-citation, co-authorship etc. The paper will develop based on VOS-Viewer and R-studio. The results will discuss through the measurement of different articles related study.

Keywords: social media, motivator, bibliometrics, online retail sites, purchasing, influence

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Role of Brand Image in Gastronomic Destinations: An Analysis on Turkey and Malaysia Website

Merve Uckan Cakir[1] and Gulcin Ozbay[2]

[1]Tourism Faculty
Van Yuzuncu Yil University, Turkey

[2]Tourism Faculty
Sakarya University of Applied Sciences, Turkey

Abstract

The food culture of a society has a very important position in promoting the local culture of that region and increasing its recognition in the international arena. Gastronomy tourists travel because of their interest in experiencing local cultures and authentic tastes (Cunha, 2018). Increasing interest in local cultures, enthusiastic taste experiences create opportunities for the branding of a destination, reflecting its national identity and regional characteristics (Kivela & Crotts, 2005). Gastronomy products reach many tourists by creating attractions through gastronomy routes, restaurants, and cooking schools. Gastronomy tourists have information on websites about countries they have not seen before and the food cultures of those countries. Countries that use websites effectively gain an advantage in the formation of an online brand image (Shih, Chen, & Chen, 2013). The effective use of websites is an important part of this branding process (Nikitina, Rudolph, & Glimm, 2012). Websites that reflect the values of the country's gastronomy by emphasizing the elements of color, design, suitability, and attraction can lead to the formation of the brand image in the international arena and an increase in the number of tourists visiting the country. In this context, a comparative content analysis was conducted on the official websites of Turkey and Malaysia, specific to gastronomy routes in the study. In this study, which aims to determine the gastronomy brand image and the level of representation of brand awareness on websites, the websites of two countries with similar cultural characteristics and tourism potential were determined as the sample of the research. As a result of the findings obtained within the scope of the research, it was concluded that Malaysian websites present their gastronomic values on their websites in an active, effective and descriptive manner. It has been observed that Turkey's websites are insufficient to reflect the rich culinary culture of the country. In this context, transferring the unique tastes of Turkey in a plan that will include gastronomy routes and UNESCO gastronomy cities should be seen as an important strategy in developing the country's gastronomic tourism.

Keywords: website brand image, gastronomy tourism, gastronomy routes, destination marketing, website content analysis

References

Cunha, S. (2018). Gastronomic Tourism, A Differential Factor. Millenium, (05), 93-98.

Kivela, J. & Crotts, J. (2006). Tourism and Gastronomy: Gastronomy's Influence on How Tourists Experience A Destination. Journal of Hospitality and Tourism Research. 30(3): 354-377.

Nikitina, N., Rudolph, S., & Glimm, B. (2012). On the world wide web. Web Semantics: Science, Services and Agents on the World Wide Web, 12(13), 118-130.

Shih, B. Y., Chen, C. Y., & Chen, Z. S. (2013). An empirical study of an internet marketing strategy for search engine optimization. Human Factors and Ergonomics in Manufacturing & Service Industries, 23(6), 528e540.

Value Chain for a B School in India

Vimal Chandra Verma[1] and Devashish Das Gupta[2]

[1]School of Management
Siddharth University, India

[2]Department of Marketing
Indian Institute of Management, Lucknow, India

Abstract

According to an estimate, education industry has emerged as the biggest spender on advertisement and major proportion of that investment has been in image building. With management education becoming more competitive due to implementation of WTO rules, as the Indian market is also open for foreign players B schools in India look forward, to what impresses their customers. The growing popularity of management education can be proved with the record 1.75lakh candidates writing the CAT examination this year. This research paper gets into the mindset of B-school students as well as the aspiring students to test as to what constitutes the value chain for an ideal B school in India.

Keywords: customer delivered value, value chain, satisfaction, business school, management education

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Importance of Social Media as a Digital Marketing Channel

Remzi Reha Durucasu[1] and Fikret Er[2]

[1]Vocational School
[2]Open Education Faculty
Anadolu University, Turkey

Abstract

Today, there are many consumers who are happy to spend time in social media instead of living real life. Businesses have an opportunity to reach both their mass target and individual target via social media which is a shining star among the digital marketing channels. Therefore, it is a necessity for business to create a social media account and operate marketing campaigns through social media to connect consumers via Instagram, Facebook, Twitter and so forth. In this study the necessity of having a social media account and existing in the right ones which their potential consumers interact are focused. In addition, the overall purpose is to create a descriptive nature of the problem. Therefore, basic data analysis of the variables are created. Also, some contingency table analysis is created to show the relationship between the variables. The long-term tendencies on internet usage of individuals by category is also investigated by correspondence analysis. As the data is very limited on this subject, the nature of the study stays as a descriptive study. A follow up study is also projected to see the findings of this study and future statistics that will be published in the following years.

Keywords: social media marketing, digital transformation, brand awareness

Retail Management

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Effect of Social Media Marketing on Online Retail Performance of Konga Nigeria LTD

Abubakar Ado Adamu[1], Muhammed Yazeed[1], Mohammed Aliyu Dantsoho[1], Jamilu Abdulkadir[2], and Aliyu Audu Gemu[1]

[1]Business School
Ahmadu Bello University, Nigeria

[2]Distance Learning Centre
Ahmadu Bello University, Nigeria

Abstract

In Nigeria, e-commerce companies treat estimated delivery dates with a lack of confidence, as some industry insiders suggested. In an already small and addressable market, potential customers can shop on international e-commerce platform alternatives far more conveniently than on local, fragmented ones. With a market unsuitable for e-commerce, underdeveloped digital payment services and poor logistics and shipping infrastructure have resulted in high operating costs. With that in mind, this study examines the effect of social media marketing on the online retail performance of Konga Nigeria Ltd. In this study, data was collected using a questionnaire technique and a sample size of 80 employees from three corporate offices in Kaduna, Abuja, and Kano was selected and the data were analyzed using a structural equation model using PLS-SEM version 3.2. The results showed that the passive approach to social media marketing was positive and had an insignificant relationship with online retail performance, while the active approach and engagement approach had a positive and significant relationship with online retail performance. Therefore, Konga management must accurately classify key metrics to determine social media engagement, as well as the passive and active style of primary promotional activities.

Keywords: social media marketing, online retail, performance

Employment of Blue-Collar Workers in Organized Retail Sector: The Case of Turkey

Inci Kayhan Kuzgun

Economics Department
Hacettepe University, Turkey

Abstract

This study provides an outlook on employability of blue-collar workers in the organized retail sector as a case study of Turkey. The employment conditions of blue-collar workers are different from the employment of the white collars. Internal and external factors affect development of organized retail sector. Besides working university students has an important share in the employment. The paper is organized in three chapters. Firstly, the development process and segmented structure of retail sector is discussed based on the Trade Law. The firms of organized and unorganized retail sector as commercial firms are subject to the Trade Law. The tradesmen firms have traditional structure and it has two sub segments such as TESK and informal sector. The basic characteristics in the employment of blue-collar workers are discussed and interpreted within the second chapter. The high turnover rate of blue-collar workers is a distinguishing feature. The paper is based on an analytical study. The main findings and recommendations are provided in chapter three. Organized retail sector is an area that needs to be investigated. Data are insufficient. The sources are publications of organized retail sector, legal complications and public research reports. Additionally, English and Turkish literature were surveyed.

Keywords: Turkey, organized retail sector, high turnover rate, blue collar workers

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Seasonal Shelf Space Reorder Model Decision Support System

Susan E. Horne[1] and Alfred L. Guiffrida[2]

[1]Hathor Consulting, USA

[2]College of Business Administration
Kent State University, USA

Abstract

In this paper we develop a reorder decision model for maximizing marginal profits of products in the retail supply chain. The model addresses two key decision areas in the management of products in retail supply chains: i) seasonality, and ii) shelf space allocation. The model is implemented in an Excel-based decision support system and is based on an extension of the classical newsvendor inventory control model. The interactive nature of the model supports "what-if" analyses for decision makers tasked with making tradeoff decisions in retail operations and can be integrated with existing retail supply chain data analytics systems. The model is demonstrated using a numerical analysis across a line of seasonal products under varying demand, price discounts and shelf space elasticity measures. Model validation by a panel of retail and supply chain experts is also discussed.

Keywords: seasonal products, shelf space allocation, retail supply chain

Customer Value in Retailing (2000-2020): A Narrative Review and Future Research Directions

Rajat Gera[1] and Ashish Pruthi[2]

[1]School of Commerce and Management
Jain Deemed-to-be University, India

[2]Department of Management and Commerce
Manav Rachna University, India

Abstract

The purpose of this paper is to synthesize and categorize the literature on customer value in retailing through a narrative review of literature by segregating and arranging the accrued knowledge into a thematic framework. The 27 papers extracted were selected from indexed databases through a systematic multi-stage process by applying exclusion and inclusion criteria. The theoretical perspectives adopted in the studies were summarized and the findings from these studies were then categorized and classified and emergent themes were discussed to draw future research directions. The classification framework adopted consisted of the themes of "Theoretical perspectives", "Dimensions of Customer Value", "Antecedents, and Outcomes of Customer Value". The conclusions are drawn and future research directions have been proposed.

Keywords: dimensions of customer value, antecedents, outcomes, theoretical perspectives

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Artificial Intelligence in Retailing

Ibrahim Kircova, Munise Hayrun Saglam, and Sirin Gizem Kose

Faculty of Economics and Administrative Sciences
Yildiz Technical University, Turkey

Abstract

Advances in Artificial Intelligence and Machine Learning technologies have brought a completely new level of data processing that provides deeper business insights. Purchasing advice, dynamic pricing, personal content and advice have become widely used in the retail industry thanks to artificial intelligence. Almost real-time results can be achieved by expanding the scope of data obtained from existing customers and algorithms that mimic human-like behavior. In addition, interactions with machines are more widely accepted than before, allowing consumers to accept innovations faster and thus increase brand loyalty. On the other hand, the success of artificial intelligence, which will change the future of humanity and retailers to a great extent, will depend on the quality of the data that interconnected devices will learn, the integration of the applications into the business processes, the correct transfer of the results to the responsible people and the use of them in harmony with the corporate goals. Retailers and customers will accept the use of artificial intelligence if they realize and experience a specific benefit for them. This article aims to provide a framework for how artificial intelligence applications are used in retail.

Keywords: marketing technology, machine learning, digitalization, augmented reality

Saving Grace: Digitization to Stay or Address Crisis?

Smitha Vasudevan

School of Sciences Arts, Media and Management
Karunya Institute of Science and Technology, India

Abstract

As the successive waves of lockdown brought the shutters down on all business, small and medium businesses have had to address acute loss of business. The disruptive changes occasioned by Covid 19 pandemic has resulted in the use of digital technologies to mitigate the challenges (Richter, 2020). This paper examines how small retail businesses have integrated digital tools to manage the crisis, and whether this will add long term value for their business. Digitization offers SMEs opportunities to improve efficiency of operations and effectiveness of their customer relationships. Covid-19 has been a shock to the sector, and had a rapid digital learning curve as the normal methods of operations had to be ceased or reduced. This study was conducted among SMEs in India to understand their use of digital technology, and how Covid 19 has impacted the digitization. Response was collected through an online survey. Digitization was accelerated by the pandemic, specifically to access customers and to maintain business operations. On the front end, digital payment options were enhanced for the convenience of customers, just as businesses started leveraging social and messaging platform for accepting orders, and showcasing promotional offers. Digitization was even more pronounced for back-end operations and vendor management.

Keywords: small and medium business, digitization, COVID-19, India, retail, SME

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Structural Model Proposal for the Consumers' Attitudes Towards Private Labels of Discount Stores in Turkey

Tamer Baran

Kale Vocational School
Pamukkale University, Turkey

Abstract

This study aims to construct a structural model of consumers' attitudes towards private labels of discount stores and testing this model. Accordingly, three stores which have operated in discount retailing and largest store number in Turkey were included in study. Based on the Turkish Statistical Institute Provincial Life Index report, the data were obtained from 14 provinces and 14 districts of these provinces which were randomly determined from the provinces where all three stores were located in the city center and at least one district. The data obtained from 1230 respondents with face-to-face survey and were tested with Structural Equation Modeling (SEM) method using AMOS statistical program. In the result of the study, it was found that store atmosphere is the most influential variable to consumers' perceived quality, on the other hand, price has the highest affect towards private labeled products of the discount stores. Moreover, the model fit indexes results show that the use of the theoretical model of the study is suitable for discount stores.

Keywords: discount stores, private label, perceived quality, perceived risk, price, store atmosphere

Acknowledgements

This paper was produced from the doctoral dissertation prepared by Tamer Baran.

A Decision Support System for New Store Openings of a Grocery Retailer: A Business Analytics Approach

Omer Zeybek[1] and Halil Argun[2]

[1]Migros R&D Department, Turkey

[2]Institute of Science and Engineering
Galatasaray University, Turkey

Abstract

Recently, increasing competition in the grocery retailing industry forced supermarket chains to follow an aggressive store expansion policy. Hence, finding the right outlet location has become an important task for retail sector investment planners. Industry standard in feasibility trails for finding a new store location, excessively depends on expert opinions. It is a fact that these expert opinions contain valuable experience aggregated along years of operations, but they also carry flawed beliefs of feasibility planners on performance indicators for a typical new store. In this research, we suggest a Decision Support System (DSS) for investment planning professionals in retailing industry to ease their efforts in feasibility estimations for prospective store locations. Initially, we segmented existing stores of company with k-means algorithm, based on small area socioeconomic data of their neighbourhoods. Following, we estimate yearly average revenue per square meters by only using socio-economic data of the neighbourhood. Finally, we score our revenue estimation model on candidate locations where planning department of the company plan to open new stores. Our results for the first quarter of 2021 points 34% MAPE compared to 36% error rate of expert opinions. Finally, our model's estimations have relatively same accuracy with expert opinions.

Keywords: sales analytics, retail chain management, data mining

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Beauty in Retailing: A Meta-Analytic Review of the Effect of Design Atmospherics on Shopping Outcomes

Stephen Oduro[1] and Alessandro De Nisco[2]

[1]Intercultural Relations and International Management
[2]Facuty of Economics
University of International Studies of Rome, Italy

Abstract

Drawing on the voluminous literature that investigates the effect of design atmospherics on shopping outcomes, this study aims to provide a quantitative review of 76 empirical researches that analyze the effect of four selected design atmospherics in retail, service, and online settings—color, lighting, layout, and product display on three shopping outcomes: approach behavior, behavioral intentions, and emotional states. Statistically, we used a combination of subgroup analysis and meta-analysis regression (MARA) to test the hypotheses of the study via Comprehensive Meta-Analysis software package. Results of the meta-analysis show that product display yields the highest ratings on shopping outcomes (r=.28), followed by color (r=.24), layout (r=.23), and lighting (r=.22). Moreover, findings divulge that the aggregated impact of the atmospherics design factors is more substantial on behavioral intentions (r=.32) than on approach behavior (r=.22) and on emotional states (r=.21). The strength of the associations' effects varied from small to medium, and the moderation analysis unveiled a significant between-study variance based on a variety of methodological and theoretical study characteristics. Specifically, the analysis demonstrates that shopping setting, experimental design, store format, and study design significantly influence between-study variance. These results offer useful insights in terms of future research avenues, and underline relevant managerial implications for the design and management of physical stores, services, and e-commerce and websites.

Keywords: design atmospherics, shopping outcomes, meta-analysis

Inclusion of Disabled Consumers in Online Retail Landscape: Web Accessibility Conformance of Turkish Organized Food Retailers' Web Sites

Asiye Ayben Celik

Faculty of Business
Manisa Celal Bayar University, Turkey

Abstract

In 2020 with the outbreak of Covid-19, the world has been forced a very rapid digital transformation. Within this period, the retail sector achieved in keeping pace with inevitable changes and began to strengthen their operations in online channels. The dramatic change in consumers' online shopping behavior caused a sharp rise in retail e-commerce sales and it's anticipated to continue in the following years. Under these circumstances, providing digital accessibility has a significant effect on disabled-especially visually impaired consumers' lives in order to enable them both to feel consumer normalcy and self-reliance and decrease the risk of being infected during shopping in physical stores. In Turkey 6,9% percent of the population suffers from visual impairment. With this study, it's aimed to explore the organized food retailers' conformance operating in Turkey to web accessibility standards. The sample of the study, which was determined by purposive sampling method, consists of four organized food retailers operating in Turkey. The web sites were analyzed via an automatic tool named "WEBaccessibility by Level Access". The conformance level of each retailer is above 70% but there's a need to increase the awareness about disabled consumers' needs and measures to be taken in order to increase accessibility.

Keywords: web accessibility, consumer normalcy, disabled inclusion, online retailing

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

A Customer Segmentation Model Proposal for Retailers: RFM-V

Pinar Ozkan and Ipek Deveci Kocakoc

Faculty of Economics and Administrative Sciences
Dokuz Eylul University, Turkey

Abstract

Today's businesses have large quantity of demographic, economic and behavioral data on their customers with the rapid development of computer and internet technologies. Customer segmentation analyzes are carried out on the basis of various parameters in order to identify and group consumers with different needs and wishes and to develop marketing applications and solutions specific to each group. RFM analysis is a commonly used and well-known customer value evaluation tool for analyzing and classifying vast volumes of customer data quickly and effectively. It is used to numerically identify the correct customers by examining how recently, how often and to which monetary value a customer has made purchases. This study proposes a new model to be used in customer segmentation. In this model called RFM-V, the "V" parameter indicates the diversity of the customer's purchases, which can define customer depth in terms of customer relationship management literature. The study also proposes a new matrix, Customer-Product Depth Matrix, with this new variable V added to the model. With this matrix created by using M and V parameters, customers can be examined in four quadrants according to their depth. Analysis findings can also be associated with basket analysis data in order to develop healthier marketing strategies and realize effective promotional suggestions.

Keywords: RFM analysis, customer segmentation, customer depth, CRM

Channel Integration and Consumer Patronage Behavior in Retailing: A Moderated Mediation Model

Sita Mishra

Department of Marketing Management
Institute of Management Technology, India

Abstract

Omni-channel retailing strives to provide consistent, uniform products, services, and promotions across online and offline channels. The consumers' shopping journey has become seamless as consumers may switch among all available touchpoints and across channels (Savastano et al., 2019). During the past few years, omnichannel retailing has become one of the focus areas for academicians and marketing practitioners. However, the mechanism of seamless customer experience is not fully explored (Shi et al., 2020), and its impact on the consumer's behavioral outcomes is still unclear (Quach et al., 2020). Therefore, it is crucial to examine customers' perceptions and expectations of an omnichannel experience to serve them appropriately. Researchers have anticipated that retailer's unreliability, may interrupt omnichannel retailers in identifying the impact of cross-channel integration on consumer experience (Luo et al., 2012; Flavián et al., 2016). In the context of this background, the present study explores and gains insights into the role of channel integration on consumers' patronage intention through consumer empowerment and consumer satisfaction during their shopping experiences. Further, it also examines role of retailers' uncertainty during omnichannel experience. In the marketing domain, consumer empowerment refers to consumers' perceived freedom and authority to make decisions (Pires et al., 2006). Consumers' capability to gather information, control choices, take decisions and do things in their desired way makes the consumer feel empowered (Wathieu, 2002). In context of retailing, it has been conceptualized as creating capabilities for a consumer to connect, interact and collaborate by sharing information or ideas (Ramani and Kumar, 2008). Consumers perceive retailers to be reliable with autonomy created by retailers, leading to consumer empowerment (Morgan and Hunt, 1994). Access to information and knowledge provides the consumer with the freedom to make choices and feel empowered (Shanker et al., 2016).

Consumer empowerment refers to consumers' capability of taking control of the choices they make (Wathieu et al., 2002). Hence, CE provides multiple sources to collect information and autonomy to choose and decide (Wathieu et al., 2002; Shankar et al., 2006; Hu and Krishen, 2019). In this process, channel integration empowers the customer as technology enables the customer to like, share, complaint, and post review (Pauwels et al., 2016). Channel integration makes the customer feel empowered as they experience control over the information, choices, and decisions. Offline and online channel integration impacts consumer's channel preferences. The positive impact of channel integration has been observed on consumer patronage intentions with mediating role of consumer empowerment (Zhang et al., 2018). Whereas in a study undertaken by Goraya et al. (2020), the impact of consumer empowerment has been observed on online channel patronage intentions but not on offline channel patronage intentions. To bridge the gap, we propose to examine the mediating impact of customer empowerment on the relationship between channel integration and patronage intentions.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

H_1: Channel integration positively affects the patronage intention through the mediating role of consumer empowerment.

Channel integration impacts customer satisfaction (Seck and Philippe, 2013; Lemon and Verhoef, 2016). Several studies have examined the impact of customer satisfaction on trust (Klein et al., 2011; Goode et al., 2015) but it has not been studied scarcely in the context of channel integration and its impact on patronage intention. Hence, this study examines the impact of OCI on consumer patronage intentions with the mediation of perceived customer satisfaction.

H_2: Channel integration positively impacts the patronage intention through the mediating role of consumer satisfaction (PS).

The process of multichannel integration has been found to enhance consumer empowerment, leading to consumer satisfaction (Bueno et al., 2019; Lemon & Verhoef, 2016; Seck & Philippe, 2013; Zhang et al., 2010). This is because consumer satisfaction triggers a positive attitude and increases suppliers' reliability (Heinberg et al., 2018). Whereas retailers' unreliability (RU) reduces consumers' experience (Luo et al., 2012). Customers in order to feel empowered, needs to be certain about the information they receive from different online and offline channels (Broniarczyk & Griffin, 2014). When customers find low trust and high risk in the service/ product provided by a retailer, the retailer becomes unreliable (Pavlou, 2003) and this negatively impacts consumer empowerment. RU has been identified as a constraint to omnichannel retailing while repeat dealing with retailers through CCI (Flavián et al., 2016). The whole process brings down the trust factor and reduces experience (Bansal et al., 2005).

H_3: The mediated effect of channel integration on patronage intention through consumer empowerment is moderated by retailers' unreliability such that this effect is weaker with high retailers' unreliability.

H_4: The mediated effect of channel integration on patronage intention through consumer satisfaction is moderated by retailers' unreliability such that this effect is weaker with high retailers' unreliability.

The study collected online data from consumers who visited and have at some point bought products from omnichannel retailers in India. A total of 341 questionnaires were considered for analysis. Data analysis was done using SPSS PROCESS macro. The findings of the study confirm that a well-defined omnichannel integration increases the sense of consumer empowerment, and empowered consumers are more likely to repurchase and stay with the retailer. Further, it emphasis on role of retailers' uncertainty on consumers' experience and patronage intention. These study's research findings enrich the retailing, customer experience, and e-commerce literature in multiple ways but primarily highlighting the vital role of consumer empowerment and consumer satisfaction and the role of channel integration in achieving the same. Managers in retailing industry planning and evaluating omnichannel strategy can draw important lessons from our study. The study concludes by highlighting multiple avenues for future research that can be undertaken to extend the findings of our study.

Keywords: consumer empowerment, patronage intention, consumer satisfaction, channel integration, retailers' uncertainty

References

Bansal, H. S., Taylor, S. F., & St. James, Y. (2005). “Migrating” to new service providers: Toward a unifying framework of consumers’ switching behaviors. Journal of the Academy of Marketing Science, 33(1), 96-115.

Broniarczyk, S. M., & Griffin, J. G. (2014). Decision difficulty in the age of consumer empowerment. Journal of Consumer Psychology, 24(4), 608-625.

Bueno, E. V., Weber, T. B. B., Bomfim, E. L., & Kato, H. T. (2019). Measuring customer experience in service: A systematic review. The Service Industries Journal, 39(11-12), 779-798.Cao, L., & Li, L. (2015). The impact of cross-channel integration on retailers’ sales growth. Journal of Retailing, 91(2), 198-216.

Flavián, C., Gurrea, R., & Orús, C. (2016). Choice confidence in the webrooming purchase process: The impact of online positive reviews and the motivation to touch. Journal of Consumer Behaviour, 15(5), 459-476.

Goode, S., Lin, C., Tsai, J.C., Jiang, J.J., 2015. Rethinking the role of security in client satisfaction with Software-as-a-Service (SaaS) providers, Deci. Supp. Syst. 70, 73-85, 0167-9236,

Goraya, M.A.S., Zhu, J., Akram, M.S., Shareef, M.A., Malik, A., Bhatti, Z.A., 2020. The impact of channel integration on consumers’ channel preferences: Do showrooming and webrooming behaviours matter? J. Retail. Consum. Serv. 102130, ISSN 0969-6989, https://doi.org/10.1016/j.jretconser.2020.102130

Heinberg, M., Ozkaya, H. E., & Taube, M. (2018). Do corporate image and reputation drive brand equity in India and China?-Similarities and differences. Journal of Business Research, 86, 259-268.

Hu, H.F., Krishen, A. S., 2019. When is enough, enough? Investigating product reviews and information overload from a consumer empowerment perspective. J. Bus. Res. 100, 27–37.

Klein,H.S., Wagner, G., Steinmann, S., Morschett, D., 2011. Cross-channel integration – is it valued by customers? Int. Rev. Retail, Distri. Consum. Res. 21(5), December, 501–511

Lemon, K. N., & Verhoef, P. C., 2016. Understanding customer experience throughout the customer journey. J. Market. 80(6), 69-96.

Luo, J., Bai, S., & Zhang, H. (2012). The effectiveness of online shopping characteristics and well-designed websites on satisfaction. Mis Quarterly, 1131-1144.

Morgan, R.M. Hunt, S.D., 1994. The commitment-trust theory of relationship marketing. J. Market. 58. 20-38.

Pauwels, K., Aksehirli, Z., Lacman, A., 2016. Like the ad or the brand? Marketing stimulates different electronic word-of-mouth content to drive online and offline performance. Int. J. Res. Market. 33 (3), 639–655.

Pavlou, P. A. (2003). Consumer acceptance of electronic commerce: Integrating trust and risk with the technology acceptance model. International journal of electronic commerce, 7(3), 101-134.

Pires, G.D., Stanton, J. and Rita, P., 2006. The internet, consumer empowerment and marketing strategies. Eurp. J. Market. 40 (9/10), 936-949.

Quach, S., Barari, M., Moudry, D. and Quach, K., 2020. Service integration in omnichannel retailing and its impact on customer experience. J. Retail. Consum. Servi., doi: 10.1016/j.jretconser.2020.102267.

Ramani, G., Kumar, V., 2008. Interaction orientation and firm performance. J. Market. 72 (1), 27–45.

Savastano, M., Bellini, F., D’Ascenzo, F., & De Marco, M., 2019. Technology adoption for the integration of online–offline purchasing. Int. J. Retail & Distri. Manag. 47(5), 474-492.

Seck, A.M. Philippe, J., 2013. Service encounter in multichannel distribution context: virtual and face-to-face interactions and consumer satisfaction. The serv. Indust. jour. 33 (6), 565-579

Shankar, A., Cherrier, H., Canniford, R., 2006. Consumer empowerment: a Foucauldian interpretation. Eur. J. Market. 40, 1013–1030.

Shankar, V., Kleijnen, M., Ramanathan, S., Rizley, R., Holland, S., Morrissey, S., 2016. Mobile Shopper Marketing: Key Issues, Current Insights, and Future Research Avenues. J. of int. market. 34. 37-48.

Shi, S., Wang, Y., Chen, X., & Zhang, Q., 2020. Conceptualization of omnichannel customer experience and its impact on shopping intention: A mixed-method approach. Intl. J. Info. Manag. 50, 325-336.

Wathieu, L., Brenner, L., Carmon, Z., et al., 2002. Consumer control and empowerment: a primer. Market. Lett. 13 (3), 297–305.

Zhang, M., Ren, C., Wang, G.A., et al., 2018. The impact of channel integration on consumer responses in omni-channel retailing: the mediating effect of consumer empowerment. Electron. Commer. Res. Appl. 28, 181–193.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Sustainability and Environmental Issues

Blockchain Technology Applied to the Consortium Etna DOC to Avoid Counterfeiting

Matarazzo Agata[1], Edoardo Carmelo Spampinato[1], Sergio Arfo[1], Ugo Sinigaglia[2], Antonino Bajeli[2], and Salvino Benanti[2]

[1]Department Economics and Business
University of Catania, Italy

[2]SIBYL, Italy

Abstract

The main task of this paper is to show how blockchain technology is one of the main anti-counterfeiting methods and one of the main tools to guarantee and promote the originality of the Etna DOC brand. In order to achieve this objective, a case study has been carried out to; this is concerned the administration of a questionnaire to the companies of the consortium Etna DOC. The latter is considered one of the main technological innovations in agriculture 4.0 in the wine sector, as it ensures greater safety, promotion of the individual product, transparency and traceability of the entire production chain. Specifically, the wine sector in Italy and in particular in Sicily, is one of the most expanding sectors and with one of the highest levels of business; an example of this, is the total wine production in Sicily and notably of DOC and IGT wines.

Keywords: agriculture 4.0, wine sector, sustainability, blockchain, consortium, counterfeiting methods

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Using the Theory of Planned Behavior to Explore Green Food Purchase Intentions

Katrina Anna Auza[1] and Kamel Mouloudj[2]

[1]Faculty of Economics
University of Coimbra, Portugal

[2]Faculty of Economics
University of Medea, Algeria

Abstract

Predicting sustainable consumption behavior is particularly important in the field of marketing and public policy making, as environmental sustainability becomes a major concern for the public and private sector. This paper aims to contribute to the development of the extended theory of planned behavior (TPB) and to gain some insight into what drives students' intentions to purchase green food in Algeria as a developing country. Results from multiple linear regression (MLR) using data from the convenience sample of 265 students enrolled at three universities in Algiers, Algeria, shows that attitude, subjective norm, perceived behavioral control (PBC), and environmental concern have positive effects on intention to purchase green foods. Implications of the results for academics and practitioners are discussed.

Keywords: attitude, environmental concern, green food, intention, perceived behavioral control, subjective norm

Survey on Purchasing Methods of Food Products in Tarragona and Catania

Matarazzo Agata, Vazzano Tommaso Alberto, and Squillaci Carmelo

Department of Economics and Business
University of Catania, Italy

Abstract

Marketing can be the strategical difference between two companies. It identifies the way to sell a product, emphasizing the characteristics of the product. The paper aims to examine the relationship between green marketing strategy by food companies and consumers shopping behaviour. In order to better analyse the two factors of green marketing tools, their use and advantages are described, highlighting benefits of their application by food companies. The European Organic standard certification process is fully described by a comparison between quality and ecological labels. The European law set different requirements that companies must follow for the implementation of that standard. The last part of the paper shows data about customer satisfaction obtained by the comparison of the different behaviour of the populations leaving in two cities, Tarragona, located in the east side of Spain, and Catania, located in the south side of Italy. The survey allows to understand the people attitude in buying food product and how this process is influenced by green marketing techniques. This study allows understanding the new green marketing approach, showing a different point of view useful as a starting point to introduce a new marketing strategy to better face competitors.

Keywords: green economy, survey, food packaging, ecolabel, organic food, Catania and Tarragona

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Eco-Label Certification, Hotel Performance, and Customer Satisfaction: Analysis of a Case Study and Future Developments

Michele Preziosi[1], Alessia Acampora[2], Roberto Merli[2], and Maria Claudia Lucchetti[2]

[1]Energy Efficiency Department - Italian National Agency for New Technologies
Energy and Sustainable Economic Development, Italy

[2]Department of Business Studies
Roma Tre University, Italy

Abstract

The hospitality industry is a significant contributor to environment degradation and over the last years has started to implement voluntary instruments to manage environmental sustainability of its operations. The main goal of this research is to examine guest perception of these practices with respect to other hotel service quality attributes. The first objective is to identify the existence of a specific environmental dimension among hotel service quality dimensions. Taking as baseline for the analysis the three-factor theory of customer satisfaction, the second objective of the study is to evaluate if green attributes are considered by guest as basic, performance, or excitement attributes. As these attributes are not generally recognized as essential in the provision of hotel service, our hypothesis is that they may be perceived by guest as excitement factors. If the hypothesis is confirmed, when these attributes are delivered properly, they surprise and generate delight. Through a survey, targeted to hotel customers, the paper investigates how they evaluate green attributes implemented by hotels awarded with an Eco-label. Results show that customers identify environmental practices as specific dimension of eco-label hotel. Additionally, the analysis shows that most of environmental practices implemented by hotel are identified by customers as excitement factors.

Keywords: eco-label, green hotels, sustainability practices, IPA analysis, three-factor analysis

The Integration of Circular Economy in the Tourism Industry: A Framework for the Implementation of Circular Hotels

Martina Sgambati, Alessia Acampora, Olimpia Martucci, and Maria Claudia Lucchetti

Department of Business Studies
Roma Tre University, Italy

Abstract

The hospitality industry, together with the transports one, represents the highest source of emissions and pollution in the tourism sector. The hotels, to respond to the pressing tourist demand, are forced to make a spasmodic use of resources, causing irreversible environmental damage that includes pollution, CO2 emissions, high waste production, and depletion of resources. Various initiatives have been proposed to the hospitality industry to improve the environmental performance of hotels: the use of international standards, environmental certifications, sustainable labels, and international tourism guidelines. One solution to this environmental disaster is represented by the introduction of the Circular Economy in the tourism management. In particular into in the hotels business: the realization of Circular Hotels. The objective of the Circular Hotels is to create a closed-loop for the tourist experience. Indeed, Circular Hotels seek to modify their business plans, reviewing supply chains, and engaging stakeholders. Finally, they aim to destroy the traditional idea of waste, considering it as a source of other activities or products. This work seeks to contribute to the existing literature through a review of case studies showing best practices of Circular Hotels. Additionally, this paper presents a systematic classification of best practices promoted by hotels in a circular lens. The Circular Hotels framework is based on a matrix consisting of four variables: the 11 Rs of Circular Economy, the Hotels Areas, the Guest Perception, and the Environmental Impacts. The result of this work explains how the road to the circularity is long, but many hotels have already begun to follow it. The framework demonstrates how the integration of these Rs in the hotels show the strong desire of hoteliers to improve their environmental performance.

Keywords: circular economy, circular tourism, circular hotels, sustainable tourism, green hotels

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Role of Destination Local Governments in the Effect of Environmental Citizenship Behavior of Domestic Tourists on Their Environmentally Responsible Behavior Exhibited in Tourism Destinations

Buket Candan and Emre Sahin Dolarslan

Faculty of Economics and Administrative Sciences
Cankiri Karatekin University, Turkey

Abstract

This study examines the role of destination local governments in the effect of environmental citizenship behaviors (ECB) of domestic tourists on their environmentally responsible behavior (ERB) exhibited in tourism destinations. The purpose is to assure a more comprehensive framework for understanding and improving tourist's ERB. Data was collected at a variety of times within a span of six months from domestic tourists (n =555) spending their holidays in Antalya in the Mediterranean Coast of Turkey. The results showed that the trust variable has a positive effect between the helping sub-factor of ECB and the ERB of tourists. On the other hand, it was observed that the trust variable has a negative effect between the engage and initiatives sub-factors of ECB and the ERB of tourists. As a result of the multiple regression analyses, all dimensions of ECB have positive effects on the formation of the ERB of tourists. It was also found that the moderator effect of the trust variable was negative in the relationships between the engage and initiatives sub-factors of ECB, and ERB. These findings are also discussed from a theoretical and practical perspective.

Keywords: trust, environment, sustainability, tourism

Acknowledgement

This paper is based on the part of the master's thesis conducted by Buket Candan under the supervision of Prof. Dr. Emre Sahin Dolarslan at Cankiri Karatekin University, Institute of Social Science.

The Perception Over Environmental Issues: The Impact on Travel Effects Mitigation Behavior

Zehra Saltik and Orhan Akova

Department of Tourism Management
Istanbul University, Turkey

Abstract

Tourism is not only one of the largest global industries, but also a fastest growing one. With its multidimensional nature, tourism has a considerable effect on social, cultural, economic environment as well as natural environment (Tisdell and Roy, 1998). The environment, whether it is natural or human-made, is one of the most basic resources for tourism and a core element of tourism products (Sunlu, 2003). It is also a central part of most tourism communication and marketing approaches (Wall and Mathieson, 2006). However, tourism is one of the important sources of environmental problems. The more the environmental effects of tourism have been recognized, the more this has led to develop an eco-friendly understanding among tourism stakeholders and consumers. Besides eco-friendly tourism products and facilities released by stakeholders, environmental perception of consumers and transformation in their attitudes and behaviors become significant (Dolnicar, Crouch and Long, 2008). It is the totality of all individual consumption and production desicion that cause economic, social and environmental change (Hall and Lew, 2009). At this point, consumer perception and their behaviors to mitigate adverse effects become as important as green production.

This research is based upon the theory of planned behavior (Ajzen, 1985) which links attitudes, beliefs and perceptions to behavioral intentions. Behavioral intentions are assumed to be mostly accounted for actual behavior (Ajzen, 1991). In a previous study by Qiao ve Gao (2017), the attitude of tourism consumer to the general climate change issues was found to be a significant predictor in their energy saving/carbon reduction behaviors. Using a correlational survey model, this research aims to test the relationship between environmental values and environmental friendly travel options. The research analyzes the impact of perception over environmental values on eco-friendly accommodation/tour operator preferences, green product purchasing behavior and willingness to pay more.

In this study, questionnaire technique was used as data collection tool. The questionnaire was conducted only in English and to university students with bachelor degree. Among universities with English language of education, İstanbul Bilgi University was selected for easy accessibility. The questionnaire comprised 4 parts including social-demographic information, consumer general perception of environmental values, consumer environmentally-friendly travel options (green accommodation choice, tour operator choice, green product purchasing) and behavioral intention of willingness to pay more. In order to measure environmental perception, New Ecological Paradigm Scale was used (Dunlap, Van Liere, Mertig & Jones, 2000). The items to measure eco-friendly accommodation and tour operator preferences were adopted by Lee & Moscardo (2005); and items for willingness to pay more were adopted by Doran & Larsen (2016). The participants were asked to make a choice between 5=strongly agree, and 1=strongly disagree.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The questionnaire form was mailed to students and 320 usable responses were included in the study. In the first step, the frequencies of respondents' demographical profile have been conducted. Out of 320 participants, 59,7 percent was female (191). 47,8 percents of them were found to be between 20-22 ages (153). As for family monthly income, income over 10.000 (₺) was found to be the highest with 46,3 and income up to 3.000 (₺) had the lowest percent (9,1 %). The participants were also asked employement status and 74,1 percent of them were found to be unemployed. The last question was about how often they travel within a year. The 57,5 percent of answers showed that they traveled between two and five times. Afterwards, one-dimensional confirmatory factor analysis of the scales was done. Then, path analysis was conducted to test the correlation and regression among variables. One-dimensional confirmatory factor analysis of the scales indicated a significant model fit. Cmin/df values of four scales were acceptable ($0 \leq cmin/df \leq 3$). Cmin/df value of the scales were respectively 1,722 (new egological paradigm scale); 1,582 (eco-friendly accomodation preference); 1,389 (eco-friendly tour operator preference); ,000 (green product purchasing desicion) and 1,565 (willingness to pay more). Then, the scales were accepted to be ready for path analysis in order to see the correlation and regression estimates. According to path analysis results, it is seen that the perception over environmental values significantly impacts the preference of environmentally-friendly accomodations (38 %). Yet, the impact of perceived environmental values on eco-friendly tour operator preferences and green product purchasing desicions have been found to be insignificant (p=,034; ,011). The impact of environmental perception on willingness to pay more was also found to be significant in proportion to 38 percent. The analysis results give also a clue about the interaction between willingness intention to pay more and consumer eco-friendly accomodation/tour operator preferences and green product purchasing desicions. The impact of willingness to pay more on these three variables have been observed to be highly significant. In particular, the effect of WTP on green purchasing behavior is obviously seen to be higher than fifty percent (estimate= ,511) and more than twenty percent on the other two ones (estimates= ,288; ,217 respectively).

This current study is thought to guide a country policymakers, non-profit or non-govermental environment foundations to make more environmental studies to raise environmental values or awareness among citizenships. The impact of environmental values on accomodation preferences may also be a driver for other tourism stakeholders to develope or formulate new environmental-friendly strategies. A significant impact was not found between environmental values and green product purchasing behavior. For future researches, it can be recommended to study mediating variables between environmental perception and green purchasing. Based on the findings, it can be suggested that youngers should be more educated about environmental issues to raise their awareness. The youngers should be informed about the link between product choices and environment protection (Minton&Rose, 1997), so that they can be more careful during their travels.

Keywords: tourism and environment, perceived environmental values, consumer mitigation behaviors, willingness to pay

References

Ajzen, I. (1991). The Theory of Planned Behavior. Organizational Behavior and Human Desicion Processes. (50): 179-211.

Dolnicar, S., Crouch, G. I., Long, P. T. (2008). Environment-friendly Tourists: What Do We Really Know About Them? Journal of Sustainable Tourism. 16(2): 197-210.

Doran, R., Larsen, S. (2016). The Relative Importance of Social and Personal Norms in Explaining Intentions to Choose Eco-Friendly Travel Options. International Journal of Tourism Research. 18: 159-166.
Dunlap, R. E., Van Liere, K. D., Mertig, A. G., Jones, R. E. (2000). New trends in measuring environmental attitudes: measuring endorsement of the new ecological paradigm: a revised NEP scale. Journal of Social Issues, 56(3), 425-442.
Hall, C. M., Lew, A. A. (2009). Understanding and Managing Tourism Impacts: An Integrated Approach. Routledge: London.
Lee, W. H., Moscardo, G. (2005). Understanding the impact of ecotourism resort experiences on tourists' environmental attitudes and behavioural intentions. Journal of Sustainable Tourism, 13(6): 546-565.
Minton, A. P., Rose, R. L. (1997). The effects of environmental concern on environmentally friendly consumer behavior: An exploratory study. Journal of Business Research, 40(1): 37-48.
Qiao, G., Gao, J. (2017). Chinese tourists' perceptions of climate change and mitigation behavior: An application of norm activation theory. Sustainability, 9(8): 1-13.
Sunlu, U. (2003). Environmental impacts of tourism. In Conference on the Relationships between Global Trades and Local Resources in the Mediterranean Region (pp. 263-270).
Tisdell, C. A., Roy, K. C. (1998). Introduction. In C. A. Tisdell and K. C. Roy (Eds). Tourism and Development: Economic, Social, Political and Economic Issues. Nova science Publishers, New York: USA.
Wall, G., Mathieson, A. (2006). Tourism: Change, Impacts and Oppportunities. Pearson: Essex, England

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Constraints of Women in High-Altitude Mountaineering as a Leisure Activity

Mehmet Ertas

Faculty of Tourism,
Pamukkale University, Turkey

Abstract

Background: High-altitude mountaineering, which is one of the leisure activities, is preferred more by men (Huey, Carroll, Salisbury & Wang, 2020). Also, high-altitude mountaineering involves climbing the rocky, icy, or snowy slopes to reach the top of a mountain. This activity has not been associated with women for many years because it requires a high level of fitness and endurance (Roche, 2013). This situation has been changing in recent years and high-altitude mountaineering has become one of the leisure activities performed by women as well. However, numerically, women participate in this activity less than men. Although women develop various reactions to participate in this activity (Moraldo, 2020), their constraints continue. Leisure constraints are divided into three as structural, intrapersonal, and interpersonal. The constraints that arise before the event and force the participants through weather, desire, and financial factors are structural constraints. Interpersonal constraints arise due to communication with another person or close people in a person's life. In this constraint, the society's point of view on leisure activity can also create an important constraint. Intrapersonal constraints, on the other hand, include the characteristics of the group that people encounter during the activity, such as stress and anxiety situations (Crawford, Jackson & Godbey, 1991). This constraint classification applies to both men and women. However, the number of women engaged in high-altitude mountaineering in Turkey is quite small. Although high mountaineering requires endurance and physical strength, as can be seen from the sample of this study, women can do high-altitude mountaineering. Therefore, it is thought that there are different reasons why women do not participate in high-altitude mountaineering activity in Turkey. The reason why the number of women is less than the number of men in high-altitude mountaineering activity suggests that women have some constraints. In this regard, the main purpose of this study is to reveal what are the constraints of women in participating in high-altitude mountaineering activities.

Method: Qualitative research method was used in the study to examine this issue in depth. The study tries to find an answer to a single question. What are the reasons for the low number of women in high-altitude mountaineering? This question has been prepared by using the constraint studies in the literature (Crawford, Jackson & Godbey, 1991; Huey, et al., 2020; Roche, 2013). The Snowball sampling method was used for data collection. The first person was determined within the purposeful sample. Participants consist of people with at least 3 or more high-altitude mountaineering experiences. Participants doing only nature walks are not included in this study. Because women participate in nature walks as much as men and have the same constraints as men. As the data was collected with the snowball method, the participants were asked to suggest people who had experience in high-altitude mountaineering. Before the interviews, it was confirmed that the participants had experience in high-altitude mountaineering. Interviews, ranging from 15-20 minutes, were conducted with 12 women and 5 men actively engaged in high altitude mountaineering. Interviews were carried out on the dates of 10 December 2019-10 January 2020. All participants are from Turkey. MAXQDA 2020 qualitative data analysis program was used in

the analysis of the data and the generated category and code trees. In the analysis, 3 categories and 11 subcategories emerged. Interviews were made with both men and women to prevent a one-sided approach to the issue.

Results: As a result of the research, it was revealed that women have three important constraints in participating in high altitude mountaineering. However, only two of the leisure constraints in the literature have emerged as the constraints of women in high-altitude mountaineering. These are interpersonal and intrapersonal constraints. The first constraint is that physically women do not have enough strength and endurance for high-altitude mountaineering. Also, it is the first main category that emerged in the study. Physical power was the most coded in the content analysis performed on MAXQDA. Then comes durability, the difficulty of the activity a self-confidence problem of women. Participants state that high mountain activity requires physical strength and endurance, which is why women do not participate in this activity. On the other hand, women's insufficient self-confidence is thought to be an important obstacle to this activity. Some examples of participants are as follows.

"Men's climbing strength is better than us, we have stubbornness, they are physically better than us. (P11, Female)"

"It forces women, we go with a 30 kg backpack in winter, and then there are differences and problems. It is difficult for them, but once they have a certain condition, there is no force left. (P5, Male)"

Second, physiologically, women have some special conditions (jam week, etc.). The toilet is a major problem because this activity involves staying in a tent for a few days. Also, it may take time for women to return to this activity after having children. Some examples of participants are as follows.

"We have a toilet problem, I hate it especially in winter and because it is cold, people feel the need to go to the toilet more. (P4, Female)"

"We go 10 days a week, we have special needs, we have difficulty finding them, sometimes we cannot. When we are menstruating, we always feel the urge to go to the toilet because of the cold, but there is no such thing as a toilet, you are at the top of the mountain. (P6, Female)"

The third is social pressure on women to engage in such activities. Family pressure was the most coded in the content analysis performed on MAXQDA. Then comes the high number of male participants and perceptual attitudes. It was stated by the participants that women could not get permission from their parents or husbands to participate in high-altitude mountaineering. Some examples of participants are as follows.

"Married women cannot get permission from their families for the high mountain, or women living with their families cannot get permission from their parents. (P11, Female)"

"When the density is from men, women don't want to come at all. (P9, Male)"

It is thought that the biggest obstacle for women to participate in this activity is due to their mother, father, and spouse. Because these people do not want women to do this activity. Afterward, the

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

high number of men in the activity prevents women from doing this activity. Besides, perceptual attitudes towards women in society prevent them from doing this activity. For instance, women are expected to do simpler activities in society.

Conclusion: It was concluded that women could not get permission from their parents or husbands to participate in high altitude mountaineering. The fact that none of the women participating in the study is married and they are relatively young shows that they have interpersonal constraints in doing this activity. Due to social pressure, women have to quit high-altitude mountaineering activities after marriage even they do this activity regularly. The education level of the participants is also high, and they have professions that are considered important in society. Therefore, it was concluded that women in some parts of the country did not participate in this activity. The main reason for this situation is thought to be due to social pressure. It is also an important factor that other people in society underestimate women. It is perceived by the society that women cannot do high-altitude mountaineering activities. Society imposes obstacles for women who want to do this activity. The number of men in high mountaineering is high and accommodation with tents is not considered appropriate by society. The decrease in the number of men in the activity is due to the participation of more women in this activity. However, women do not participate in this activity due to the high number of men. This situation poses a complete dilemma. There are also intrapersonal constraints on women's inability to do high mountain altitude mountaineering activities. Participants think that the women are not self-confident and afraid of the activity. However, the participants stated that the women had self-confidence and there was no fear in this activity. Also, women's specific problems (jam, toilet, have a baby, etc.) cause them to stay away from this activity. The number of women in high-altitude mountaineering is still low. This is one of the reasons that keep women away from this activity. While some of the participants thought that women were less than physically powerful for this activity, many women thought that the problem was not physical. These participants think that women cannot participate in high-altitude mountaineering activities due to social pressure. Finally, obesity rates are increasing in the world. Especially in women, this rate is higher. For these reasons, women should be encouraged to participate more in such activities. Women should be encouraged to participate more not only in high-altitude mountaineering but also in all other social activities. Also, the results of this study could be beneficial for leisure and women studies. Findings indicate that women and man mountaineers have different perceptions on constraints of high-altitude mountaineering. However, demographic, and regional differences were not considered in the study.

Keywords: constraints of women, high-altitude mountaineering, leisure activity, Turkey

References

Crawford, D. W., Jackson, E. L., & Godbey, G. (1991). A hierarchical model of leisure constraints. Leisure Sciences, 13(4), 309-320.

Huey, R. B., Carroll, C., Salisbury, R., & Wang, J. L. (2020). Mountaineers on Mount Everest: Effects of age, sex, experience, and crowding on rates of success and death. Plos One, 15(8), 1-16.

Moraldo, D. (2020). Women and excellence in mountaineering from the nineteenth century to the present. The International Journal of the History of Sport, 37(9), 727-747.

Roche, C. (2013). Women climbers 1850–1900: A challenge to male hegemony?. Sport in history, 33(3), 236-259.

Sustainability Transition Based-Strategy in the Hospitality Firms: Comparing Social Reporting Systems in Leading Hotels

Maria Cristina Longo and Eleonora Cardillo

Department of Economics and Business
University of Catania, Italy

Abstract

The paper aims to explore the sustainability transition in the hospitality industry, as it is one of the largest sectors in the world called to become increasingly responsible (Markard et al. 2012; Legrand, et al. 2016). We analyze sustainable performance systems and social environmental reporting practices of two leading hotels in order to identify sustainability-based strategies. Running a content analysis, we highlight how hotels answer to the socio-environmental pressures over time. We believe that social reporting tools are valuable tools to assess firms' actions and environmental impact (Dobbs, Staden, 2016; Kabir, Akinnusi, 2012; Morf et al., 2013; Unerman, 2000). This approach is becoming a key framework in the hospitality industry to address the need to contain the huge waste of water, energy and food deriving from the provision of hospitality services. The issue of sustainability in the hospitality industry was addressed within the broader theme of sustainable tourism (Della Corte et al. 2019). The Brundtland Report (1987) drawn up by the World Commission on Environment and Development (WCED) provides a first definition of the sustainable development. Subsequently, several international regulations followed each other in order to set waste disposals, eco-compatible practices (The Best Environmental Management Practice in Tourism sector), global travel standards (Global Sustainable Tourism), sustainability reporting guidelines (The GRI standards), the 2015 international development goals and 2016 Sustainable Development Goals (SDGs), the 2020 Sustainable Development to improve efficient use of the planet's resources. Recently, the 2030 Agenda for Sustainable Development by the European Commission set 17 SDGs for a global sustainable development. The EU 2030 objectives aim at defining a community policy on sustainable tourism, which also favors integration between peoples, promote the green economy and the sustainable growth for future generations. The issue of sustainable tourism and its implications in different contexts has been extensively explored in the literature (Hardy et al., 2002; Moscardo, 2008; Dwivedi et al. 2019; Varney, 2020; Ali et al. 2020). This concept is traditionally linked to environmental aspects and to its effects on economic development. Sustainability is vital for tourism businesses seeking to serve suppliers and customers, strengthen performance organizational, develop competitiveness and achieve success even in global tourism (Kijpokin Kasemsap, 2017). Strategic choices and innovation are the basis of environmental actions, social and sustainable development (Díaz-García, et al. 2015; Del Rosario, René, 2017; Sharma et al., 2020). However, there are still several open questions when addressing the issue of sustainability in tourism firms, which are converting their traditional business into circular economy systems. One of the main problems of sustainable tourism is to define business models to capture synergies between tourism, economy and environment and to outline criteria for evaluating potential tourism developments (Coles et al., 2016). Secondly, sustainability performance indicators and social reporting address important challenges in order to evaluate and measure the impact of the sustainability-based strategies on firm's performance (Moscardo, 2008; Jones et. al., 2014; Dwivedi et al. 2019). Thirdly, sustainable tourism is related to other concepts, such as ecotourism (Lim, McAleerb, 2005),

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

tourism/community capitals, sustainable livelihoods, quality of life (QoL) and community well-being (Shoeb-Ur-Rahman et al., 2021). We need to identify the actors within the tourism industry and their field of action in order to understand how they move towards sustainability. In this research we focus on sustainable hospitality, both for the economic relevance of the players, for the impact that the green management of hospitality can cause, and because they are experimenting transition processes from traditional business models to innovative eco-sustainable forms and practices. The literature on sustainable hospitality highlights that the path towards sustainability is aimed at a balance among the quality of tourism experience and the need to protect the territory and the surrounding environment and profitability (Legrand et al., 2016; Melissen, Sauer, 2018). The pursuit of sustainability approach requires a transition from traditional business models to circular economy systems where resources are used and reused in an innovative way. In achieving sustainability, some authors propose measures for accommodation facilities (Legrand; 2018; Lephilibert, 2018; Huijbrechts, 2018) oriented to the so called "three zero" eco-sustainable architectural structures, such as zero kilometer (local labor and construction materials), zero CO_2 (energy management and reduction of emissions), zero waste (new construction techniques). Starting from the sustainable tourism researches, we adopt the sustainability transition framework aimed at outlining ecological managerial choices and environmental assessments. Sustainability transitions can implicate a ''long-term, multidimensional and fundamental transformation processes through which established socio-technical systems shift to more sustainable modes of production and consumption'' (Markard et al. 2012, p. 956). Through this framework, it is argued that emerging social changes are leading to a new phase in corporate responsibility, involving important transitions within organization. Sustainable-oriented firms develop a competitive advantage by co-creating sustainable markets and adopting a positive attitude towards social change (Loorbach, Wisjman, 2013). The power relationships between actors is another key variable on which the sustainability transition is based (Perez, del Bosque, 2014; Avelino, Wittmayer, 2016). In line with this, we explore the way in which hospitality companies commit themselves to implement sustainability actions, manage the green, pollution and waste variables, and adapt consistently their performance evaluation system. We recognize some successful experiences of European hotels groups which are adopting sustainability-based strategies to identify transition virtuous paths, considering together the environmental impacts, the structure renovation and the social well-being of all stakeholders. Results may support hospitality firms in revisiting their services and activities according to circular economy systems. We analyze the sustainability and social reports drawn up by hospitality companies and integrated them with information on sustainability posted on their website. We select 2 successful experiences of some leading hotels groups from the GRI database according to the number of employees and the annual turnover. Then, we analyze content and purpose of their 2019-2020 social reports. In doing this, we run a content analysis on some selected keywords such as: green, environmental impact, well-being, sustainability, greenhouse gas emissions, renewable energy, water use, workforce health and safety, green technologies, improving compliance standard, livelihoods. In order to determine the presence and meaning of such sustainability concepts, their relationships and the way in which they are reported and communicated, we carried out a multi-cases study. This method is appropriate for reconstructing key sustainability choices and performance measures, taking into account the environmental impacts, the economic profit and the social well-being of all stakeholders. The analysis investigated actions and practices adopted by the selected organizations to compare their different eco-sustainable strategies and tools. Based on the literature review, we consider some key aspects that are significant with respect to sustainability transition in hospitality industries. Findings allow us understanding how strategies towards transition are implemented leading to a more hospitality green management and how hotels deal with the environmental, social and economic matters or, more in general, with the eco-efficiency issues. The analysis identifies sustainability-based strategies starting from the way in which hotels represent and communicate the socio-environmental performance, in terms of reducing environmental impacts, increasing economic profit and improving the social well-being all stakeholders. Hotels show an innovative strategic approach in the transition to sustainability where the respect and protection of the environment is considered as essential choices for the corporate social success. Supporting sustainability choices require hospitality companies considering both the economic and sustainable evaluation of activities, introducing sustainable performance systems and implementing social reporting tools for monitoring, interpreting and communicating data, activities and interconnections among them. The results contribute to increase our theoretical knowledge of the sustainability transition based-strategies adopted in the hospitality industry. The value of the research is to present interesting applications to the hospitality industry of well-known methodologies, based on GRI standards. As this is an exploratory analysis, this study is useful for deepening the relevance of social reporting tools in building accountability and social reputation. This research contributes also in understanding transition processes from traditional business to circular economy systems through a comparison of eco-sustainable solutions adopted by leading companies. This has also practical implications for executives and managers involved in the hospitality management, called to balance the "three zero" eco-sustainable architectural structures. Successful practices provide guidelines to frame and evaluate green solutions and tools for supporting the transition towards sustainability. Finally, findings increase our awareness on how hospitality companies choose to detect and communicate socio-environmental impacts and how the green management deals with the eco-efficiency issues, reported in the social balance sheets.

Keywords: sustainability, hospitality, strategy, social reporting systems, transition framework, circular economy

References

Ali, A., Rasoolimanesh, S. M., & Cobanoglu, C. (2020). Technology in Tourism and Hospitality to Achieve Sustainable Development Goals (SDGs). Journal of Hospitality and Tourism Technology, 11(2), 177-181.

Coles, T., Warren, N., Borden, D. S., & Dinan, C. (2017). Business models among SMTEs: Identifying attitudes to environmental costs and their implications for sustainable tourism. Journal of Sustainable Tourism, 25(4), 471-488.

Del Rosario, R. S. M., & René, D. P. (2017). Eco-innovation and organizational culture in the hotel industry. International Journal of Hospitality Management, 65, 71-80.

Della Corte, V., Del Gaudio, G., Sepe, F., & Sciarelli, F. (2019). Sustainable tourism in the open innovation realm: A bibliometric analysis. Sustainability, 11(21), 6114.

Dobbs, S., & Van Staden, C. (2016). Motivations for corporate social and environmental reporting: New Zealand evidence. Sustainability Accounting, Management and Policy Journal.

Jones, P., Hillier, D., & Comfort, D. (2016). Sustainability in the hospitality industry. International Journal of Contemporary Hospitality Management.

Markard, J., Raven, R., & Truffer, B. (2012). Sustainability transitions: An emerging field of research and its prospects. Research Policy, 41(6), 955-967.

Pérez, A., & del Bosque, I. R. (2014). Sustainable development and stakeholder relations management: Exploring sustainability reporting in the hospitality industry from a SD-SRM approach. International Journal of Hospitality Management, 42, 174-187.

Sharma, T., Chen, J., & Liu, W. Y. (2020). Eco-innovation in hospitality research (1998-2018): a systematic review. International Journal of Contemporary Hospitality Management.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

How Does COVID-19 Impact Hotel Guests' Support for Sustainable Practices

Faranak Memarzadeh and Joshua Baur

College of Health and Human Sciences
San Jose State University, USA

Abstract

While the past decade's studies indicate that guests have been prioritizing the sustainable practices of hotels over the hotels' facilities in order to choose and book a hotel room (Bradley, 2020), last year's global experience with the ongoing COVID-19 pandemic has changed guests' priorities when it comes to a hotel booking decision. Like other businesses, the harmful impact of COVID-19 has resulted in significant damage to the hotel industry. This experience puts the future of hotel operations in doubt as we do not yet understand which aspects of guests' priorities are changing. It is expected that the findings of this study will enhance understanding of the effect of COVID-19 on hotel guests' support for sustainable practices, and thereby guide the hoteliers and managers to adopt appropriate strategies in the pandemic and post-pandemic eras. For the current study, data will be collected via an online survey by targeting hotel guests who are at least 18 years of age and have stayed in a hotel both before and during the pandemic. The Unified Theory of Acceptance and Use of Technology (UTAUT) Model (Venkatesh et al. 2003) will be adopted and the Structural Equation Model (SEM) will be utilized to detect relationships between the variables. Further analyses will be conducted in SPSS 25.

Keywords: COVID-19, sustainable practices, hotel guests, support

Information Technology

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Comparative Analysis of Tools for Matching Work-Related Skill Profiles With CV Data and Other Unstructured Data

Florian Buttiker, Stefan Roth, Tobias Steinacher, and Thomas Hanne

School of Business
University of Applied Sciences and Arts Northwestern Switzerland, Switzerland

Abstract

Matching job candidates with job offerings is one of the most important business tasks and is crucial to the success of a company. But there is not much knowledge available about the quality of matchings processed automatically by software. With a specifically developed scoring system it becomes possible to make a statement about the quality of the matching results generated by three different tools, i.e., Textkernel, Joinvision and Sovren. A series of resumes is being matched against two concrete open job positions, one by Google and one by the University of Zurich. The results are then compared in detail with the human based assessment made by the authors. For the Post-Doctoral Researcher position at the University of Zurich the scoring results in general were weaker than for the Software Engineer position at Google. We found out that the success of a good matching depends mainly on the parsing of the CVs. The quality of CV information is depending on how it is structured and what the specific candidate's experience is. The different tools showed that the ranking of candidates is dependent on the number of keyword matches. In particular for the job offer at Google, the available CVs obviously included suitable candidates. Textkernel and Sovren were capable to parse the CVs and job description correctly and therefore achieved good results, whereas Joinvision failed to extract key information and consequently dropped to the last place in the ranking.

Keywords: job profiles, job matching, natural language processing

Understanding Information Technology Acceptance by Physicians: Testing Technology Acceptance Model

Anuruddha Indika Jagoda

Ministry of Health Colombo, Sri Lanka

Abstract

Information and communication technologies (ICT) have revolutionized modern organizations by assisting them to increase operational effectiveness and efficiency. The knowledge-based companies can benefit enormously by deploying ICT. However, healthcare organizations such as hospitals are lagging in adopting ICT. This is particularly true for the developing countries where managers faced both financial and social obstacles in implementing such technologies. This paper provides experience implanting information technology systems in a major hospital in Sri Lanka: a developing country. By using technology acceptance model as a framework, it aims to investigate critical factors influencing physicians' intention and their acceptance of information technology. The results shows that lack of understanding of the benefits was the main cause of cause of physician's hesitancy to embrace information technology tools.

Keywords: information and communication technologies, technology acceptance model, Sri Lanka

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Regulation Problem of Cryptocurrencies

Lamiha Ozturk[1] and Ece Sulungur[2]

[1]Faculty of Economics, Administrative and Social Sciences
Hasan Kalyoncu University, Turkey

[2]Faculty of Law
Ufuk University, Turkey

Abstract

The purpose of this article is to analyze the difficulties associated with the lack of regulations in cryptocurrencies. Indeed, the absence of a uniform and international common regulation brings many legal conflicts. This lack of legal framework partly slows down the development of cryptocurrencies. Investors who wish to invest in this type of currency or asset are often discouraged due to the lack of legal framework. In order to highlight the difficulties caused by the lack of regulation, this paper proposes to analyze the different approaches and the beginning of a legal text developed by certain countries to respond to these difficulties. Cryptocurrencies, although they have their own strengths, are trying to integrate into the classic monetary system. Cryptocurrencies are the fruit and results of a new technology that has been developing at high speed since 2010. However, there are many obstacles to the development of the blockchain ecosystem. Many countries do not want to miss the blockchain revolution but remain skeptical in its applications and dissemination. Beyond cryptocurrencies, creating a legal environment favorable to the development of this new technology will allow the distribution of crypto-assets which are a fundamental economic stake for countries wishing to perpetuate their financial attractiveness.

Keywords: blockchain, crypto currency, regulation, crypto-asset, international finance regulation

The Effect of the Blockchain Technology on Service Companies and Food Retailers: An Overview of the Blockchain Use Cases and Applications

Gokhan Kirbac and Erkut Ergenc

Air Logistics Department
Istanbul Kultur University, Turkey

Abstract

Nowadays, as a result of the vertical development of technology, the concepts of information technologies and digital transformation have become more important for the service companies and food retailers. In this ecosystem, there are numbers of actors involved in the supply chain and logistics activities regarding service companies and food retailers. On the other hand, there are lots of technologies and applications to support the flow of the products and services in the supply chain activities. Here, the supply chain and logistics of the service companies and food retailers should remain efficient for the organizational structure. So blockchain is a disruptive technology that ensures support for supply chain management. Blockchain is a new technology that can be implemented to most of the sectors. From the perspective of service companies and food retailers, blockchain technology can ensure some feasible solutions and systems for them. Although there are some application challenges and steps for the installation architecture in blockchain technology, with the correctly constructed use cases and applications, service companies and food retailers can benefit from this disruptive technology. The aim of this study presents a comprehensive and descriptive use case for implementing blockchain technology service companies and food retailers. The literature part of the study was also examined in detail. For the methodology part of the study, semi structured and in-depth interviews are conducted with supply chain and logistics managers of the service companies and food retailers. Also, semi structured interviews are conducted with the blockchain technology experts. With respect to analyzes and findings gathered from interviews were discussed particularly. In this context, service companies and food retailers may face some significant challenges when they want to apply blockchain technology in their main workflow activities. However, they need to have technology support and consultancy regarding blockchain technology from technology consulting firms. Because of these reasons, one of the most commonly used methods; Quality Function Deployment (QFD) was applied in the study. Before applying the QFD method, the use cases and applications of blockchain technology regarding service companies and food retailers were discussed particularly. Consequently, it is crucial for companies to ensure these customer requirements of service companies and food retailers and also to ensure the technical specifications of them. In this way, service companies and food retailers can provide rapid technology adaptation and competitive advantage. This paper is a descriptive study that gives a roadmap for service companies and food retailers that want to apply blockchain technology in their supply chain and logistics activities.

Keywords: service companies, food retailers, blockchain technology, blockchain use cases, supply chain, quality function deployment (QFD)

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

The Coverage of AIOT Based Functional Service: Case Study of Asian Futuristic Hotel

Gege Wang[1], Irini Lai Fun Tang[2], Eric Chan[3], and Wai Hung Wilco Chan[1]

[1]Macao Institute for Tourism Studies, Macau, People's Republic of China

[2]Faculty of International Tourism and Management
City University of Macau, Macau, People's Republic of China

[3]School of Travel Industry Management
University of Hawaii at Manoa, Honolulu, USA

Abstract

The combination of Artificial Intelligence and Internet of Things (AIOT) have been developing as a prevalent technology for applications in many industries and buildings. This research deliberately chooses a leading hotel in the application of automation to examine the coverage of using the AIOT. A recent functional framework of AIOT was used to investigate the functional attributes via observation to confirm the availability. Then the study proceeded to interview with 10 professionals in the hospitality businesses to solicit their views about the implementation of the same AIOT facilities in other hotels based on the tabled analytical results.

Keywords: artificial intelligence, automation, AIOT, hotel, hospitality

State-of-the-Art Next Generation Open Innovation Platforms

Murielle De Roche, Monika Blaser, Patrick Hollinger, and Thomas Hanne

School of Business, Institute for Information Systems
University of Applied Sciences and Arts Northwestern Switzerland, Switzerland

Abstract

Over the last years, more and more companies recognized the potential of external innovative people and experts working as powerful crowd of creativity. This results in a growing number of Open Innovation Platforms (OIPs) and related publications. What is currently missing, is an overview and comparison of existing OIPs considering their strengths and weaknesses and an outlook to the next generation of OIPs in terms of improvements and new functions this next generation is expected to provide. By analyzing seven of the most relevant OIPs (Atizo, Crowdwerk, Ideas4all, InnoCentive, Jovoto, OpenIDEO, Quirky) and one software provider (Qmarkets), this paper points out the current state-of-the-art. Based on literature research, self-experience and qualitative interviews with experienced persons working in different roles with Atizo and Qmarkets platforms, it turned out that the current platforms offer quite a similar scope in terms of functionality, usability, process, and user support. In addition, the rewarding system for the innovators differs mostly in the naming or height of the rewards only. Hence, we work out ideas for new features the next generation of OIPs should offer to increase attraction and value for both, innovators and companies searching for ideas. By rating the ideas in terms of implementation effort / complexity and value / impact for innovators and companies, insights into the most important and most valuable requirements for the next generation OIPs are provided.

Keywords: open innovation, open innovation platforms, crowdsourcing

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

An Empirical Investigation of the Impact of Service Quality on Satisfaction, Usage Behaviors, and Quality of Life in M-Health Service Context: A Case of Bangladesh

Sadia Naoshin Tweena, Ade Oriade, and Mohammad Mahdi

School of Business and Social Science
University of Wolverhampton, United Kingdom

Abstract

Healthcare challenges are considered the most serious impediment to long-term global development (Karamat et al., 2019). Developing countries' ability to overcome severe health problems is affected by several barriers, one of which is the worldwide shortage of healthcare professionals. According to the WHO, 57 nations, mainly in the developing ones, have a severe shortage of healthcare professionals, resulting in a global shortage of 2.4 million healthcare workers. Bangladesh was identified as one of 57 countries with a significant shortage of doctors, nurses, and midwives, based on a WHO threshold of 2.28 physicians, nurses, or midwives per 1000 people (WHO, 2006).In addition, the Global Health Workforce Alliance reported that Bangladesh has both shortage and geographical misdistribution of human resources for health (WHO | Bangladesh, 2021). For every 10,000 people, there are only five doctors and two nurses, with a nurse-to-doctor ratio of just 0.4. (Ahmed et al., 2011). There is also a clear difference between sanctioned and filled healthcare vacancies, as only 32% of healthcare facilities employ 75 percent or more of the sanctioned workers (WHO | Bangladesh, 2021).

To overcome these healthcare challenges and provide quality healthcare services to the citizens, the Directorate General of Health Services (DGHS), one of the agencies of the Ministry of Health & Family Welfare of Bangladesh, introduced mobile health (m-health) service as part of the ongoing e-health programs. According to WHO-"m-health involves the use and capitalization on a mobile phone's core utility of voice and short messaging service (SMS) as well as more complex functionalities and applications including general packet radio service (GPRS), third and fourth generation mobile telecommunications (3G and 4G systems), global positioning system (GPS), and Bluetooth technology" (WHO,2009.pp.14). Since this research is focused on the DGHS's m-health service, m-health is described as health consultations provided via mobile phones (The Director General of Health Services, 2021)

The DGHS connected each of the 482 Upazila (sub-district) health complexes to the m-health call center network in May 2009. Each district and sub-district hospital in Bangladesh has been granted a mobile phone. These numbers are widely disseminated throughout the neighborhood and also available on the Directorate General of Health Services' website. Since mobile networks reach 99 percent population of the country, this m-health service has connected almost everyone with certified health care professionals in the most cost-effective way possible (Afroz, 2012). Doctors are available in these numbers 24 hours, seven days a week. Local residents can get free health advice by calling these numbers instead of going to the hospital. Busy people will get immediate attention as soon as they get sick. As a result, the risk of disease complications is reduced (DGHS, 2021).

The m-health service introduced by the government of Bangladesh is a great initiative because many patients lack understanding and knowledge of their health issues and cannot afford to visit physicians or medical centers daily (Nisha et al., 2015). Despite its ability to address today's healthcare issues, the m-health service might be used as a last resort, bypassed, or underutilized if it can't be expected to provide a certain level of quality. Technology may be well-perceived in developing countries but when the subject is significant, such as healthcare, successful implementation of the technology is dependent on the quality of the service, among other factors (Nisha et al., 2016).

Furthermore, in the healthcare industry, satisfaction is a critical metric for assessing the effect of overall service efficiency or quality (Aharony& Strasser, 1993). If the patients are not satisfied with the healthcare services being provided remotely the service becomes redundant. The provision of high-quality health services has been related to levels of satisfaction in the field of m-health, as mentioned by Earth Institute, Columbia University "pregnant women who received text messages for prenatal support had significantly higher satisfaction levels than those who did not receive any text message support". In a similar vein, Ivatury et al. (2009) argued that this relationship should be measured to assess the success of m-health services in developing countries.

The effectiveness of any technology-mediated health care platform, such as m-health, is determined more by post-adoption behaviors than by initial acceptance (Bhattacherjee, 2001; Limayem et al., 2007). Service quality and satisfaction have a big influence on post-adoption behavior (Cronin et al., 2000; DeLone & McLean 2003; Venkatesh et al., 2005). However, until now, the study of the relationship between consumers' perceived service quality, satisfaction, and potential behavior intentions (as post-adoption behavior) has dominated the service literature (Spreng et al., 1996), although very few studies have looked at the impact of perceived quality and satisfaction on consumers' actual usage behavior (Lai, 2003). Besides, intentions have been widely used in both commercial and academic research as proxies to represent consumer behavior s. However, it has been well acknowledged in previous research that intentions do not always accurately predict their actual behavior, and that these differences do not cancel out when intentions and behavior are aggregated across customers (Chandon et al., 2005). This is called the intention-behavior gap, which demonstrates the failure to translate intentions into actions. The consumer might change their behavior anytime and not follow their behavioral intentions (Pasqualotto et al., 2005). Thus, the study aims to investigate the impact of m-health perceived service quality and satisfaction on consumer actual usage behavior rather behavior al intentions to ensure successful implementation of the service. Furthermore, the study will investigate both continuance and discontinuance of usage behavior as despite being a commonly occurring phenomenon, discontinuance of an information system or ICT usage has gained disproportionately little consideration. Users who do not fully endorse the usage of an information system can devise workarounds, hinder the use, dislike, underutilize, or even sabotage the system, so recognizing their willingness to discontinue is essential (Lapointe and Rivard, 2005; Ferneley and Sobreperez,2006).

Finally, the role of information technology in one's quality of life has been recognized in the healthcare sector (Sirgy& Corwell, 2001). Straub & Watson (2001, pp.3) stated that "One of the goals of any technology should be to increase the quality of its user's lives". In line with this view, Walsham (2007, pp.1) mentioned that "The question has now become not whether, but how ICTs can benefit development". Moreover, Croon et al., (2004) stressed the increasing need to

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

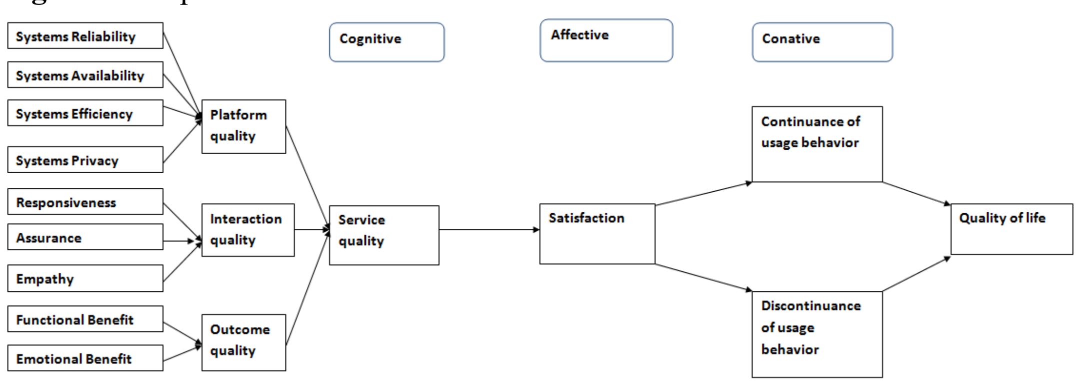
understand IT service dynamics that change and affect human lives. People have a lot of healthcare needs that they want to be met, and the more these needs are met by technology-based healthcare systems, the more they feel about their quality of life (Heisel & Flett, 2004). Studies have also established that these principles - service efficiency, satisfaction, and quality of life - are distinct, and have urged an examination of their relationship to improve customer behavior comprehension (Zeithaml, 2000).

Although the m-health service is running in Bangladesh for more than a decade, no previous research has been performed to investigate overall service quality and its impact on consumers' satisfaction, usage behavior s, and quality of life. Considering this major research gap, and the importance of the interrelations between these variables, it is now time to investigate the overall service quality of DGHS m-health service and its impact on satisfaction, usage behavior s, and quality of life. Thus, the main objectives are-

- To identify various dimensions of m-health service quality.
- To investigate the mediating, and moderating relationships between service quality, satisfaction, usage behavior s, and quality of life in the m-health service context.
- Finally, to conceptualize and validate a model for assessing overall service quality and its impact on satisfaction, usage behaviors, and quality of life in the m-health service context.

A survey study will be conducted in a natural setting with human subjects to establish a causal network of relationships in capturing m-health service quality perception. The survey method is a structured questionnaire provided to a sample of a population to collect detailed information from the respondents (Malhotra, 2004). According to Gable (1994), since it illustrates causal relationships between constructs and makes generalizable claims on the research setting, this study will use the survey method. Infield studies, Vidich and Shapiro (1955) emphasized the survey method's superior deductibility by stating that- "Without the survey data, the observer could only make reasonable guesses about his area of ignorance in the effort to reduce bias". Straub et al., (2004) proposed survey research for explanatory and predictive theories to increase confidence in the generalizability of the findings.

Figure 1: Proposed Research Model



The study will use a cross-sectional design for the survey methodology, which means that information will be collected only once from a given sample of population elements (Malhotra, 2004). Since it allows representative sampling and reduced response bias, this study will use a cross-sectional approach rather than a longitudinal design (Dabholkar et al., 2000). Furthermore, most empirical studies used to evaluate service quality have been cross-sectional (Brady & Cronin, 2001; Carman, 1990; Dabholkar, 2000; Dagger et al. 2007). Data for the study will be collected from Bangladesh, one of the leading m-health services providing developing nations, from August 2021 to October 2021 (WHO, 2009). This study will focus on m-health service provided by the DGHS, which serves patients by providing health services through mobile phones. The citizens can take health suggestions for free now from doctors working in government health centers. Analysis of the collected data will be performed by AMOS software. The findings of the study will fill the research gap on consumer's overall perceived service quality and its impact on satisfaction, usage behavior, and QOL in the context of m-health. The study will also establish the association between these variables and bring them into a single research framework. Theoretically, the research will contribute by proposing a conceptual model for assessing the service quality of m-health and its association with these variables. Finally, the evaluation of service quality and its impact on satisfaction, usage behavior, and QOL will help the policymakers in developing a more inclusive and responsive policy for the mobile health sector of Bangladesh.

Keywords: service quality, satisfaction, usage behavior s, quality of life

References

Aharony, L. and Strasser, S., 1993. Patient Satisfaction: What we Know about and What we Still Need to Explore. Medical Care Review, 50(1), pp.49-79. Aharony, L., & Strasser, S. (1993). Patient Satisfaction: What we Know about and What we Still Need to Explore. Medical Care Review, 50(1), 49–79. https://doi.org/10.1177/002570879305000104

Andaleeb, S. S. (2001). Service quality perceptions and patient satisfaction: a study of hospitals in a developing country. Social Science & Medicine, 52(9), 1359–1370. https://doi.org/10.1016/s0277-9536(00)00235-5

Bhattacherjee, A. (2001). Understanding Information Systems Continuance: An Expectation-Confirmation Model. MIS Quarterly, 25(3), 351. https://doi.org/10.2307/3250921

Chandon, P., Morwitz, V. G., & Reinartz, W. J. (2005). Do Intentions Really Predict Behavior? Self-Generated Validity Effects in Survey Research. Journal of Marketing, 69(2), 1–14. https://doi.org/10.1509/jmkg.69.2.1.60755

Cronin, J., Brady, M. K., & Hult, G. M. (2000). Assessing the effects of quality, value, and customer satisfaction on consumer behavioral intentions in service environments. Journal of Retailing, 76(2), 193–218. https://doi.org/10.1016/s0022-4359(00)00028-2

Croon Fors, A., &Stolterman, E. 2004. Information Technology and the Good Life. Information Systems Research: Relevant Theory and Informed Practice, Proceedings from IFIP 8.2 Manchester Conference, Kluwer Academic Publishers, Boston.

Dabholkar, P. A., Shepherd, C., & Thorpe, D. I. (2000). A comprehensive framework for service quality: an investigation of critical conceptual and measurement issues through a longitudinal study. Journal of Retailing, 76(2), 139–173. https://doi.org/10.1016/s0022-4359(00)00029-4

Earth Institute, Columbia University. (2010).Barriers and gaps affecting mHealth in low- and middle-income countries: a policy white paper. https://www.ghdonline.org/uploads/Barriers__Gaps_to_mHealth_in_LMICs_-_White_Paper_-_May_2010.pdf

Ferneley, E. H., & Sobreperez, P. (2006). Resist, comply or workaround? An examination of different facets of user engagement with information systems. European Journal of Information Systems, 15(4), 345–356. https://doi.org/10.1057/palgrave.ejis.3000629

FitzGerald, M. (1998). Services Marketing981Valerie A. Zeithaml, Mary Jo Bitner. Services Marketing. New York: McGraw-Hill 1996. 700 pp, ISBN: 0-0-114881-7 £21.95 Softback. International Journal of Service Industry Management, 9(3), 310–311. https://doi.org/10.1108/ijsim.1998.9.3.310.1

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Heisel, M. J., & Flett, G. L. (2004). Purpose in Life, Satisfaction with Life, and Suicide Ideation in a Clinical Sample. Journal of Psychopathology and Behavioral Assessment, 26(2), 127–135. https://doi.org/10.1023/b:joba.0000013660.22413.e0

Ivatury, G., Moore, J., & Bloch, A. (2009). A Doctor in Your Pocket: Health Hotlines in Developing Countries. Innovations: Technology, Governance, Globalization, 4(1), 119–153. https://doi.org/10.1162/itgg.2009.4.1.119

Karamat, J., Shurong, T., Ahmad, N., Afridi, S., Khan, S., & Khan, N. (2019). Developing Sustainable Healthcare Systems in Developing Countries: Examining the Role of Barriers, Enablers and Drivers on Knowledge Management Adoption. Sustainability, 11(4), 954. doi: 10.3390/su11040954

LAI, F., 2003. The Behavior al Consequences of Service Quality in Hong Kong Banking Industry: Does Market Segmentation Matter? The Chinese University of Hong Kong, Master's thesis.

Lapointe, & Rivard. (2005). A Multilevel Model of Resistance to Information Technology Implementation. MIS Quarterly, 29(3), 461. https://doi.org/10.2307/25148692

Limayem, Hirt, & Cheung. (2007). How Habit Limits the Predictive Power of Intention: The Case of Information Systems Continuance. MIS Quarterly, 31(4), 705. https://doi.org/10.2307/25148817

Nisha, N., Iqbal, M., Rifat, A., & Idrish, S. (2015). Mobile Health Services. International Journal Of Asian Business And Information Management, 6(1), 1-17. doi: 10.4018/ijabim.2015010101

Nisha, N., Iqbal, M., Rifat, A., & Idrish, S. (2016). Exploring the Role of Service Quality and Knowledge for Mobile Health Services. International Journal of E-Business Research, 12(2), 45–64. https://doi.org/10.4018/ijebr.2016040104

Pasqualotto, A. C., & Severo, L. C. (2005). Why don't we just do what we have to do? Journal of Infection, 51(3), 260–261. https://doi.org/10.1016/j.jinf.2005.05.011

Pinsonneault, A., & Kraemer, K. (1993). Survey Research Methodology in Management Information Systems: An Assessment. Journal of Management Information Systems, 10(2), 75–105. https://doi.org/10.1080/07421222.1993.11518001

Spreng, R. A., MacKenzie, S. B., & Olshavsky, R. W. (1996). A Reexamination of the Determinants of Consumer Satisfaction. Journal of Marketing, 60(3), 15–32. https://doi.org/10.1177/002224299606000302

Straub, D. W., & Watson, R. T. (2001). Research Commentary: Transformational Issues in Researching IS and Net-Enabled Organizations. Information Systems Research, 12(4), 337–345. https://doi.org/10.1287/isre.12.4.337.9706

Walsham, Robey, & Sahay. (2007). Foreword: Special Issue on Information Systems in Developing Countries. MIS Quarterly, 31(2), 317. https://doi.org/10.2307/25148793

Wixom, B. H., & Todd, P. A. (2005). A Theoretical Integration of User Satisfaction and Technology Acceptance. Information Systems Research, 16(1), 85–102. https://doi.org/10.1287/isre.1050.0042

"Current-Look Ahead" of Global Distribution Systems in the Airline Industry: A Multi-Perspective Analysis

Ebru Dilan[1], Nagihan Dogan[2], and Mehmet N. Aydin[1]

[1]Management Information Systems
Kadir Has University, Turkey

[2]Turkish Airlines, Inc., Turkey

Abstract

The overall structure of the airline distribution industry has been transformed since the internet has become an essential and even a strategic asset for the entire industry. The distribution process, which was between airline companies and customers, was under the control of intermediaries such as Global Distribution System (GDS) providers. New intermediating parties and emerging online services bring out intangled and dynamic interactions among multiple competing and cooperating partners in the airline industry. This eventually results in the complexity of interactions that one needs to adopt a multi-perspective analysis to make sense of. This research examines the present and articulates possible scenarios of the airline industry by employing ecosystem, competing forces, and innovation as high-level constructs.

Scanning through the advancements in the airline distribution industry since the late 1960s, the following significant events might be highlighted; Due to the increase in airline travel demand, the manual reservation processes became insufficient. Hence, the computerization era had begun in airline distribution. The distribution process, which was between airline companies and customers, was under the control of intermediaries such as the Global Distribution System (GDS). Airline companies were subscribing to GDSs and making payments per ticket sold via GDSs. They were also paying a commission and overrides to travel agencies, which sold the ticket to the customer.

Over time, the increasing distribution cost and the loss of profits pushed the airlines to search for new ways to increase their margins. Airlines reduced the commission payments. Hence, they were able to reduce their total distribution costs. With the emergence of the internet in airline distribution, the monopolistic position of GDSs shake. New distribution channels emerged as alternatives and the low-cost carriers (LCCs), which prefer direct sales through their websites, occurred (Vinod, 2009). The major airlines followed LCCs and developed their websites to bypass the intermediaries and reduce the distribution cost. LCCs inspired the long-established airlines by causing to reshape their distribution strategy to maintain their competitiveness and focused on direct distribution through their websites (Sismanidou et al., 2008; Hunter, 2006). New distribution players which occur after the advancement of the internet technology can be aligned chronologically as Online Travel Agencies (OTAs), Supplier Link Portals, and meta-search engines.

Shanker (2008) summarizes the new developments as follows; direct selling has increased for airline companies, new intermediaries have emerged through the internet technologies, customers have accessed the distribution channels through internet, the transparency and relationship between customer and airlines have increased, and customers' behaviors have changed since they have been able to compare the products, most of them have become price sensitive and have

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

requested better services and products (such as mobile distribution channels). However, any new channels could not successfully replace GDSs, and airlines have remained dependent on GDSs. New technologies have still been emerging to meet customer expectations effectively. This time, the position of GDSs will change if they cannot be adaptive to new technologies. Because of the key factors such as customer expectations, market growth, technological innovations, and the intermediaries' insufficiency in the distribution industry, airline distribution will be evolved in the next decade.

Information and Communication Technologies (ICTs), providing "info-structure" for all stakeholders available, are very effective in strategic and operational aspects of airline management in terms of ownership, partnerships, alliances, networks, mergers, collaborations, and strategic directions (Buhalis, 2004). Because the ongoing technological developments and external forces create a complex environment for airline companies, the future of the airline distribution industry as an uninvestigated phenomenon deserves an extensive examination.

In this research, it is aimed (1) to examine "a current look" on the airline distribution industry via three high-level constructs (ecosystem stakeholders, market/industry forces, and technological developments/innovations), (2) to foresee "a look ahead" view on the airline distribution industry using the identical three high-level constructs (3) to raise a discussion on how a service offering company in the airline industry adapts itself to potential "a look ahead" view and how the company strategically positions itself in the airline distribution ecosystem.

There is a three-fold contribution. First, the value of multi-perspective analysis is demonstrated to surface the complexity of interactions between competing and cooperating parties. Second, the idea of the business canvas is extended and incorporated into ecosystem analysis. This is shown to be helpful to address the dynamics in GDS and to identify possible scenarios. Third, the innovation construct is the first time used to articulate strategic acts of involved and possible players to the best of the knowledge.

The research is presented in two parts; (1) in the first part, the findings are reported along with three high-level constructs; the business ecosystem of key stakeholders, market/industry forces, and technological developments/innovations in the airline distribution industry for present and future, (2) in the second part, the discussion section is elaborated from two perspectives; business model transformation/innovation that is led by market pull and/or technology push, and "strategizing acts" to be adopted by the airline firm to deal with the varying degrees of uncertainty and instability in the business ecosystem. In this part, the Business Model Canvas (BMC) was extended for the current and future stakeholders of the airline distribution ecosystem. In other words, assuming the industry as a business ecosystem of key stakeholders and having the ecosystem at the center of attention, the key stakeholders' core business functions, their relationships and dependencies, and extended BMC comprehending the business ecosystem of key stakeholders were examined. As a result, a time-phased BMC was generated at hand for the present and future.

Hence, considering the dynamic characteristic of the business ecosystem and the emerging changes (market pull and/or technology push) leading to business model transformations/innovations for the stakeholders, the discussion was extended on how a company offering a service in the airline industry, strategically positions itself in the industry to struggle the environmental turbulence.

By adopting a multi-perspective analysis and three high-level constructs, the airline distribution industry will embrace new technologies that leverage Artificial Intelligence (AI), Machine Learning techniques and experience a significant change in the next decade. In particular, the possible scenarios of the airline industry are generated by employing innovation, ecosystem, competing forces as high-level constructs. It is believed that a multi-perspective analysis can help managers to deal with the complexity of distribution systems that is due to intangled and dynamic interactions among multiple competing and cooperating parties.

Further research areas include examining the strategic and digital capability of the ecosystem players and how to utilize these capabilities to react in a worldwide crisis like a pandemic. For instance, Virgin, Atlantic, Lufthansa, United and American Airlines switched to cargo-only flights due to up to 90% cancellations of their flights, and passenger cabins are used to transport healthcare and grocery items (Morgan, 2020).

Keywords: airline industry, global distribution systems, dynamics of the ecosystem, innovation, technology roadmaps

References

Buhalis, D. (2004). eAirlines: strategic and tactical use of ICTs in the airline industry. Information & Management, 41 (7), 805-825.

Hunter, L. (2006). Low Cost Airlines: Business Model and Employment Relations. European Management Journal, 24(5), 315–321.

Morgan, B. (2020, May1). 10 examples of How COVID-19 Forced business transformation. Forbes.

Shanker, D. (2008). ICT and Tourism: challenges and opportunities.

Sismanidou, A., Palacios M., & Tafur, J. (2008, September). New Developments in Global Distribution Systems (GDSs) for the Airline Industry: first-mover mechanisms that enables incumbent firms to maintain a leading position. In: II International Conference on Industrial Engineering and Industrial Management (pp. 727-734).

Vinod, B. (2009). Distribution and revenue management: origins and value proposition. Journal of Revenue and Pricing Management, 8(2), 117-133.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Fighting Hunger in Difficult Times: Developing A Blockchain-Based Food Rescue App

Yinghua Huang[1], Wencen Wu[2], Kun Su[2], and Zijian Guan[2]

[1]College of Health and Human Sciences
[2]Charles W. Davidson College of Engineering
San Jose State University, United States

Abstract

The impact of the COVID-19 pandemic is exacerbating the global food insecurity problem (UNSCN, 2020). Before the coronavirus outbreak, over 37 million Americans, including more than 11 million children, were facing food insecurity (Coleman-Jensen et al., 2019). Now, due to sudden unemployment and reduced wages related to the pandemic, food banks around the nation are serving 55 percent more people now than before the pandemic (Morello, 2021). To fight hunger in difficult times, food rescue organizations (e.g., food banks, food pantries) have been playing an important role by gleaning edible food from donors and distribute it to people in need. However, the current pandemic has posed new challenges, as the number of volunteers and food donation resources are declined. While the demand goes up and available resources go down, it is imperative for food rescue organizations to rethink their operation logistics and seek a data-driven approach to optimize their operational efficiency.

Real-time data sharing, end-to-end traceability, and data-driven decision-making have been increasingly important in food supply chain management (Wang, Han, & Beynon-Davies, 2019; Kamilaris, Fonts, & Prenafeta-Boldú, 2019). However, despite the importance of food rescue in our food supply ecosystem, the research on food rescue operations is surprisingly limited (Nair, Grzybowska, Fu, & Dixit, 2018). The current literature of the food supply chain primarily focuses on the process of delivering food from the farm to consumers (Antonucci et al., 2019), while the journey of surplus food from donors to families in food insecurity remains largely understudied (Nair, Rey, & Dixit, 2017).

The purpose of this study is to develop and test a blockchain-based mobile application for food rescue operations, which could provide a secure ledger and analytical tools for improving the efficiency of food rescue logistics and optimizing the inter-organizational collaborations among key stakeholders. The proposed mobile app integrates blockchain technology to enable all stakeholders to share data, secure food safety, and track food delivery in real-time. In addition, the proposed application could analyze data and forecast future demand and supply of surplus food and provide valuable insights for optimizing collaborations across multiple food rescue organizations and their partners.

First, we conducted in-depth interviews with ten managers of food rescue organizations and donors of surplus food (e.g., restaurants, dining facilities) to identify key stakeholders' informational needs. Content analysis was conducted using NVivo 12.0. The findings of the content analysis revealed the information needs of key stakeholders during the food rescue process. The information needs include (1) enabling donors to contact food rescue organizations and share information before pickup, (2) tracking the whole delivery process from donors to recipients in real-time, (3) integrating different types of information (e.g., food safety data, food delivery data,

food nutrition data), (4) analyzing and forecasting demand and supply of food donation, and (5) estimating the environmental impacts for each donation.

Second, we designed the system architecture and prototyped the system based on the findings of in-depth interviews. The iOS and Android versions of the food rescue app have been released in the Apple App store and Google Play store. Next, we collaborated with a food rescue organization known as Hunger at Home in the San Francisco Bay Area to conduct a pilot study for a period of two months to test the usability of the developed food rescue app. The food rescue organization has 22 non-profit partners across the San Francisco Bay Area for their food rescue operations.

This study contributes to the literature of the food supply chain by deepening our understanding of food rescue operations and demonstrating how food rescue can benefit from blockchain technology. This study has a significant practical contribution by providing data-driven insights for all stakeholders to optimize their collaborations and enhance traceability and transparency of food rescue operations. Given the long-term impact of the COVID-19 pandemic, this project could enable food rescue organizations to serve more people more effectively.

Keywords: food rescue, food insecurity, blockchain technology, mobile app

References

Antonucci, F., Figorilli, S., Costa, C., Pallottino, F., Raso, L., & Menesatti, P. (2019). A review on blockchain applications in the agri-food sector. Journal of the Science of Food and Agriculture, 99(14), 6129-6138.

Coleman-Jensen, A., M. Rabbitt, C. Gregory, and A. Singh. 2019. Household Food Security in the United States in 2018. ERR-270. Washington, DC: US Department of Agriculture, Economic Research Service.

Kamilaris, A., Fonts, A., & Prenafeta-Boldύ, F. X. (2019). The rise of blockchain technology in agriculture and food supply chains. Trends in Food Science & Technology, 91, 640-652.

Morello, M. (2021). The food bank response to COVID, by the numbers. Retrieved from https://www.feedingamerica.org/hunger-blog/food-bank-response-covid-numbers.

Nair, D. J., Grzybowska, H., Fu, Y., & Dixit, V. V. (2018). Scheduling and routing models for food rescue and delivery operations. Socio-Economic Planning Sciences, 63, 18-32.

UNSCN (2020). The COVID-19 pandemic is disrupting people's food environments. Retrieved from https://www.unscn.org/en/news-events/recent-news?idnews=2039.

Wang, Y., Han, J. H., & Beynon-Davies, P. (2019). Understanding blockchain technology for future supply chains: A systematic literature review and research agenda. Supply Chain Management, 24(1), 62-84.

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

Tourism and Social Media: Analysis of Instagram Management by Brazilian's Tourism Institutions During COVID-19 Pandemic

André Luiz Vieira Soares[1] and Gaetano Mazza[2]

[1]Department of Tourism
Federal University of Rio Grande do Norte, Brazil

[2]Department of Economics and Statistics
University of Naples Frederico II, Italy

Abstract

Introduction: The coronavirus crisis made Brazilian's tourism sector stop earning R$ 261 billion in 2020 according to the National Confederation of Trade in Goods, Services and Tourism (CNC) once the tourism industry represented 8.1% of Brazilian GDP in 2019 (CNC, 2021). Tourism is an activity highly affected by several risks (e.g., social, economic, health), thus, it requires greater effectiveness in crisis management (Ritchie, 2004). Social media are a broad channel of communication between institutions and users. In tourism, tools such as Instagram started to develop an important role in the management made by the actors that are part of the tourism trade. Nowadays, e.g., in Brazil, Instagram has 95 million users (Global Digital Insights, 2020). Given the reach of social media among the tourists, it is no longer enough for tourism institutions to rely solely on traditional media for promoting and creating content (Leung, Law, Van Hoof, and Buhalis, 2013). It shows that connected tech continues to play an important role in several aspects of institution's daily routines. When a crisis occurs, social media turned into a tool to collect time-critical data. Also, allows institutions provide real-time crisis information either from affected stakeholders and crisis management staff, monitoring the situation by the moment and support the command, decision making, and controlling the operations (Sigala, 2011). Hence, is pertinent to identify how institutions responsible for the promotion / management of tourism use their social networks to manage a crisis. The objective of the study is to analyze, based on the publications on Instagram of the entities responsible for tourism management, how they are managing the crisis generated by the COVID-19 pandemic. In this way, it seeks to understand how this tool has been managed facing this scenario, verifying the general content, volume of publications, dissemination of information about the virus, and how the illustrations (medias such images, videos, texts) of the destinations have been managed through the pandemic scenario. As stated by Park, Kim and Choi (2019) as an important quest, managers of institutions need to identify the right influencers on their social media. Methodology: The methodology was a mixed approach, with an exploratory and inductive characteristic, where was used data from main tourism entities from Natal, Brazil. The city is an important destination in Brazilian tourism, appearing as the most popular destination for tourists (Ministry of Tourism, 2021). The qualitative approach to investigate social media requires researcher's responsibility to address quality results based on his ability presenting valid arguments, and to provide fair use of the data collected (Michael, 2011). The institutions selected are responsible for promoting tourism in its main fields: ABIH (Accommodation), ABRASEL (Bars and restaurants), ABAV (Travel agencies), SETUR (local tourism secretariat) and Mtur (Ministry of Tourism), only national entity listed. Instagram posts analyzed were selected from the first post published related with the research subject by each institution (all in March 2020) until December 31, 2020. Data collection was carried out in January 2020. In total, were found 2,121

publications made by the entities during the research frame time. The NVivo software was used to help the data organization for the analysis. The publications were analyzed based on the proposed objectives aiming to identify the (i) type of content, (ii) the information about the covid crisis, and (iii) the destination's illustration in this period. Findings: Among the results, some understandings emerged regarding the institutions' Instagram management: volume of posts, citations about COVID-19, information about security measures, image tools used. ABIH, ABRASEL, ABAV and SETUR used the publications mostly related to the crisis generated by the pandemic. Posts were used to inform the population about the economic and social impacts on their respective sectors, as an appeal for the public not to abandon the sector. Campaigns in the form of tags and serial publications, e.g., "do not cancel, reschedule", "do not buy online, buy with a travel agent" were launched by the entities in order to sustain, during the analyzed period, tourists would continue to use the services available by the sector in some way to minimize the economic loss. In addition, along the publications it was identified the sharing of informative material, i.e., e-books, about crisis management in each tourism sector studied. The profile of the Ministry of Tourism, on the other hand, limited the use of one hashtag (#travelfromhome) in its publications when mentioning the coronavirus crisis. The only other time mentioning the Coronavirus was a publication on a provisional measure. This reinforces the idea that social media have an important role to manage communication in a crisis. Implementing a strategic crisis communication plan, considering the dependence on a positive perception of destinations and tourism organizations, is essential, and it can provide accurate and reliable information to relevant actors in tourism activity (Scott, Laws, and Prideaux, 2008). Among the publications, it was possible to identify the media content generated by the institutions (e.g., photos, videos, texts) the dissemination and compliance with security measures made available by WHO in the fight against the coronavirus (WHO, 2020). The use of images with people wearing masks, publications reinforcing personal hygiene measures in the establishments of each field investigated, and informative posts on social distance were identified during the analyzed period. Except for Mtur, which had 356 publications, and none contained people wearing a mask or illustrating any security measures adopted. In general, it can be said that locally the entities showed fear and concern with the direction of the tourism activity, disseminating information about the virus and how the sector was trying to maintain itself in the context of the crisis while the federal entity (Mtur) limited itself in continue to publish only landscapes of the country's diverse touristic attractions, without providing informative publications or measures adopted to contain the crisis. Thus, it is possible to point out a discrepancy between the stance adopted by local entities through the stance of the national entity. This is in accordance with findings in the Soares, Mendes-Filho (2020) research, suggesting that the public sector in a Brazilian tourism sector is not considered as dominant actor who acceptance is important for validity in the market. Conclusions: The study contributes to the literature on the use of social media as a crisis management tool by showing that through these channels the institution's posture in the face of the crisis can be shaped according to the content shared by it. Thus, it was identified through data analysis that the events have a substantial impact on the content generated in these profiles. Tourism as a sector strongly affected by the pandemic due to the need for people on the move for it to occur, needed to remain active even in the online environment. Local institutions showed a management that sought to circumvent the economic and social impacts of the crisis, in addition to providing information about the sector to raise tourists' awareness and the impacts in each area and how they were dealing to bring security and positive travel experience. The difference between the content generated by the local institutions and the national entity also showed relevant data, presenting a total differentiation. While the national

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

agency hardly mentioned the crisis, measures to be taken to avoid losses in the sector, security in the adoption of measures, etc., the other institutions did the opposite way, sharing informative materials, images with the use of safety equipment, and surveys with numbers and concrete measures adopted by the sector. The desire to fight and manage the crisis seemed firmer on a local scale than on a national scale, which can affect all the tourism sector activity in the country because there is no standard. The research contributes to the literature in tourism while discussing the role of social media in the institutions, relating its management during a crisis, and reinforcing the statement that institutions type will reflect in the way to manage the image or supply information, fundamental aspects to cross a period of uncertainty. At the same time, data such as the difference between local and national management of these institutions responsible for the tourism activity demonstrates in practice the need for agreement and a certain standard of information provided by these managers since tourism has the main characteristic of interconnection between its various segments and institutions managers should identify the right influencers through its social media. The study had as limitations the sample containing tourism institutions in the city of Natal, Brazil. Despite being a reference in national tourism, a study with a sample covering all states can help in the discussion of how the management of the social media from the tourism institutions have reacted during the crisis. In addition, a comparative study between countries in the use of these virtual tools can support the existing discussion on the role of social media management.

Keywords: tourism, social media, management, crisis, COVID-19

References

CNC, National Confederation of Trade in Goods, Services and Tourism - accommodation and food sector will be one of the most affected by the cancellation of the carnival in 2021. 2021 January 9. https://www.portaldocomercio.org.br/noticias/cnc-setor-de-hospedagem-e-alimentacao-sera-um-dos-mais-afetados-com-o-cancelamento-do-carnaval-em-2021/320950

Global Digital Insights. 2020 January 15. https://wearesocial.com/blog/2020/10/social-media-users-pass-the-4-billion-mark-as-global-adoption-soars

Leung, D., Law, R., Van Hoof, H., & Buhalis, D. (2013). Social media in tourism and hospitality: A literature review. Journal of travel & tourism marketing, 30(1-2), 3-22.

Michael, H.C. (2011), “Publish and perish? Bibliometric analysis, journal ranking and the assessment of research quality in tourism”, Tourism Management, Vol. 32 No.1, pp. 16-27.

Ministry of Tourism. Natal (RN) aparece como destino tendência para 2021 em lista do Ministério do Turismo. 2021 January 8. https://www.gov.br/turismo/pt-br/assuntos/noticias/natal-rn-aparece-como-destino-tendencia-para-2021-em-lista-do-ministerio-do-turismo

Park, D., Kim, W. G., & Choi, S. (2019). Application of social media analytics in tourism crisis communication. Current Issues in Tourism, 22(15), 1810-1824.

Ritchie, B. (2004). Chaos, crises and disasters: A strategic approach to crisis management in the tourism industry. Tourism Management, 25(6), 669–683.

Scott, N., Laws, E., & Prideaux, B. (2008). Tourism crises and marketing recovery strategies. Journal of Travel & Tourism Marketing, 23(2-4), 1-13.

Sigala, M. (2011). Social media and crisis management in tourism: Applications and implications for research. Information Technology & Tourism, 13(4), 269-283.

Soares, A. L. V., Mendes-Filho, L., & Gretzel, U. (2020). Technology adoption in hotels: applying institutional theory to tourism. Tourism Review.

WHO, World Health Organization. Country & Technical Guidance - Coronavirus disease (COVID-19). 2021 January 9. https://www.who.int/emergencies/diseases/novel-coronavirus-2019/technical-guidance

Technology Acceptance Theories and Adoption of Smartphone Applications by Tourists

Goldi Puri

Institute of Hotel and Tourism Management
Maharshi Dayanand University, India

Abstract

Smartphone have developed in the previous few years comes with large screens, support thousands of apps, limitless web access that enables user to access to unlimited information at any time and at anywhere. Based on a review of Smartphones the purpose of this study is conducted to identify the factors that affect the tourist adoption of Smartphone applications while travelling. Recently, there is a rapid increase in the Smartphone users throughout the world. Tourists use these Smartphones and their applications for a number of reasons such as for formulating tour package, flight ticket booking, accommodation booking, transport booking etc, therefore there is a need to understand the factors that affect the tourist's adoption of Smartphone applications. Smartphones usage, especially mobile applications has not only affected everyday life but has a significant influence on the tourism industry and travel behaviour of people. Earlier tourist depends on guidebooks, maps and other stuffs to locate their destinations and to personalize their tour experience but now time has changed tourists make use of Smartphone applications to enhance their tour experience, these applications also helpful in providing necessary information to the tourist's on their tour. These days mostly all the tourists travel with their Smartphone and a extensive range of applications are available on their Smartphones they use it for various travel services such as flight booking, hotel room booking, navigation, transport planning etc. Present day voyager improves their movement experience utilizing savvy innovation.

Individuals make purchases, access to information and share their experiences anytime and anywhere by using the improved version of travel related apps (Kennedy-Eden & Gretzel, 2012; Pedrana, 2013). Tourism apps could be used as a great destination marketing tool. Some researchers (O'Brien & Burmeister, 2003; Rasinger, Fuchs, & Hopken, 2007) argue apps allow travelers to access a wide range of information related to travel or destination at their convenience. With increasing number of consumers, apps are increasingly prominent in tourism (Wang, Park, & Fesenmaier, n.d.) at all level of tourism consumption and travel tourism decisions and behavior (; Frommer's Unlimited Research Center, 2011;(Höpken, Fuchs, Zanker, & Beer, 2010). As a result of this tourists are no longer dependent on tour packages (Buhalis & Law, 2008) and move from a "place-based connectivity to individual, person-to-person connectivity" (Schwanen & Kwan, 2008). Tourism has been influenced significantly by mobile technologies, particularly the use of Smartphones and its application. The accelerating growth of mobile technologies has magnetized academic attention, and there is a call for a systematic literature analysis of relevant publications (Dorcic, J., Komsic, J., & Markovic, S. (2018). In order to ensure the successful implementation of apps related to travelling, it is necessary to understand the acceptance behavior and user adoption of these apps by consumers. Despite being the fact that competencies and utility of these travel related apps, acceptance of these apps is still in the emerging stage (Lu et al., 2015).

https://digitalcommons.usf.edu/m3publishing/vol6/iss2021/1
DOI: 10.5038/2641-5062-v2

It is hence appropriate to consider the elements which influence the reception and utilization of movement applications among the purchasers. Better comprehension of such factors will go far to expanding the appropriation of cell phone travel applications. It distinguishes the determinants of versatile applications appropriation for making travel buy which can be utilized by experts to expand the selection (Gupta, Dogra, & George, 2017). Most of the studies on technology acceptance in hospitality and tourism industry are conducted using Technology acceptance model (TAM), Theory of reasoned action (TRA), Theory of planned behavior (TPB), Innovation of Diffusion Theory (IDT), Social Cognitive theory (SCT), Unified theory of acceptance and Use of technology (UTAUT) & UTAUT-2. Recently researchers applied TAM, IDT, UTAUT & UTAUT-2 models to study the technology acceptance in hospitality and tourism industry. Therefore TAM, IDT, UTAUT & UTAUT-2 models are discussed in detail.

Technology Acceptance Model (TAM). Technology acceptance model (TAM) developed by the Davis, Bagozzi, & Warshaw, (1989). The main determinant of TAM is to understand the user behavior in adoption of technology (Davis et al., 1989). TAM model is derived from the Theory of reasoned action (TRA) given by Ajzen and Fishbein's in 1977. TAM was originally developed just to explain the acceptance of computer, but since then TAM model was used to explain the mobile service usage and to explore the user's online behavior (Lin, 2011; Pagani, 2004). As per TAM theory user behavior in accepting the technology is formulated on two factors i.e. 'perceived ease of use' and 'perceived usefulness'. Perceived ease of use refers to 'the degree to which a person believes that by using a particular technology would be free of effort' (Davis et al., 1989). User will accept the technology only if the user need not to put the extra effort. Perceived usefulness is 'the degree to which user's belief that by using a particular technology users work efficiency and work performance will be enhanced' (Davis, 1989, p. 320). Users have a positive attitude towards the acceptance of a Technology only if it is easy to use and valuable to them.

Innovation Diffusion Theory. IDT – Innovation of diffusion theory develop by the Roger in 1962.In creating new ideas IDT theory was being used at larger scale. Innovation can be defined as a new concept, a new or change in technology, improved version of any product or services, practice, structure or system and these innovation are communicated to the members of society with time through certain channels is described as diffusion (Rogers 2003). Innovation can be utilized in the acceptance of new technology by tourists such as travelling apps. IDT may affect the decision of acceptance of technology as it comes up with a set of innovation (Aggarwal 2000, Rogers 1995). Relative advantage is a degree through which innovation offer the benefits in comparison to the earlier means of accomplishing the task, complexity is the degree with which an innovation is cannot be easily comprehend and has various complication in its use, on the other hand observability is the degree with which an innovation can be viewed by others, compatibility is viewed as a degree with which innovation is adopted by users in accordance with their experience, value and beliefs and trialability is described as 'the degree to which an innovation can be tested instead of the previous one'. Complexity and Relative advantage both are theoretically overlay with the TAM's 'perceived ease of use and perceived usefulness' (Dillon & Morris, 1996).

The Extended Unified Theory of Acceptance and Use of Technology (UTAUT). Venkatesh, Thong, & Xu, (2012) developed UTAUT 2 model. UTAUT-2 model is an additional version of UTAUT-Unified theory of acceptance and use of technology model, developed by Venkatesh, Morris, Davis, & Davis in the year 2003. UTAUT model is formulated on the determinants of acceptance and usability of technology by workforce. Venkatesh et al. in 2003 develop the UTAUT model after reviewing the eight models on technology acceptance, Eight models which were included in UTAUT are IDT- Innovation of Diffusion theory (Rogers 1962), 'TRA- Theory of reasoned action' (Fishbein 1975), 'SCT- Social cognitive theory' (Bandura 1986), 'TAM- Technology acceptance model' (Davis 1989), 'TPB- Theory of planned behaviour' (Ajzen 1991), 'MPCU-Model of PC utilization' (Thompson, Higgins and Howell 1991), 'MM- Motivational model' (Davis, Bagozzi and Warshaw 1992 and an integrated model of 'TAM & TPB- Technology acceptance model and Theory of planned behaviour' (Taylor and Todd 1995). Venkatesh et al. acknowledged four factors that affects the tourist behavioral intentions and adoption of technology which construct the UTAUT model; these four factors are 'performance expectancy', 'effort expectancy', 'social influence', and 'facilitating conditions'. Hedonic motivations, Price value and Habit are the three new determinants that are added in the prime UTAUT model to determine the behavioral intentions and adoption of technology.

The aim of this study is to examine the factors affecting the adoption of Smartphone apps. This study is structured to provide and acquire valid, relevant, accurate, reliable, and up to date information to find out and deal with the issues of adoption of Smartphone apps. Through this study an attempt is made to provide some convincing recommendation to hold up business organizations and Smartphone application developers in hospitality and tourism industry. Secondary data is collected from various journals, books, magazines, newspapers and websites.

Keywords: smartphone, mobile phone, applications, technology adoption, user acceptance

Emergence of Agri Fintech for Inclusive Growth

Navdeep Kumar

PG Department of Commerce and Business Administration
Lyallpur Khalsa College, India

Abstract

Agriculture finance is the backbone for the development and growth of the agriculture sector. The demand of finance in the agriculture sector is of immense and diverse nature from inputs to outputs and till marketing. Owing to the high level risk due to inherent nature, it is always risky for the financial institutions to great finance to sector. The problems concerning inadequate financing results into negative impacts on the agricultural production and at the same time affects allied sectors to this major area of operations all over the world. Food security is a key issue of concern, which can only be resolved by ensuring food for all by ensuring sustainable agriculture sector. Many of the developing nations depend upon agriculture sector for production, employment and economic prosperity. The country like India around sixty percent of the population directly or indirectly depends upon the agriculture for their livelihood. In this context, the advent of technology has greatly impacted the adoption of improved methods of farming with minimum use of resources and maximum output. India has emerged as leading global agri startups leader in the world. However, there are immense challenges for the adoption of technology at mass level owing to diverse reasons. Among the various constraints, availability of finance is a grave issue of concern. In this perspective, the present paper focuses on the emergence of agri fintechs in India with special reference to emerging trends, challenges and measures in this context.

Keywords: Agri fintech, financial inclusion, Agri value chain