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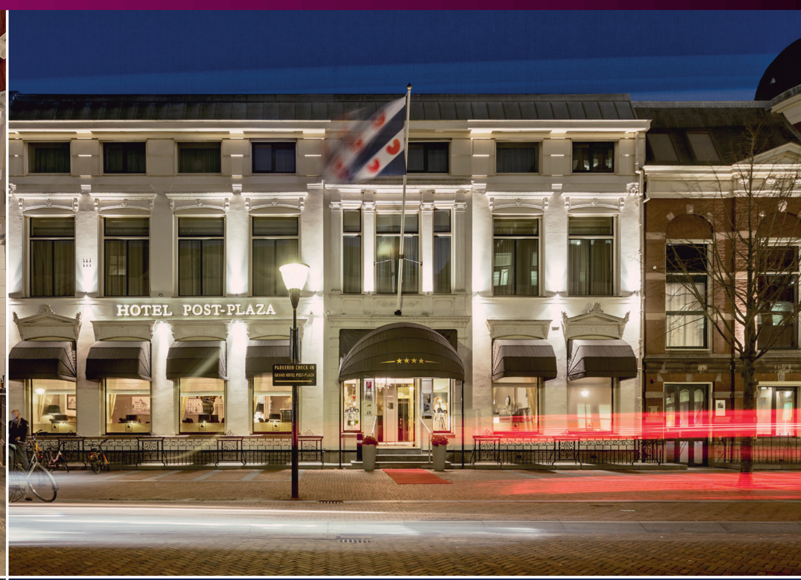
Research in *Hospitality Management*



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Aims and Scope

Research in Hospitality Management (*RHM*) is a peer-reviewed journal publishing articles that make an original contribution to the understanding of hospitality and to the theory and practice of international hospitality management.

The journal focusses on three main areas: (1) "Hospitality (Management) Studies" includes articles related to the study of and the study for hospitality. The study of hospitality refers to studies about the essence and ethics of hospitality from a social sciences perspective, while the study for hospitality refers to a more disciplinary approach according to the quintessential managerial areas of Finance, Human Resources, Operations, Marketing & Sales, and Technology; (2) "Hospitality Management Education" is devoted to articles about curriculum content and delivery methods for training and educating hospitality managers. Considering the size and scope of the hospitality industry, and the number of staff and students involved, studies on efficient, effective, and innovative ways of developing hospitality competencies are considered indispensable; (3) "Student Research Projects" allows excellent student work to be published. Student work can relate to excellent BA dissertations or MA theses.

RHM also accommodates short communications, working papers, book reviews, and discussion papers

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Research in *Hospitality Management*

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EDITORIAL

This edition of *Research in Hospitality Management* contains an interesting array of papers submitted by colleagues from the Stenden School of Hospitality Management, and externally. It is satisfying to note that this issue also includes papers from colleagues at other universities, including three from Africa. Giving voice to researchers across the globe is one of the aims of the journal. For this reason the contributions from Miranda Cornelisse, Esla Fathy, and Edwin Chigozie Nwokorie, and Judipat Nkiru Obiora, together with Belsoy Josphat Sawe, Damiannah Kieti and Bob Wishitemi are particularly welcome.

Although specifically focused on hospitality management education, **Conrad Lashley**'s paper, "What To Do About How To Do: reflections on the future direction of hospitality education and research", makes observations and recommended actions that apply equally well to vocational programmes in "leisure tourism and events", as well as to all vocational provision. Vocational programmes, across all sectors and at all levels, are jam-packed with content deemed relevant to the future career needs of those successfully completing the programme. Educational and industrial inputs are primarily concerned with ensuring that course content is dedicated to perceived industrial relevance. I argue that the educational needs of students as critical thinkers should be paramount, and that the predominant concern for industrial relevance is ultimately counterproductive. Critical thinkers will be more personally empowered and better able to manage future workplace contexts in an ever-changing and dynamic environment.

"My generation: A review of marketing strategies on different age groups", authored by **Emilie Slootweg and Bill Rowson**, reports on on-line marketing strategies aimed at age segmentation and is informed by Emilie's master's dissertation research. The paper asserts that different age group segments employ different search instruments when making reservations. The research identifies three post-1945 age groups: Baby Boomers, Generation X, and Generation Y. The data shows that Baby Boomers have a tendency to prefer more traditional marketing methods, while Generation X and Generation Y consumers have a tendency to prefer more online marketing strategies.

Miranda Cornelisse's paper, "Understanding memorable tourism experiences: A case study", explores tourists seeking authentic experiences at the Finnish Lapland resort of Ylläs. The paper investigates the perception of authenticity by Dutch tourists as a case study of visitors to the region. This case study strengthens the notion that the increasing search for authentic tourism products in the experience economy does not imply a search for authenticity related to genuine artefacts alone. It also implies the search for constructed authenticity in existing, genuine places such as Ylläs. Visitors are therefore involved in constructing definitions of what is authentic in their experience.

Agrotourism is the focus of **Sawe, Kieti and Wishitemi**'s paper entitled "A conceptual model of heritage dimensions and agrotourism: Perspective of Nandi County in Kenya". Agrotourism differs from agritourism because, it is a direct expansion of ecotourism, which encourages visitors to experience agricultural life at first hand. Agrotourism is gathering strong support from small communities as rural people have realised the benefits of sustainable development brought about by similar forms of nature travel. Visitors have the opportunity to work in the fields alongside real farmers and wade knee-deep in the sea with fishermen hauling in their nets. The papers is a discussion that suggests a model that can be used by local planners to support the local community in a way that produces an added economic benefit for rural communities.

While these last two papers relate to marketing issues related to hospitality and tourist visitors, the following papers are concerned with the management of people working with hospitality and tourism organisations. "Retention of festival volunteers: Management practices and volunteer motivation" by **Diane Zievinger and Frans Swint** is a paper informed by Diane's master's dissertation research at Stenden Hotel Management School. The retention of volunteers in the festival organisations echoes some of the problems that beset all hospitality organisations. High staff turnover rates create a range of problems for all organisations. The paper provides a different insight because many of these organisation members under investigation have volunteered to join the organisation for a variety of reasons that extend beyond employment as would be the case in most hospitality industry settings. Volunteer training is a particularly important factor in determining volunteer retention. Ultimately, management sensitivity to their needs and circumstances are key – treating volunteers with respect and dignity goes a long way to help retain volunteers.

Eslam Fathy's paper, "Issues faced by hotel human resource managers in Alexandria, Egypt", also deals with people management issues, though in a hotel context. As with the earlier paper, employee recruitment and retention are key problems. Interesting that many of the issues relating to perceptions of hotel work and the need for more organised relationships both within the hotel sector and with industry leaders as well as with educators are common experiences in

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Europe. I have long been an advocate of closer links between the industry and education. At root, much management practice is ill considered and shaped by a poorly trained and educated management workforce. Being licensed to practise as managers and as owner-managers would lead to more professional practice that would resolve many employee and quality management problems that would ultimately result in lower costs and increased profits.

Chigozie and Nkiru's paper, "Sustainable development practices for the hotel industry in Nigeria: Implications on Ilaro area of Ogun State", explores the adoption of sustainable development practices of 15 hotels in Nigeria. Result shows that hotels in the area have not embraced sustainable development practices in the host community. The study recommends that corporate social responsibility and sustainable development practices should be enforced by these hotels in the community through a systematic approach, which includes creating a synergy between hotels and the host community with a view to improving the well-being of the local people. Fundamental to managing sustainability in tourism is to recognise that there is ultimately a point that local communities become opposed to tourism numbers and further growth.

"Investigating the factors of achieving and encouraging environmental certification: Driving and restraining forces" by **Ching and Cavagnaro** also explores sustainable business practice in the hotel sector, though in this case, the Netherlands is the setting. In both cases, small firms constitute the majority of hotel operators, yet only a small number are certificated. Voluntary certification is dependant on the perception of the value of certification by owners. Their own personal values, together with the barriers that exist for small and medium enterprises wishing to be certified, limit voluntary take-up. The paper provides valuable insights for those aiming to expand certification among these firms.

Thea Nordeloos's paper, "Sustainable tourism development in Amsterdam Oud-West", advocates the development of a tourism strategy that is aware of the potential positive and negative impacts of increasing tourism numbers on a local community. Her paper discusses the consequence of the increasing popularity of Amsterdam as a major tourism destination. In particular, the paper explores the potential overflow of visitors to the Oud-West area of the city, and the views of various stakeholders to the prospect of more tourists in the area. Perhaps not surprisingly, industry and local government respondents are enthusiastic about the potential economic and job creation benefits. Local residents were a little more ambivalent. The paper points out that research in other cities suggests that uncontrolled visitor growth can result in local resident opposition, and in some cases open hostility to tourists.

Losekoot, Lasten, Lawson and Chen report on the work placement experiences of students on industrial placement. Their paper, "The development of soft skills during internships: The hospitality student's voice", is informed by insights from student diaries kept during student experiences of working in the industry as an element of their hospitality training programme. The paper provides a host of rich insights that confirm the value of work experience to the development of programme graduates who will be more job-ready when they enter full-time employment. Those commenting on hospitality management education rarely discuss these "soft skills", yet comments from these research participants suggest soft skill development is fundamental to the learning experience and job-readiness.

Finally, this edition of *Research in Hospitality Management* is the last to be edited by me, as my contract as professor in the Academy of International Hospitality Research has now come to an end. I have enjoyed the last five years being involved as co-editor of the journal and I think my colleagues have much of which to be proud. We have created a publication that has a deliberate editorial policy that, in addition to disseminating academic colleague's research outputs, gives voice to student research work undertaken for their dissertations on both first degree and master's programmes. In this edition, the papers authored by Emilie Slootweg, Diane Zievinger, Thea Nordeloos and Stephanie Ching are informed by their excellent research work for their master's programme dissertations. No other academic journal has a similar mission and the Hotel Management School at Stenden/NHL should be proud of its unique contribution to research in the field by giving high-quality student research a voice.

Conrad Lashley

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What to do about how to do: Reflections on the future direction of hospitality education and research

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Hospitality management provision in higher education in the UK is well established, though most courses are overly concerned with developing "how to do" skills in graduates. This paper argues that this "how to do" culture is reinforced by student learning needs, as well as the industrial experiences and learning preferences of staff. This "how to do" agenda is also reflected in much research output. The paper reports briefly on the 2018 Council for Hospitality Management Education (CHME) research conference, and confirms that much research is practitioner linked and overly reliant on a narrow band of research methods. A more research-active academic culture would lead to more critical thinking in research methods as well as in course delivery and assessment. The inclusion of increased social science content in hospitality management programmes would also create a scientific underpinning to these courses that engage critical thinking. Finally, the paper suggests that programmes might benefit from the deliberate inclusion of topics that are purposely *not* relevant to the vocational mission.

Keywords: critical thinking, hospitality management education, liberal arts content, scientific objectivity

Introduction[1]

As the holder of a diploma of one of the first courses designed to develop professional managers in hospitality operations, I have first-hand insight into the pragmatic nature of higher education provision (from Huddersfield College of Technology from 1959 to 1962). More recently, research undertaken for the Higher Education Funding Council defined the provision of hospitality management training as "characterised by a core which addresses the management of food, beverages and/or accommodation in a service context" (Higher Education Funding Council – England [HEFCE], 1998, p. 15). A follow-up study of graduate careers in the sector stated that "[t]he research found that hospitality education was providing graduates with the range of knowledge and skills that the industry required and that they were preferred to graduates of other more general disciplines" (Doherty, Guerrier, Jameson, Lashley, & Lockwood, 2001, p. 4).

This paper critically discusses the educational implications of undergraduate programmes design exclusively aimed at the hospitality sector's management needs. It suggests that an unquestioned concern with the pragmatic demands of management reproduction can lead to limited development of graduates' critical thinking skills. By shifting the focus of courses from the industry to the student, it is argued that this shortcoming may be resolved. A more active engagement of all staff in research activities would establish a culture of scientific enquiry. Furthermore, the curriculum would be strengthened by content that is both informed by more social science content, as well as some elements that are intentionally not relevant to industry needs.

How to do hospitality

It is now almost twenty years since Airey and Tribe suggested that hospitality management programmes were dominated "by the tyranny of relevance" (Airey & Tribe, 2000), an illuminating phrase that I have made reference to on many occasions (e.g. Lashley, 2003; 2013; 2017a). Essentially the content of modules, assessment instruments and the aims of these courses, in common with many other vocationally focused courses, are pre-occupied with preparing students for careers in an industry, in this case, hospitality management.

This vocational focus informs the narrative about the purpose of education and the role of educators within it. Courses are supposed to involve content and educational experiences that enable the development of industry managers who are both fit for purpose, and deemed to be job ready after completing the programme. Indeed research conducted for the Higher Education Funding Council (Doherty et al., 2001) confirmed that 80 per cent of graduates enter hospitality industry jobs after their course. Three out of four of those entering the industry work in large, multisite and frequently multinational firms. Slightly fewer than 25 per cent of graduates start employment in small firms, or owner management, despite that fact that 90 per cent of hospitality firms employ less than 50 people (Lashley & Rowson, 2017).

Industry practical skills in the UK are also developed through training kitchens, restaurants and bars. In other countries, it is not unusual for college provision to include training hotels. In recent study for the Hospitality Institute, I, with Andy Heyes, (Heyes & Lashley, 2017) contrasted and compared programmes across six high profile international hotel schools in the USA, UK, the Netherlands, Dubai, Hong Kong, and Switzerland. Most of these international training providers run an on-campus hotel. Thus the vocation-specific content is further reinforced by the development of operational-specific skills in food production, food and drink service, reception, and accommodation services. These "practical sessions" are typically located in the first two years of a degree programme. Finally, most first-degree courses are designed to include a one-year work placement that gives students the experience of industry work as a feature of the programme. Typically this occurs in year three of a four-year programme. The "how to do" managerial tasks are underpinned by operational skills development within the programme, and via the industrial placement that enables experience of working as a feature of the course.

Academic staff developing, teaching and assessing these programmes are themselves mostly ex-practitioners. The specific hospitality sector content is taught by former industry managers who are academics with a specialised knowledge of hospitality service provision in hotels, restaurants, or bars, etc. In some cases the more generic management content – marketing, people management, finance, etc. – may be taught by those with applied sector experience. In the UK, however, many hospitality management programmes have been integrated into business schools. In other countries, these would be taught from by hotel school staff. Wherever the programme location, teaching staff on hospitality degree programmes are likely to be practitioners in their field, as well as holding appropriate academic qualifications in the subject. The vocational narrative of hospitality education is, therefore, reinforced further by the experiences and perspectives of staff designing, delivering and assessing content.

Students applying for recruitment onto hospitality management programmes are clearly making educational choices that are vocational and pragmatic. Research suggests that a sizeable minority have prior working experience in the sector. Many enjoy the "buzz" of the service encounter and the uneven work pace. "No one day is the same as the next" (Lashley, 2011, p. 19). They like working with other people, as colleagues or customers. Many are activist learners (Doherty et al., 2001) and prefer to work and learn from practical contexts. Lecturers too are frequently activist learners with industry experience that has been dominated by concrete operational experience.

Clearly, vocationally focused programmes like these under discussion have industry links that inform programme design and delivery on a number of levels. Advisory boards enable on-going contact with programme teams and these provide insights into current industrial practice, needs, and concerns. In some cases, industry managers act as external examiners for courses. The establishment of industrial placement for students also embeds links between industry and academia. Most students on industrial placement would receive at least one visit from a member of the academic team during the placement year, and these personal contacts with industry provide further insight into operational and managerial practices in the industry (Heyes & Lashley, 2017).

The "how to do" agenda is dominant in the educational experiences of students on hospitality management programmes. Programme aims and objectives, content, teaching and learning, assessment, "laboratory" sessions in kitchens etc., together with industrial placement, are all intended to deliver "industry-ready" graduates who will slip seamlessly into the workplace after graduation. Students themselves have chosen a vocational/action-orientated course rather than a course that has liberal, or reflective, orientations (Airey & Tribe, 2000). Industry practitioners and staff assess both programmes and graduates through the prism of industry relevance and appropriateness. Hence Airey and Tribe's (2000) observation about the "tyranny of relevance" being dominant in hospitality management education.

The downside of doing

While these programmes appear to answer the needs of students and industry practitioners, they are flawed by their pre-occupation with relevance. On one level, relevance assumes a constancy that is unchanging. In a world where the only certainty is that "tomorrow will be different to today", the checklist of knowledge and skills needed for tomorrow are informed by the perceived realities of today, together with industry and academic experiences of yesterday. Both these actors in the delivery, and recruitment, of hospitality management graduates see the "real world" through the narrow window of their own experiences in work organisations. Research (Heyes & Lashley, 2017) suggests that many programmes are focused on the five-star hotels, and haute cuisine restaurants, despite this "luxury offer" representing a small fragment of industry GDP, and employment opportunities for graduates. Research on graduate careers suggests that many may start their career in these "top notch" establishments, but later move to other sectors or leave the hospitality industry workplace all together (Doherty et al., 2001).

The point is that the defined model of "industrial relevance" is narrow and not appropriate to future careers because the industry content is too skewed to the elite end of the market. Few course teams include insights into mass-market operations in branded mass circulation budget hotels, restaurant chains or pub groups, yet these provide opportunities for quick promotion and rewards. It is highly unlikely that a manager of a deluxe hotel will be appointed to a general manager position before her/his fortieth birthday. Graduate managers of Wetherspoon pubs, or McDonald's restaurants are likely to be a unit manager in their late twenties, or early thirties. Career opportunities in contract catering, industrial catering, schools or hospital catering are rarely, if ever, mentioned (Doherty et al., 2001).

Apart from this narrow definition of industrial relevance, the "how to do" focus limits students' educational ambitions and promotes a functional view about the purpose and values of a higher education. Education is valued as a means of securing a career. While some educators look beyond the immediate sector concerns, the key focus is industrial relevance and ensuring that students are industry ready. The consequence of this preoccupation with the pragmatic and the relevant is that students are myopically focused "inside the box", and few look outside it.

The "here and now", and the "how to do", limit the development of student imagination and critical thinking. An implicit assumption is that this is the way things are, have always been, and will always be. An ethos of conservatism dominates the culture of many organisations. Change is seen as being potentially risky and threatening. Paradoxically, many recognise that change is all around but many hope that it will somehow pass them by. Graduates should not just to be accepting of change: they themselves need to be change agents. Graduates' abilities to be effective in the dynamic future is at risk of being limited by the "how to do" agenda.

While acknowledging educators' obligation to industry management development, our principle obligation is to our students, individually and collectively. Education is essentially empowering because an informed awareness of the social, political and economic environment enables students to make more sound choices in both the workplace and in their personal lives. Fundamentally, the educator's mission is to encourage a thirst for learning and knowing, to be ever questioning and critical. The full version of Rene Decarte's famous observation is "I doubt therefore I think; I think therefore I am" (Descartes, 2009). The doubt is removed in many versions of the quotation, but that is the most essential part. The development of critical thinking skills and encouraging students to view the world through the prism of scientific objectivity is a life skill that enriches and empowers their future lives.

The scientific mind-set looks for principles, evidence and proof. Nothing is accepted at face value and all is to be questioned. The "why are we doing" is crucial when considering the "how to do". For graduates themselves, an awareness of the boundaries of their own knowledge and the desire to know more are the most important insights that educators can provide. It is a sad truth that "[i]gnorant people think that they know everything; while informed people are aware of how little they know" (anon). Shakespeare makes a similar point in the play, *As You Like It*, when he writes that "[t]he fool thinks himself to be a wise man, yet the wise man doth think himself a fool". Encouraging students to develop a life-long thirst for knowledge is both liberating for them, and ultimately essential for their role as industry professionals.

Paradoxically educators have the conceptual tools that are supposedly applied to all programmes, but could be employed more forcefully in hospitality management programme planning and delivery if they were implemented more creatively. The South East England Consortium for Credit Accumulation and Transfer (SEEC) descriptors of the qualities say that "[c]redit level descriptors define the level of complexity, relative demand and autonomy expected of a learner on completion of a module or programme of learning. They provide a description of levels of learning through a hierarchy of knowledge and skills" (SEEC, 2010, p. 15). These stress the need for "conceptualisation and critical thinking" for graduates from first degree (Level 6) and master's degrees (Level 7) as well as doctoral awards (Level 8). These qualities are expected of all programmes, including vocational awards. Bloom's taxonomy also suggests a hierarchy of thinking skills from "low-level to high-level thinking" that is helpful in assessing student outcomes. The taxonomy defines *evaluation* as the highest of the thinking skills and defines this as "[t]o justify. Presenting and defending opinions by making judgements about information, the validity of ideas or quality of work based on a set of criteria" (Bloom, 1956). Both the descriptors and the taxonomy are helpful to educators because they establish common frameworks that apply, in principle to all programmes. The practical reality is that they are utilised within the context of industry relevance and the constraints of pragmatic utility.

Studying hospitality

Hospitality programmes are clearly aimed at studying hospitality *for* application to the industry; however, the study *of* hospitality enables the development of more critical thinking and student empowerment. The potential content for the study *of* hospitality from social science perspectives is discussed more fully in the following section. This section explores insights from an analysis of the research papers presented at the recent Council for Hospitality Management Education (CHME) research conference which took place in Bournemouth in May 2018. The analysis focused on how papers were concerned with the study *of* and *for* hospitality as well as the research methods engaged. Some papers were discussion papers aimed at stimulating debate and/or future research, but the vast majority reported on primary research undertaken by the author(s). As with all social science research, methods can be based of surveys using various forms of questionnaires and interviews. They might also use experiments or quasi-experiments where independent variables are manipulated so as to observe the impact upon the dependent variable. Clearly there are difficulties with this approach in non-laboratory settings, but there are research approaches than can be employed in an "all things being equal" setting (Eaglen, Lashley & Thomas, 2000a; 2000b; Lashley 2003; 2009). Ethnographic studies might also be used. Here the research is conducted in the workplace, reporting on the lived experiences and interactions within the organisation. This approach has particular relevance when student or staff work placement experiences inform the research. Being a critical participant in the workplace has the benefit of being able to capture informal practices, and the feelings generated by particular experiences.

Of the sixty-seven conference papers viewed, just one is a study *of* hospitality focus because it examined the experience of migrants as guests and their reception by the receiving, host community. All other papers were focused on the study *for* agenda, aimed at exploring various facets of commercial hospitality organisations and their management practices. Eight papers were discussion papers that highlighted avenues for further research. One paper employed an element of quasi-experimental research, and one contained an element of ethnography. The vast majority of papers presented to the 2018 CHME research conference employed survey-based instruments. Ten papers used solely questionnaires, while sixteen employed only semi-structured interviews, and others used a combination of both. Some research conducted analysis of webpage content. All in all, the impression gained from the overview of these research papers is that various forms of survey instrument dominate the research methods employed and that virtually all were concerned with research *for* the hotel and restaurant sectors.

A frame of industrial contexts suggests that the providing of food, drink and accommodation might consider a distinction between those where the provision of these services are direct from those where the hospitality services are indirect. Direct hospitality services include all organisations providing food, drink, and/or accommodation as the core activity – hotels, restaurants, licensed retailing, contract catering. Indirect provision includes organisations providing hospitality services as an adjunct to the main organisational purpose – cruise liners, retail shopping venues, holiday parks and campgrounds, schools, hospitals, prisons, etc. These wider provider organisations are rarely the subject of hospitality research. Even hotel and restaurant research tends to be dominated by the upper end of the market. Research involving budget hotels, fast food and chain restaurants does surface, but it is rare and certainly does not reflect the share of GDP and employment generated by these operations. The management of brand standards, service quality and profit generation across hundreds, and in some cases thousands, of units is fascinating and worthy of much more research attention than it currently generates.

At the time of writing, I have attended all twenty-seven annual CHME research conferences, and without doubt there has been a marked improvement in both the volume and quality of research reported to the conference. However, there is still a long way to go in terms of the array of hospitality service contexts covered, and with the research methods employed. In addition, more outputs concerned with agenda provided by the study *of* hospitality might include a cluster of social science insights that help generate more scientific underpinnings to research in the field. Going a step further, the study of host-guest relations can be employed as a metaphor that can be used in any context where one person enters the space of another. The paper alluded to earlier used the concept of hospitableness to study the treatment of migrants, but this could be used in studies of hospital patients and staff, prison guards and in-mates, transport staff and passengers, and so on. The study *of* hospitality offers up rich themes for future research that extend beyond the hospitality industry and traditional host-guest encounters.

What is to be done?

It is a given that hospitality management education is clearly aimed at developing the skills and talents of future managers, just as hospitality research is primarily concerned with developing insights and informing practitioners. That said, educators have a principal obligation to students. Their mission is to enlighten, enthuse and empower the women and men who graduate from these programmes. Similarly, researchers have an obligation to uncover objective truths, and to pursue knowledge for its own sake, extending beyond research principally focused on industry improvement and profit maximisation.

While acknowledging the educators' mission in industrial practice, there is a need to liberate themselves from the shackles of relevance. Educators have to be less constrained by the boundaries of the box, and look beyond it. Developing student insights into different perceptions and definitions of reality is essential. They need to have some insight into different philosophical and political perceptions.

The recent Routledge Hospitality Studies Handbook (Lashley, 2017b) includes contributions from an array of social science disciplines. These insights are valuable in showing that the commercial provision of hospitality can be better understood though wider perspectives. Social scientists such as anthropologists (Selwyn, 2000; Welten, 2017), sociologists (Ritzer, 2007; 2017; Wood, 2017), philosophers (Berenpas, 2017; Derrida, 2002; Telfer, 2017), historians (Still, 2017; Walton, 2017), geographers (Bell, 2007; 2017) feminists (Brownwell, 2017), for example, enrich our understanding of hospitality by enlightening through their discipline's perspectives, publications and research.

Anthropology, history, geography, sociology, etc. allow the development of understanding of commercial hospitality provision through the application of scientific objectivity. Understanding the principles that impact both the external environment and internal operational actions allow practising managers to make more informed rational decisions. Managers, who are themselves "reflective practitioners", are more able to critically evaluate current management practice. These social sciences develop insights that enable critical evaluation by managers that is ultimately more effective than the uncritical stance implicit in the "how to do" approach.

The creation of something approaching Goffman's (1959) "total institution" in hospitality education would see the educational environment from the student's perspective. All modules would be perceived and delivered with concern for their contribution to the whole learning experience and the development of "high-level thinking" and "evaluation". A culture of research and scientific objectivity is a ubiquitous feature of the higher educational construct. All academic staff must be engaged in the dual activities of knowledge dissemination and knowledge acquisition.

Figure 1 suggests that the nature of the research activity varies with the balance between knowledge dissemination and acquisition. All academic work is, by definition, involved with the acquisition and dissemination of knowledge, though the balance between the two varies across academic roles. Those working in a predominantly teaching role have to engage with research and publications in the topic they teach. There needs to be on-going research on teaching and learning. Consultancy, applied research and dissertation supervision may involve existing models being applied in more specific contexts. Doctoral or professorial roles are mostly concerned with developing new knowledge.

Figure 2 suggests a graphic representation of a changing balance between knowledge acquisition and dissemination across various academic roles. The key point is that teaching and research activities are too often separated out in hospitality management programmes by pragmatic, relevant, and "how to do" content. Research, and the associated critical thinking, is not an omnipresent feature across the curriculum of the learning experience from day one. Every module presented to students has to be informed by the research agenda that encourages critical thinking, and the desire to know more. Students are to be encouraged to develop a thirst for knowing

KNOWLEDGE DISSEMINATION KNOWLEDGE ACQUISITION

Researching subject being taught	Researching teaching and learning	Researching applying existing models to new contexts	Researching developing new knowledge

Figure 1: Levels of research enquiry

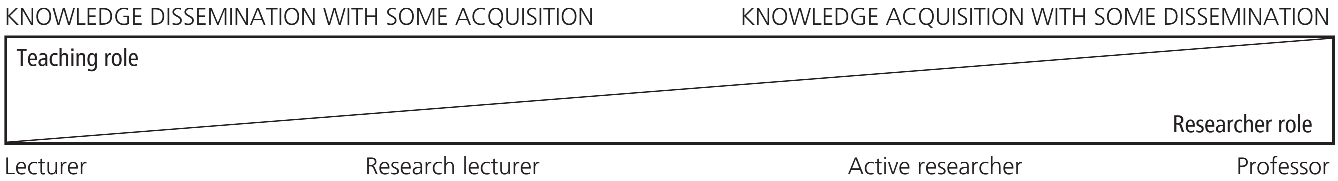

Figure 2: Academic staff engagement with research

and the pursuit of knowledge for its own sake. The social sciences are the "key to the door" to this approach. They provide both underlying theory and principles, but also ways of looking at the world in a manner that evaluates arguments for the rigour of their content.

This section has suggested that the "how to do" agenda could be improved by changes in curriculum content, together with teaching and learning strategies that support "how to think". This then shifts the focus of programmes towards the students and away from the industrial sector. The operational provision is an important context, but it must not dominate the educational process. "Students first" is not inconsistent with a vocational focus, because it can assist in providing a concrete context that aids the development of critical thinking. As activist learners, many students on these programmes learn best when learning is set within a tangible and concrete context (Lashley & Barron, 2005).

The "how to do" agenda supported by "how to think" development is essential for developing graduates that are "reflective practitioners" and more empowered citizens. However, this education thinking is still constrained by the "box" of vocational education and the concern for content that is perceived to be relevant for their future careers in industry. The following section suggests that educators be encouraged to think outside of the box.

How to enrich?

If the "box" is defined by the immediacy and pragmatism of relevance to the industry and future careers, then thinking outside of the box needs to consider curriculum content that is not relevant. The arts provide a number of fields that have the potential to enrich. They enable students to engage in creativity and action.

The performing arts might be a starting point. Playing a musical instrument, or singing, both individually and collectively, might be added to programmes. Acting and stage production also involves performance. The performing arts will enrich students in their abilities to engage with their emotions, a helpful activity in itself, but one that is particularly relevant for those providing emotional labour in the workplace. The need to display one emotion, while feeling another during the service shift, frequently requires some period of relaxation before returning home. The performing arts may provide the emotional engagement that helps relaxation.

The visual arts, through painting, drawing, etching, sculpting, etc., involve a physical activity that relaxes and sooths the artist. Creating a work is relaxing and fulfilling for the artist and can also assist in the post-shift impact of emotional labour. Apart from the benefit flowing from the creation itself, the individual develops a greater visual sense that has both personal and workplace benefits.

Ballroom dancing and ballet are art forms that involve physical exercise for the dancer, as well as empathy with music and rhythm. This may well appeal to those who relax through physical activity. It is also attractive as a spectator activity where individuals gain pleasure observing others dancing. Clearly these appeal to both individual needs and the collective experiences of being involved in clubs or competitions.

Social events and team building help individual employees bond with other workers. Friendly relations in the workplace help individuals feel more secure. This is particularly relevant when frontline employees may be under pressure or angry because of the way they have been treated by guests. The collective support given by colleagues helps reduce the impact of the emotional labour dimension of the service interaction between hosts and guests.

Conclusion

This discussion about hospitality management education provision has argued that programmes are overly focused on the vocational role and perceived skills needed by future managers. This dominant "how to do" agenda constrains students in the development of critical thinking skills. The paper has argued that more social science-informed content is one way forward to developing these critical thinking skills by laying down theoretical principles on which actions are based. The paper also advocates a strong engagement by all academic staff in some form of research activity. There are clearly different levels of intensity of research, but even at its most fundamental level, teaching should be informed by current research in the module topic. Going a little further, the paper suggests that the curriculum could embrace some content that is deliberately *not* relevant. Painting and sculpture, the performing arts, music and dance are all potential topics that enrich the individual student, but also have the potential to round out the education of a future industry practitioner.

Note

1 This is an amended version of a paper presented at the 2018 CHME research conference.

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My generation: A review of marketing strategies on different age groups

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As the famous pop group, the Who, sang "My generation", referring to the wants and needs of their fans and popular culture in the mid-1960s, change was in the air. In the early 21st century an ever more complex world exists, and for today's hotel marketing teams, online marketing approaches need to focus on specific target groups, and often the best way to do this is by age group. This paper focuses on the influences marketing strategies have on the different generations and how a specific generation can be influenced in order to gain more sales in the hotel sector. This article will illustrate that the Baby Boomer generation, born between 1946 and 1964, is a very diverse age group. Baby Boomers can be influenced with both traditional and online marketing strategies. Following on from Baby Boomers, there is a group categorised as Generation X. This generation is in an age group situated in the middle between the Baby Boomers and Generation Y; however, this paper will show that this age group shows a strong preference for online marketing, and consists of mainly digital natives, and social media and online marketing strategies are the best way to present hotel marketing campaigns to this particular age group.

Keywords: consumer choice, generations, hotels, marketing strategies

Introduction

If there's one thing the next generation of hotel marketers, and even today's marketers, need to know, it is that you cannot just be a marketer anymore. Times, strategies, purchasing behaviours and feasibilities are changing. Current marketing teams have to be more creative than ever and understand digital marketing, social media and new technologies, and how to combine one with the another (Kannan, Reinartz & Verhoef, 2016). The aim of this paper is to explore marketing techniques and their impact on different generational groups. The data for this paper was collected from a survey of members of a European Hospitality Association, henceforth referred to as "the respondents". Existing research in the literature shows us that Baby Boomers, Generation X and Generation Y often each need a completely different strategic approach for the marketing campaign to be successful.

The new dynamics of the twenty-first century has led to a new competitive environment in the field of hospitality businesses, especially hotels. This scenario is driving hotels to adopt new strategic marketing options and operational marketing processes. Part of this dynamic is the rise in online hotel bookings. Hotel marketing departments have to be far more creative, and understand digital marketing, social media and new technologies, and how to combine one with the other, and perhaps most importantly how to connect with hospitality consumers. This creates a difficult scenario for hotel marketing teams to profile. This profile is characterised by demographics such as a decrease in birth rates, the increase of average life expectancy, changes in the concept of family, growing urbanisation and the unique and simultaneous coexistence of four different generations (Traditionalists, Baby Boomers, Generation X, Generation Y).

These generations have distinctive sociocultural characteristics due to the structural differences that have shaped their lives. Millennials, also known as Generation Y, are the clients of the future, because "Millennials access digital media on [a] daily basis and have the ability to communicate with and purchase from suppliers anywhere in the world" (Mangold & Smith, 2012, p. 141). It is therefore vital for hotel marketing departments to acknowledge the importance of such groups, when designing marketing campaigns.

There is, of course, an element of care that needs to be exercised by researchers, because to generalise that certain marketing tools and campaigns aimed at certain age groups are the only successful campaigns for that age group is, of course, far too specific. However, this paper avoids this by clarifying that although different age groups may have preferences relating to marketing techniques, no one marketing type suits one particular age group. Moreover, this paper does show that there are marketing strategies that fit more comfortably with some age groups rather than others.

Marketing and customer needs

To clarify hotel marketing in whatever form is basically the management process through which services and rooms in hotels are promoted to the consumer. Within hotel marketing departments it is important to think about the business in terms of customer needs and their satisfaction. Marketing is a dynamic part of hotel business strategies and their target groups change yearly, monthly and even daily (Rowson, 2016). The hotel sector is a very dynamic sector and therefore, keeping up with the changing times to target their potential consumers, hotel companies need to understand how to apply their marketing strategy via consumer segmentation. Marketing can be divided into two distinct sections: traditional marketing, and digital/online marketing. The content of online marketing is a lot like traditional marketing, only available online and aimed at specific target groups. Kotler (2014) suggests the aims of marketing campaigns are the same: focused on getting consumers to buy a product or service. On the contrary, Jones (2015) states that when both forms of marketing are compared, online marketing requires a higher level of analysis and the strategies are far more diverse than traditional marketing.

Clearly then, it is important for a hotel marketing team to know how to develop and understand the consumer's mindset and how a marketing campaign can influence customers to purchase their products or services. Due to the fact that marketing campaigns have a direct impact on customer experience, loyalty and profitability, it is important to know the risks of a marketing campaign. The challenge for hotel marketing teams in today's competitive world is to understand what marketing campaigns will attract their consumers. How will potential customers react to marketing campaigns and how will this influence their behaviour regarding hotel booking activity? Marketing is about meeting the needs and providing benefits for consumers and companies alike (Kotler & Keller, 2005). Rowson (2016) suggests that developing a marketing mindset and culture within an organisation is the key to success. Furthermore, marketing benefits society by informing and educating customers about their products or services. However, marketing can also provide practical information to assist in making purchase decisions (Kannan, Reinartz, & Verhoef, 2016).

Purchase decisions

Although the internet is an important tool for searching and gathering information, it assists potential consumers to purchase hotel services online; however, customers still use different sales channels in their decision-making (Crnojevac et al., 2010). When consumers want to purchase a hotel room, the decision process is influenced by an array of factors (hotel star rating, room type, and location in the desired city). Often these factors are beyond the hotel marketer's control. Therefore, hotel marketing campaigns are an element in the process of connecting with the consumers that marketing departments can control, and the aim of the campaign is to influence the consumer (Rowson, 2016). Consumers are often influenced by culture, attitude, lifestyle and personal beliefs. Good marketing campaigns can change the perceptions of the consumer. For example, children are influenced by their parents, brothers and sisters; however, companies often target children and create what is sometimes known as "pester power". The child may not have the financial resources for the product or service, but the parents do. An example is McDonalds, where the child meal often comes with a small toy as part of the product offer. Theme parks aimed at children often market themselves to teenagers, but the parents purchase the tickets.

Marketing teams often use this approach to manipulate the parents with their marketing campaign and let them believe that this is a good product/service for their children, or the campaigns are directly aimed at the children to evoke pester power. Furthermore, people have perceived social status that will also impact on their buying behaviour. Hotel marketing departments attempt to target certain groups of consumers within society to the accommodation standards the consumer might expect. Alternatively, hotel marketers define their target group and set a marketing campaign especially for this target market which will meet the standards of their perceived role in society.

Hotel marketing departments can better target their market if they know to which age category their consumers belong. All generations are influenced and affected differently by marketing. Currently, most hotel marketers see the 7 billion inhabitants of the world as divided into different groups based on the year they were born. Rowson (2016) suggests that people's personalities, norms and values are influenced according to when in history they were born. The generations we as marketers are currently dealing with and living with are the Baby Boomers, Generation X, and Generation Y (the so called Millennials). Every generation is considered to be different and clearly requires a different marketing approach. For a marketer it is important to know how marketing works and how to differentiate between the company's target markets. According to Walgrove (2015), companies are reaching out to multigenerational consumers and trying to understand and gain the attention of these diverse buyers. Via their marketing strategy, hotel companies try to channel their information to all the different generations.

Baby Boomers

Baby Boomers are considered to be anyone born between the years 1946 and 1964. In general, the literature shows us that this generation has a more sensitive and smarter mindset regarding marketing then the other generations. They value individualisation, optimism, and self-expression. Baby Boomers have defined themselves by their careers, and often material wealth. Despite the fact that they are the eldest in the workforce, this generation should not be approached as seniors. They want to be approached as relevant, young and useful (Rowson, 2016). Marketing teams should take three aspects or strategies into consideration when targeting this generation. The first thing to consider is that they do not want to be seen as senior, but need to be treated like as such in a non-visible manner. Campaigns should be written in appropriate language, but not as "senior language". Information presented in terms of categories and options are very effective for this generation. Websites with a lot of information and some pictures are a good way of getting the company message to this generation. A marketer should consider clear layouts and maybe a bigger font type in their campaign. Furthermore, Baby Boomers want to see the advantages of getting older, not feeling old (Collier, 2015).

Second, according to Williams and Page (2011), family is usually very important to a Baby Boomer, due to the fact that they have seen a lot of changes in the world and their family is a stable factor in their lives. A third aspect which tends to be forgotten by hotel marketing teams, is online marketing for this generation. There is a prejudice in marketing teams (often much younger) about the Boomer generation, and that is that they have no or a small connection with technology and online life. However, the current literature tells us that Baby Boomers are more connected than ever before. They are using social media, search engines, smartphones and other digital devices to search for information.

It can be concluded then that nothing is less true than this prejudice, because Baby Boomers appear to love technology. They adapt more slowly to technology, but they experienced technology changing over the years and saw how it made life easier. Furthermore, research conducted by Walgrove (2015) has shown that one-quarter of the Baby Boomers share content online and spend over 20 hours a week on social media. When setting up a marketing strategy, marketing teams sometimes have a tendency to forget to include the Baby Boomers when targeting their audience. For instance, when thinking about Facebook, most marketers use it as a way to market to the younger generations, however, Baby Boomers also prefer to use Facebook as their social media platform (Walgrove, 2015).

Generation X

Generation X is the generation often described as stuck in the middle, according to Fox (2014). It is hard to reflect on this generation where there is not a strong identity attached to the individuals born between 1965 and 1980. Generation X is often described as *falling between two stools*, namely the digital and the analogue generation, therefore marketing for this generation is considered difficult.

A study by Vavre (2015) has shown that Generation X is often only susceptible to a few factors within marketing. First of all, there are email campaigns. Email campaigns are considered old fashioned by Generation Y and quite new by the Baby Boomers generation. However, for Generation X, email is used for daily life and is the key place for hotel businesses to market their accommodation and services (Fox, 2014). Email is a tool that marketing teams tend to forget due to the fact that it is already a bit outdated. Nevertheless, Vavre (2015) from MoveableInk, an email marketing technology company, has proved that 66 per cent of business to business (B2B) marketers and 44 per cent of business to customer (B2C) marketers prove a clear return on investment from email marketing.

Research shows that people in the Generation X category have a tendency to check their email regularly, making them an ideal group to target with email advertising. There are, however, some distinct differences between males and females. According to Lancaster and Stillman (2002), high-end marketers should personalise their messages for male and female. Males are more likely to enjoy ads that are funny or have a unique creative style with a lot of images, whereas females are more likely to enjoy ads that have a "slice of life" and one predominant picture. In addition to the email marketing, research shows that TV marketing is not the best medium to attract this generation (Vavre, 2015). The internet is continually drawing this generation away from more traditional advertising methods. Research has shown that Generation X loves to be educated when buying a service (Vavre, 2015). The internet gives them the option to educate themselves about the hotel and the service they can expect. They look for information and read more about the accommodation and service they are about to buy. They do, however, respond to some traditional marketing methods like advertisements in newspapers and magazines. The reason for this is that this kind of advertisement appeals to their financial or intellectual situation and responsibility (Mangold & Smith, 2012). Clearly, appealing to the financial situation and responsibility of this generation is a good marketing strategy because the average Generation X has the highest income of all living generations. Therefore, appealing to the financial situation and responsibility of Generation X can be seen as a suitable marketing strategy for this generation.

Furthermore, as far as Generation X is concerned, they grew-up in a time of increased divorce and family breakdowns. They needed to take a lot of responsibility, often at a young age, and are usually very responsible people. When trying to attract this group, hotel marketing teams can appeal to this attitude of the potential consumers and market themselves as a reliable and trustworthy provider of comfortable hotel rooms and pleasant services. For example, at the budget end of the hotel market, Premiere Inn sell themselves as pleasantly appointed rooms where they "guarantee a good night's sleep". The following quotation from Marriott Courtyard, "Discover business hotels from Courtyard by Marriott and experience a hotel designed with you in mind, offering spacious rooms, plush bedding and high-tech amenities", highlights the more upscale hotel offer aimed at Generation X. Generation X also like recommendations, and for this reason, word-of-mouth advertising could be a big influence for this generation. This target group especially values the recommendations of friends and family (Leboff, 2007).

Generation X tends to be a forgotten target group for marketing teams when developing social media marketing strategies. However, still significant majorities of Generation X consumers go online on social media daily (Fox, 2014). Furthermore, Fox (2014) suggests that Generation X is one of fastest growing target audiences using social media networks and online booking platforms. They see technology as changing their world and techno-literacy is highly valued by this target group.

Generation Y

It is probably easier to compare and contrast Generation X and Generation Y. Generation Y is concerned with a target group of people born between 1981 and 1995. Currently, 43 per cent of people in the workforce are from Generation Y. These individuals have come of age during a time of political revolution, digital innovation and economic recession (Taylor, 2014). Furthermore, according to Taylor (2014), these issues are all circumstances shaping the opinions, values and behaviour of Generation Y in radical ways. Digital and online marketing platforms are growing rapidly and if hotel companies are not using this technology in their organisations to interact with this target group, the impact of their marketing strategy will be lost on Generation Y purchasers. However, in contrast, according to Walgrove (2015), the focus of online marketing should be on the Baby Boomers due to the fact that they still have interest in the online world and are still a big target market. Nevertheless, according to Rowson (2016), all generations are building a relationship with technology, but it is apparent that Generation Y uses technology on a much broader scale.

Generation Y consumers use technology almost constantly and cannot imagine a day without it, and for this reason Generation Y is perhaps the most easy to target using online marketing strategies. In order to attract Generation Y to buy your accommodation or service, there are a few restrictions a hotel company should take into consideration when promoting and completing a new marketing campaign or strategy. According to different professionals in the field of marketing, there are a few ways in which Generation Y is consistently affected by marketing.

First of all, Generation Y value opinions from other persons. This could be from friends or people that wrote reviews on a website about a certain product or service. Turner-Wilson (2015) advised marketers to build a relationship with Generation Y consumers: make them brand loyal, and not try to oversell your service to this generation. When attracting this group in their early years, it will create brand loyalty. When appealing to their beliefs for the future, a hotel marketer can create brand loyalty. Not only via their beliefs, but this generation want to be a part of the world's future and in control of their own future. Furthermore, according to Fallon (2014), Generation Y likes products customised to their unique needs, and brand names are important to them.

Generation Y and Generation X spend roughly the same amount of time online. Their responses were strikingly similar:

- The largest proportion of both Generation Y and Generation X, about 23%, consume between five and ten hours online per week;
- Around 21% of both generations consume more than 20 hours of online time per week; and
- 18% of Generation X and about 15% of Generation Y consume at least five hours online time a week (Walgrove, 2015).

Age has long been, and will probably continue to be, one of the greatest indicators of a target groups' likes and interests. But beyond age, further consideration should be given to the years when the audience was born, as this can give insights into its unique generational micro-culture (Jones, 2015).

A study entitled "The generational content gap: How different age groups consume content" (Jones, 2015) found that Baby Boomers are most frequently using online platforms between 9 o'clock in the morning and noon. This is in contrast with Generation X and Y users, who are more active on online platforms between 8 o'clock in the evening and midnight or beyond. Hotel marketers need to realise that the Baby Boomers are still a major target market within the online marketing methods. Next to social media and the internet, they also still use the television as a major media route.

In terms of communication, Baby Boomers like information presented in a clear and traceable manner. Next to this, reputation is important to the Baby Boomers. According to Williams and Page (2008), the Boomers are motivated by title, position and prestige. Baby Boomers are loyal to hotel brands they know and if a hotel marketer wants to attract them from their trusted brand, the marketing message has to be clear and concise. Williams and Page (2008) suggest that the only reason the Baby Boomers would switch between their old brand and another brand is if the marketing campaign can convince them that a certain hotel accommodation or service has a greater value than the brand they are loyal to, and they will be less price sensitive. Baby Boomers are often forgotten when developing an online marketing campaign. Baby Boomers do not want to feel old, but they want to know the benefits of getting older. Furthermore, this is an important target group which is (often) forgotten within hotel online marketing and social media campaigns (Williams & Page, 2008).

Online booking platforms

With the enormous amount of information potentially available to travellers, the internet has become an important platform for information exchanges between the consumer and suppliers, for example, hotel booking platforms such a Booking.com and hotel websites themselves (Starkov & Safer, 2010; Werthner & Klein, 1999). The internet has changed the hotel service users' behaviour (Mills & Law, 2004). The search process is now longer than it has ever been, people are searching an average of 22 hotel websites before making a booking. Popular booking platforms such as Booking.com and Trivago.com can compare hotel prices worldwide. In 2016, the worldwide market volume for online hotel bookings alone was estimated to exceed US$100 billion, with package holidays and vacation rentals such as AirBnB adding another $75 billion in annual revenues (Hotelmarketing.com, 2016 {Not in reference list}).

Hotel industry executives and managers have received much evidence that social media influences guests' booking behaviour (Michopoulou & Moisa, 2016). However, managing online reputation, content strategy, and social media platforms for customer service and support, marketing, reaching international audiences and using social media as a booking channel, are just a few drivers leading hotel businesses to embrace social media (Mintel, 2016). For example, Holiday Inn Express and Hyatt piloted using Facebook Messenger to communicate with guests, while Best Western International, Accor and Marriott International adopted TripAdvisor Instant Booking. Loews Hotels and resorts in the United States have been using Twitter to make reservations, and in 2015, the Hilton-owned brand, Conrad Hotels and Resorts, started offering bookings via Instagram (Mintel, 2016). Nonetheless, engaging social media as a marketing tool and booking channel has become a major element of a hotel's marketing and booking strategies (Constantinides, 2014). Furthermore, this means that all generations are potentially seeing hotel marketing messages across a variety of different channels, and using an array of booking channels.

All-important timing

Moving on to another aspect which needs to be taken into consideration, according to Taylor (2014), is promotion or campaign timing. It is important to know when to advertise your product or service. Generation Y is very engaged with products and services that fit a period or time of the year. Traditional marketing does not influence this generation. They need real-life examples and they care about experience, and online marketing can offer them these essentials.

In addition, if you want the attention of a Generation Y consumer, a hotel marketing campaign needs to be creative, striking and new. Generation Y does not respond to marketing hype and is always searching for new and interesting campaigns. For instance, the music band U2 introduced a whole new kind of marketing to the music industry. U2 made a deal with iTunes in order to promote their next album where everyone with an iPhone got the songs from the album "Songs of Innocence" on their iPhone and could listen to them for a limited number of times for free. However, after this time period was used, the customer had to buy the song. This marketing campaign was unknown before this. It was creative, innovative and very successful. Therefore, it can be said that for hospitality organisations to stay interesting for this generation, a hotel marketer should stay focused on the target group's beliefs and needs and routinely introduce new approaches to accommodation and services. Clearly then, every generation requires a different way of marketing to attract them to the product or service.

To summarise at this point then: when developing a marketing campaign and strategy, different aspects need to be taken into consideration by marketers. The customers' wants and needs are of major importance when completing a marketing campaign. In addition, before promoting a marketing campaign, an analysis of the campaign is important in order to create a clear vision of the accommodation and service on offer. In addition, it is of great importance to know how to develop a marketing mindset and how a marketing campaign can influence consumers. Lastly, the generational differences are important to include in a marketing campaign. Despite all of the factors which influence a marketing campaign and strategy, the aim of the hotel marketing department still stays the same: selling accommodation and services to the customer.

Research approach

The research design chosen for this research is the quantitative method, and the sample was drawn from a European hospitality association. The association has 350 members in Europe. The survey instrument was sent out via the website "Survey Monkey" in order to generate the highest number of respondents, and to get the best quality results the survey needed at least 50 responses. The survey instrument included 10 questions, and these ranged from affirmative and negative responses to a Likert scale of 1 to 5.

The sample for this survey was 100 members of a European hospitality association. It was impossible to interview all the members in the population because of time restraints and therefore we stratified a selection of 100 potential respondents. It is important to look for a relationship between the affinity with the kind of marketing and the generations, therefore all different generations were asked to complete the survey.

In order to apply the research instrument, the survey program "Survey Monkey" was used. The sampling methods used were non-probability sampling and probability sampling, because the target group for the survey only included members of the hospitality association (Verhoeven, 2011). Due to the fact that we wanted an equal division between the generations, a stratification of age groups was used and respondent groups were selected based on the age of the respondent.

The data

The survey was conducted using "Survey Monkey" and 77 clean and usable responses where received from the respondents (51% male; 49% female). A age control category was used on the survey as can be seen from Figure 1. The literature suggests age ranges from 1946 to 1964 are Baby Boomers, 1965 to 1980 Generation X, 1981 to 1995 Generation Y, and from 1996 onwards the so-called Millennials. Unfortunately, the survey did not attract any respondents from this latter group. This is interesting data in itself in that the Millennial generation (1996 onwards) are very social media savvy, are digital natives and maybe "Survey Monkey" as an email attachment has already become "old tech" to them. However, care must be taken with this last statement because, although it is an interesting point in this survey, there is no data to support this point, only what the academic literature suggests might be the case.

The survey respondents were given choices about what is most important when they buy hotel accommodation or services. Three options were given: the reputation; lasting value; and opinion of others. The survey respondents were asked to rank these in order, and Figure 2 shows the three different options

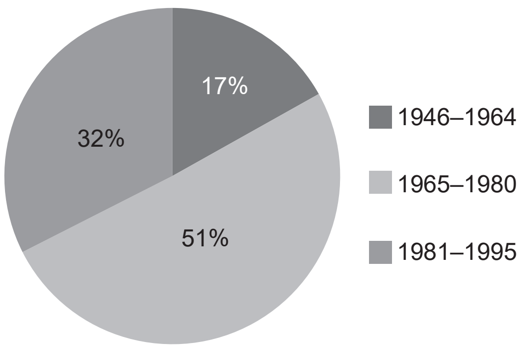

Figure 1: Respondent age category

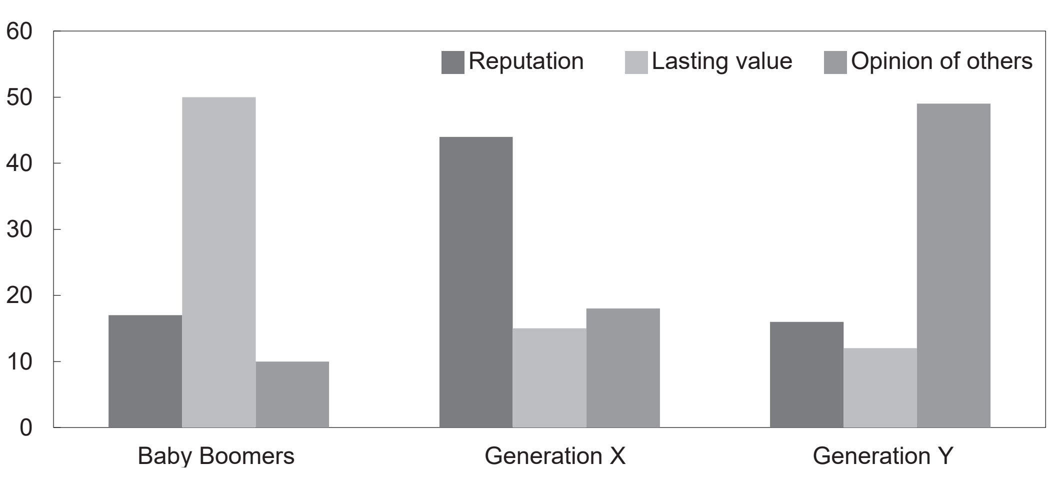

Figure 2: Importance aspects when purchasing hotel services or accommodation

in order of preference by affirmative selection, 1 = Baby Boomers, 2 = Generation X, and 3 = Generation Y. The lasting value of a product was selected in the affirmative 50 times by the Baby Boomers; the opinion of others was selected in the affirmative 49 times by Generation Y; and reputation was selected in the affirmative 44 times by Generation X.

The most selected second option, *opinion of others*, sits comfortably with the literature that suggests that Generation Y consumers value the opinion of others most highly when purchasing hotel services or accommodation.

The respondents were asked which opinions they valued most when purchasing hotel services or accommodation. Figure 3 illustrates that the *opinion of friends* is most frequently selected (45%) by all generational consumer groups. Overall the groups were split the same, with 34% saying that other opinions did not matter in the decision-making process. When the data is fully extrapolated and cross-tabulated with the different age categories of the sample, the respondents in the age category 1946–1964 (Baby Boomers) stated to not be influenced by others. Interestingly, both the following age categories from 1965–1980 (Generation X) and 1981–1995 (Generation Y) both stated that they value the opinion of friends the most. The data, although limited in size, does suggest that hospitality marketing teams need to think clearly about the reputation of the brand and personal recommendations as part of the marketing strategy.

Respondents were asked about where they searched for information about a hotel (Figure 4). Google was the most popular means used and 87% of the respondents said that they first searched on Google for information.

To understand this data better it was decided to extrapolate the gender division, and more females (Affirmative responses: *n* = 36, compared to males *n* = 31) said that they used social media and in this instance Google to research information about products and services (Figure 5).

We asked about which was the respondents preferred type of marketing, either traditional or online marketing, or which was most likely to influence them and result in a purchase. All the respondents showed a high affinity with online marketing (Table 1).

Table 1 shows that of all the respondents that filled out the survey questionnaire, 84% stated that they have an average or higher affinity with online marketing. Earlier studies suggest that 71% of respondents have an average or lower affinity with traditional marketing techniques. There is only a slight difference between male and female respondents when it comes to the affinity they have with online and traditional marketing methods.

The data shows that for all groups there is a strong affinity to online marketing and that the majority of the respondents felt more influenced by online marketing campaigns than more traditional marketing campaigns. The major differences between the generations were that there was a tendency for Generation X and Generation Y to be more influenced by online marketing campaigns, whereas the Baby Boomers had a tendency to be more influenced by traditional marketing campaigns. However, the data collected in this project is far too limited to make such generalisations, but does relate to the literature review that suggests a similar outcome.

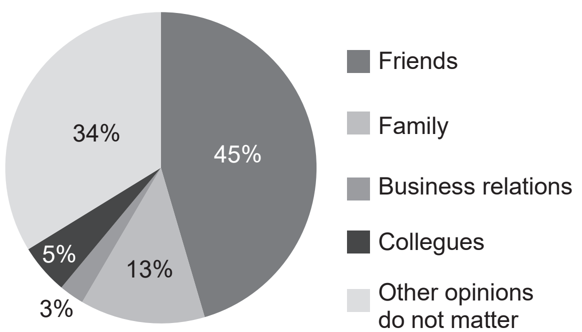

Figure 3: Opinion value

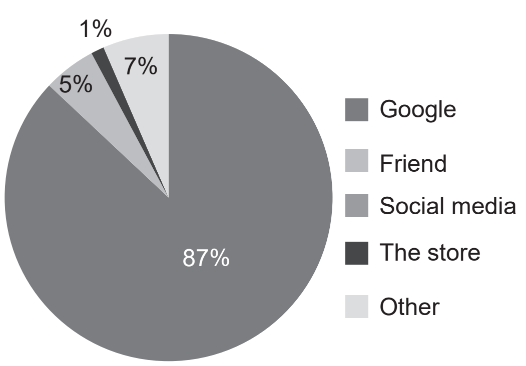

Figure 4: Where do you search for information if you want to know more about a hotel service?

Conclusion

To conclude then, this paper (developed from a student project) draws conclusions from the project data that attempts to identify the preferred marketing approach and the influence that marketing campaigns have on individual generational groups. The data shows that Baby Boomers have a tendency to prefer more traditional marketing methods, while Generation X and Generation Y consumers have a tendency to prefer online marketing strategies.

The data shows that every generation is typified by certain characteristics, have their own ways of making buying decisions and were influenced by different factors. The Baby Boomers are mostly searching on Google for information, and attach a lot of value to the reputation of the service. Despite the fact that family is seen as of major importance to them, this does not influence their opinion when making a purchasing decision. It can be concluded from a marketing point of view that the Baby Boomers are independent and not influenced by the opinions of others. Generation X respondents

Table 1: What is your affinity with different types of marketing strategies?

Answer option	None	Little	Average	Above average	High
Online marketing	1	11	25	24	16
Traditional marketing	1	22	32	18	3

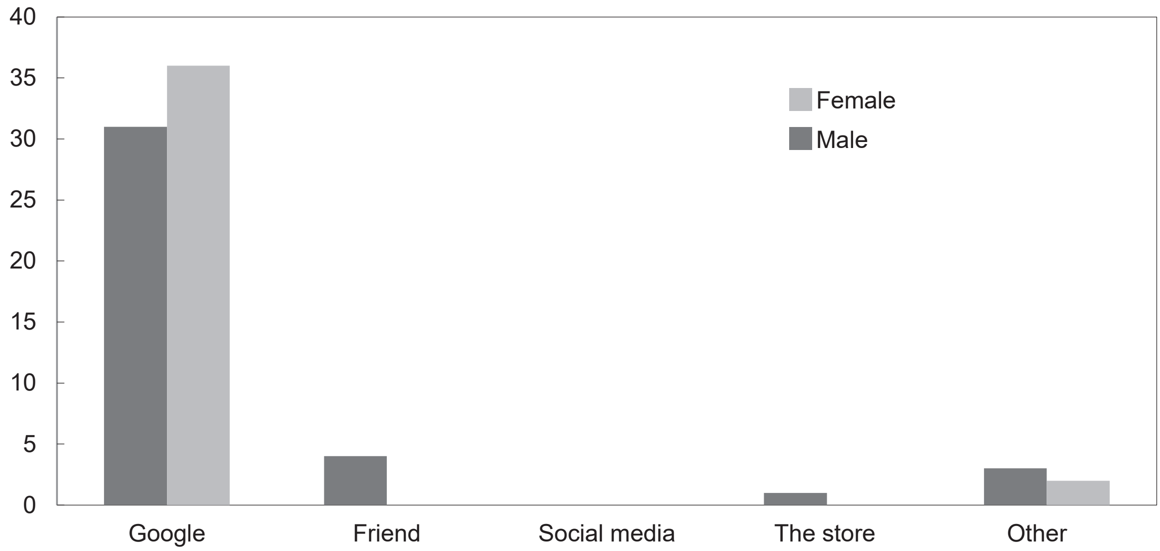

Figure 5: Gender division

carried out research on the internet for information about hotel accommodation or services. This makes sense and fits comfortably with the literature due to the fact that this generational group likes to be educated when buying a service. Hotel marketing campaigns can influence the buying decision process of Generation X purchasers if they believe that the hotel brand has a good reputation for service. Generation Y consumers identify the reputation of the hotel brand as most important to them. Furthermore, it is important for Generation Y consumers when making purchases to think what others might think about a certain service that they purchase. To some degree they care most about what their friends think about a certain hotel brand or service.

Generation X is the generation stuck in the middle. The Generation X group is still triggered by a lot of different factors in the marketing process. Email marketing, television and educational online marketing are probably the ways to reach out to this particular generation. Generation X purchasers have affinity with traditional as well as online marketing techniques.

The data sits comfortably with much of the literature, suggesting that although there are differences in the marketing techniques that consumers might prefer, the use of online marketing is growing at a rapid rate and is being used by all consumer groups; where some groups like Baby Boomers find it new and exciting, Generation X relates to this online marketing method. However, they do relate back to more traditional advertising methods as well. Generation Y see being online as the main channel for connection with the world, so that they tend to see online marketing and purchasing as the norm.

Limitations of the research

During the development of the research we found some limitations which affected it. One of the limitations was gaining access to all of the resources. Due to the fact that the research was a university student project, the first author did not have unlimited time to conduct the research. Furthermore, the author did discover some limitations within the research as well. Even though the results gathered from the questionnaire were in line with most of the literature, one of the major limitations was the sample size.

If the research were to be conducted again, we would use a larger respondent sample because with a larger sample we would be able to get more responses and this should lead to richer data, perhaps informing us much better. Finally, the questionnaire could have been extended in order to get more information and have more interfaces to discuss. For instance, there are a lot of different email marketing strategies: how do these strategies relate to the different generations, and how do the generations respond to those strategies?

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Understanding memorable tourism experiences: A case study

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The desire for new experiences that are truly authentic has become an important mainstream in the tourism industry. The main goal of this empirical case study was twofold: 1) To determine which concept of authenticity in tourism literature is most connected to Pine and Gilmore's theory on the search for authenticity in the context of the experience economy; and 2) after its application, to reflect on the scale of Kim et al.'s that measures memorable tourism experiences (MTEs). That scale was applied to Dutch tourists who visited the tourism destination Ylläs in Finnish Lapland during winter. This case study strengthens the idea that the increasing search for authentic tourism products within the experience economy does not imply a search for authenticity related to genuine artefacts alone. It also implies the search for constructed authenticity within existing, genuine places such as Ylläs. This outcome surprisingly fits Bruner's theory on genuine border zones and with that, asks for more large-scale research on the concept of authenticity in genuine border zones. Finally, based on the reflection of the scale, it suggests to do more research on different tourist types in relation to domains that influence the memorability of tourism experiences.

Keywords: authenticity, experience economy, memorable tourism experiences, tourism experience

Introduction

The trigger for widespread interest in tourism experiences, or more specifically authentic experiences in tourism, was the early work of Boorstin, MacCannell and Cohen (Tung & Ritchie, 2011). The quest towards understanding authentic experiences in tourism started with Boorstin (1964), who criticised the ongoing loss of "real" travel due to the growth of mass tourism. MacCannell (1973), however, sympathised with tourists by stating that tourists were still looking for authenticity, but that they were not satisfied with events that were explicitly organised for tourists. After all, tourists were looking for authentic experiences that were in contrast with their daily lives. Cohen (1979) was supportive of MacCannell's main position towards authentic experiences, but argued that authenticity cannot be fixed. Authenticity is fluid as cultures and societies change over time. This view opposed MacCannell's.

It was Wang (1999) who did not want to limit authenticity to an object-related phenomenon. For that reason, he introduced the concept of existential authenticity, in which authenticity is not an object, but an activity-related phenomena; tourism experiences are no longer based on objects or events, but on personal feelings that are influenced by activities. This new perspective shifted the study from object-related authenticity to authenticity as "a part of being" (Kim & Jamal, 2007).

The desire for authentic experiences has become a mainstream in tourism and is in line with the current experience economy. This economy represents an economy in which consumers are searching for authentic experiences (Pine & Gilmore, 1998). These experiences are very personal, and the consumer is engaged with an event on an emotional, physical, mental and/or intellectual level. As soon as tourists feel that they themselves have little or no effect on their experience, such as a tourist who admires the Grand Canyon from an edge, it is possible to talk about an aesthetic experience. Pine and Gilmore were inspired by the ideas of philosopher Immanuel Kant, who in the 18th century stated that authenticity is a subjective experience. Following the aesthetic experience, Pine and Gilmore identified five core elements that are important for the creation of authentic experiences: 1) theme the experience; 2) use positive cues; 3) eliminate negative communication; 4) mix in memorabilia; and 5) make use of all senses (Pine & Gilmore, 1998). The link between authentic tourism experiences and memorabilia is not new, according to Tung and Ritchie (2011, p. 1372): "This link is not new…[it] dates back to early environmental psychology. Since then scholars have investigated the influences of tourism experiences with respect to cognitive, affective and psychomotor changes at the individual level".

Kim, Ritchie and McCormick (2010) developed a scale that measures these memorable tourism experiences (MTEs) in a context in which the quality of experiences that are provided to customers directly determines a business's ability to generate revenue (Pine & Gilmore, 1999). A tourism experience, however, is not only affected by touchable products and experienced services, but also to the degree in which a specific experience is unforgettable and thus, memorable. Tourism is one of the pioneering examples of the experience economy as demonstrated in earlier literature back in the 1970s (Hosany & Witham, 2009). The tourism experience is always unique, emotionally charged and of high personal value, tourism offers "…an alternative experience of time" (Wang, 2000, p. 116) and tourists are looking for sensational authentic experiences. Measuring the satisfaction and quality in order to provide an adequate description of the tourism experience has become insufficient for value creation in tourism, according to Kim et al. (2010). In order to be able to measure both the tourism experience as well as the degree of memory, which has a significant relationship with the search for authentic experiences, Kim et al. developed this new scale. According to Kim et al. (2010), MTEs represent the new standard in tourism.

As a result, this case study does not only want to apply the scale of Kim et al. (2010) on tourists in order to measure their MTEs during their stay in Finnish Lapland and to research how these MTEs relate to the concept of authenticity within the experience economy, but also wants to reflect on that scale, in order to help improve the effective management of tourism experiences.

Theoretical framework

The debate on the meaning of the concept of authenticity continues in tourism studies (Cohen & Cohen, 2012; Hall, Gössling, & Scott, 2015; Mowforth & Munt, 2009; Page & Connell, 2009). According to Chhabra (2010), there are several dominating discourses when it comes to the interpretation of authenticity in tourism: Essentialist, constructivist, and existentialist. The essentialist discourse considers authenticity as "…in the spirit of frozen heritage" (Chhabra, 2010, pp. 795–796) and advocates cultural continuity by local communities. This discourse states that authenticity is a tangible asset, a tourist quest for authenticity to escape from daily life, somewhere else in other cultures and in purer, simpler lifestyles. The constructivist ideology believes that authenticity is dictated by the tourists' perceptions of authenticity, and advocates consciously created pseudo-packages. Authenticity in this case is adapted to suit the customers' needs and a capitalist approach is pursued (Chhabra, 2010). The existentialist discourse uses terms such as *self-discovery* and *being true to yourself* and stands clearly for optimising experiences.

Essential, constructive and existential authenticity all focus on the social psychological part of the tourism experience (Cohen & Cohen, 2012). In the 1970s, the tourism experience was considered as fake and superficial on the one hand, and as a serious search for authenticity, on the other hand (Cohen, 1979; MacCannell, 2001). In recent decades, tourism experiences have become more and more important for tourism studies, especially as soon as it became clear that tourism experiences mean value creation within the tourism industry. The tourism experience is a complex combination of especially subjective factors that shape the feelings and attitudes towards a tourist's visit. The tourism experience is related to satisfaction, where a tourism experience is "…a subjective mental state felt by participants" (Otto & Ritchie, 1996, cited in Mendes et al., 2010, p. 112). The experience is complex, it does not start at arrival, neither does it consist of separate elements, nor does it end at the moment the actual trip ends (Pine & Gilmore, 1999). It is that memorable experience which has become an important phenomenon in tourism and leisure; it creates a holistic and long-lasting personal experience and indeed

> …consumers are in search of experiences that "dazzle their senses", "engage them personally", "touch their hearts" and "stimulate their minds" (Schmitt, 1999) whilst indulging in "…fantasies, feelings and fun" (Holbrook & Hirschman, 1982). People are in search of unique, memorable and extraordinary experiences (Hosany & Witham, 2009, p. 4)

It is the memorable tourism experience which is important for value creation in tourism. As a result of this insight, research on tourism experiences has shifted from researching tourism objects themselves to researching the subjective interpretation of those objects (Kim et al., 2010). The same has happened to research on the concept of authenticity in tourism. This has shifted from essential to constructive to existential.

After reviewing research on tourism experiences, Kim et al. (2010) focused on memory research, and discovered various factors that influence the memorability of an event. These include affective feelings, cognitive evaluations and novel events. They listed sixteen potential constructs of MTEs. After their data collection and the refinement of the measurement scale, seven scale items, with twenty-four indicators, remained: hedonism; refreshment; local culture; meaningfulness; knowledge; involvement; and novelty were regarded as important components of the tourism experience which affect a person's memory (Kim et al., 2010).

The quality experiences provided to customers which are indeed memorable directly determine a business's ability to generate revenue (Pine & Gilmore, 1999). However, the extant tourism literature has provided limited explanation of the factors that characterise memorable tourism experiences (Kim et al., 2010). Thus, the goal of the study of Kim et al. (2010) was to develop a valid and reliable measurement scale that will assist in understanding the concept and in improving the effective management of the memorable experience. This measurement scale assists in understanding the concept of authenticity in especially the field of tourism and may help improve the effective management of tourism experiences.

Although Kim et al. (2010) conclude that they have successfully developed and validated a MTE scale, the data were collected by convenience sampling among college students in one region in the US.

Materials and method

The limited ability to generalise the study results of Kim et al. (2010) is undeniable. But despite this limitation, it was decided to apply the scale to Dutch tourists who visited the tourism destination of Ylläs in winter. The aim of the case study was not only to measure the MTEs and to reflect on them, but also to get insight into how these MTEs were related to the concept of authenticity in the context of the experience economy. In 2010 and 2011, the scale was applied on Dutch visitors to a small tourist destination in Peru. It was the first trial to test the scale and to experience how to understand the outcomes. The scale was tested with 15 respondents who had just visited the tourism destination of Vicos in the mountains of Peru. The outcome was that the respondents had experienced the tourist product of Vicos as memorable, due to the fact that, according to all respondents, it was an authentic experience (Cornelisse, 2014).

Vicos is a small-scale tourist destination with seven homestays and lies at an elevation of more than 4 000m at the base of the highest peak in Peru, Huascarán. The approximately thousand inhabitants are primarily farmers, weavers, and bee-keepers and are spread throughout a large area. They have maintained their culture and are now trying to develop community-based tourism for economic development. After the survey among 15 respondents, four respondents were invited for an in-depth interview. They were asked to explain what it was that had made their stay in Vicos authentic and with this memorable. According to the analysis of these interviews, the stay in the genuine homestay in an existing Quechua Indian village had influenced their experience in a very positive way (Cornelisse, 2014).

Although this study was based on a small sample, the mixture of quantitative and qualitative methods resulted in a study which had potential: it raised a number of issues concerning perceptions of authenticity among tourists that could usefully be explored with a wider and more generalisable sample (Cornelisse, 2014). In response to this explorative case study in Vicos in order to not only test the scale to measure MTEs, but also to explore how MTEs are possibly related to authenticity in contemporary tourism, in the context of the present experience economy, more research needed to be done. The follow-up case study took place on a second, different tourist destination.

In view of this debate in tourism literature about the meaning of authenticity (Chhabra, 2010; Wang, 1999) and the development of a scale to measure MTEs, the follow-up case study was concerned with: 1) the application and reflection of the MTEs among Dutch tourists who stayed at the tourist destination of Ylläs in Finnish Lapland; and 2) how these MTES relate to the concept of authenticity within the experience economy, as outlined above.

The reason that this case study took place in Ylläs is that the development of tourism was based on the theory of Pine and Gilmore, according to the Regional Council of Lapland (2011). The development of tourism products that are full of experience and authentic received a lot of attention in Lapland: "Customers rate experience-based products in terms of their authenticity" (Regional Council of Lapland, 2011, p. 23). The villages Äkäslompolo and Ylläsjärvi, together with the Pallas-Yllästunturi National Park and seven mountains, make up the tourist area of Ylläs. The area has a capacity of over 20 000 beds. The two villages together have 750 inhabitants. The local economy is mainly based on tourism which largely takes place during the winter season from November to April.

The scale of MTEs from Kim et al. was translated from English into Dutch and then back-translated into English again to see how much the translation to Dutch was correct. In addition, the survey was examined eighteen times and checked by four other researchers before the questionnaire was distributed to departing Dutch tourists at Kittilä airport during the period December 2013 to January 2014. 94 Dutch tourists completed the survey.

In total, 515 Dutch tourists travelled to Ylläs during December 2013 and January 2014. According to the sample calculator, the number of 94 respondents is too low to give a representative picture. In total, according to this calculator, a minimum of 178 surveys should had been completed. For that reason, the results of this survey should be considered as an indication only. In addition, semi-structured interviews were conducted with ten Dutch tourists. The reason for doing semi-structured, in-depth interviews was to obtain a rich, detailed and deep image of the interpretation and experience of authenticity by Dutch tourists.

Results

The results show that Ylläs scores high on four of the seven domains. Hedonism, refreshment, involvement and novelty were (strongly) experienced. Local culture, knowledge and meaningfulness were experienced less by the Dutch tourists who visited Ylläs during winter. It turns out that Dutch tourists experienced happy feelings. They were able "to let things go" and enjoyed the activities they undertook in Ylläs. The activities caused a fabulous experience. The activities were once-in-a-lifetime experiences and were experienced as unique. The holiday in Ylläs was unquestionably different from previous holidays and the tourists experienced something new. "Experienced strongly" also scored high in the domain of novelty.

The domain of local culture was experienced, but only a little. Tourists did not experience the culture. At the same time, the local people of Ylläs were seen as friendly. Refreshment was experienced, but not as strong as hedonism or novelty. The tourists had a sense of letting go of their daily routine, as well as having a feeling of revitalisation and/or getting new energy. Experiencing meaningfulness, which is significant to having the feeling that you are doing something important or that you are learning more about yourself, was not unequivocally experienced. The average was more "neutral" and "experienced a little". The involvement in activities, the sense of being sincerely interested and sincerely wanting to do something scored high. This was "experienced" to "experienced strongly" by Dutch tourists. Finally, the domain of knowledge was experienced less. Questions about obtaining more general or even profound knowledge about Ylläs and its culture was "experienced a little", although there was also a clear high score of "neutral".

Figure 1: Map of Ylläs with Äkäslompolo and Ylläsjärvi (Source: Tuulentie 2009, p. 5)

MTEs explained

The activities that were undertaken by Dutch tourists were also measured (Table 1). Husky safaris (94%) and snowmobile safaris (87%) were the most popular activities. According to two tourists, these activities influenced their MTEs in a very positive way: "*The huskies were a reason to come to Lapland, this excursion was a great experience. We wanted this for so long.*" Another tourist said, "*I did not drive myself, but what an experience that was, on the snowmobile. Yes…so unique… this is only possible here, right?*" The activities were part of their MTEs.

The semi-structured interviews among Dutch tourists who visited Ylläs during winter were held after the survey, in order to get insight into why Ylläs scored high on the domains of hedonism, refreshment, involvement and novelty, but also to get insight into how their MTEs were related to the concept of authenticity. Dutch tourists responded to the question "What makes Ylläs authentic?" with words like "silence", "fairy tale", "unique" and "winter wonderland". A transcript of an observation report while taking various interviews shows these reactions:

"*The silence…and it is so beautiful, fairy tale even*,' said a Dutch tourist (28) about the village of Äkäslompolo in Finnish Lapland. Her traveling companion (30) felt admiration and surprise as soon as she arrived. She found the snowy landscape very beautiful, it was a "*true winter wonderland*". Another tourist (56) found her trip "incredible". All activities, the huskies, the snowmobile trip and the visit to the ice hotel, but especially the Northern Lights…walking in silence…all these activities touched her.

According to the analysis of the transcriptions, it appears that the MTEs and authenticity in Ylläs were strongly linked to the natural environment and the experience of unique nature. One statement in relation to the word authenticity in the context of MTEs in Ylläs was: "*You are in the middle of nature, that's uhh…unique*" (tourist interview, September 2015). Despite the fact that 76% of the Dutch tourists visited a husky farm and 54% a reindeer farm, the local culture was experienced less. Moreover, the observation reports showed that the Kellokas Visitor Centre in Ylläs contains a permanent exposition of the nature and culture of and around the villages of Äkäslompolo and Ylläsjärvi. None of interviewees had visited the exhibition. Tourists spoke little about culture during the interviews. When they spoke about "authenticity", it was always in relation to the unique landscape of Ylläs.

Authenticity in the context of the experience economy

> *On Monday we started with a snowmobile excursion. That was really great…Of course, it was dark by that time. That was a bit scary, but at the same time the darkness gave a kick. Everywhere around you, you see nothing but trees and the lights of the other scooters. You hear a lot, but you cannot see. Also the trail that they chose, uhhh…I assume it was a standard round… but it was very diverse* (tourist interview, December 2013).

The woman is in this interview is aware of the fact that the trail was set for the snowmobile safari. She indicates this with the words "*standard round…but it was very diverse*". This did not influence her MTE in a negative way, however; the activity was evaluated as really great. Another tourist was aware of the fact that the trail was set. How did this influence his MTE?

> *Look, we came here for the experience. Looking for something different than a standard ski holiday. A week in the cold, in the dark…There were some very nice things, uhhh like the snowmobile safari. You just want to experience it once. And then you do a precautionary round, with 15 snowmobiles in a row, that does not matter. Normally you stumble across it if something is not real and we thought that to be honest. You know it's all been put together in advance, but here you feel it's unique and nobody else has ever experienced it. Really very special* (tourist interview, December 2013).

The MTEs and interviews demonstrate that object-related authenticity indeed may have a positive influence on activity-related authenticity, as Wang and Wu (2013) already concluded. In this case study, the MTEs were indeed influenced by the surroundings and activities. The question now, however, is the one that is related to the debate on essentialist or constructivist authenticity in which Chhabra (2010) claims that traces of essential authenticity remain important in experiencing authenticity. The respondents were aware of the staged elements in Ylläs, such as the husky and snowmobile tours, but also the presence of Santa Claus. Nevertheless, the respondents qualified Ylläs as unique, different, authentic and therefore memorable. The reason was that the activities took place in a genuine Lappish environment, in pure, true wilderness. That element was experienced as unique and authentic.

Table 1: Activities undertaken by Dutch tourists in winter (*N* = 94)

Activity	*n*	Per cent
Husky safari	88	94
Snowmobile safari	82	87
Husky farm	71	76
Cross-country skiing	63	67
Snowshoeing	60	64
Reindeer farm	51	54
Downhill skiing	50	53
Snow village	47	50
Reindeer safari	41	44
Northern Lights	35	37
Ice fishing	21	22
Sauna	10	11
Other…	8	9
Lapland tipi	7	7
Santa Claus	3	3

Reflection on the scale of MTEs

For 99% of respondents, it was their first visit to Ylläs. For one respondent it was the second time. This fact could explain the high score on the domains of hedonism and novelty. If a tourist visits a destination for the first time, this could increase the chance of a high score on the domains of hedonism and, in particular, novelty. Novelty consists after all of statements such as "*it was a once-in-a-lifetime experience*" and "*the activities were unique*".

The motivation for travelling to Ylläs was to obtain physical or mental energy (56.8%) for most respondents, but also to temporarily escape everyday life (63.7%). This motivation to travel to Ylläs may have influenced the score related to the domain of refreshment: "*A visit to Ylläs gives a feeling of freedom and gives new energy*". The same applies to the domain of involvement, with statements such as "*I visited places I really wanted to visit*". During the interviews, it was stated that the unique winter wonderland with its Northern Lights and snow, as well as the huskies, were reasons to travel to Ylläs. Tourists were sincerely involved in the activities they undertook. Meaningfulness was not really, or neutrally, experienced. Only 18% of the respondents indicated that they wanted to use their holiday in Ylläs to change their everyday life, and 8% was motivated to find more meaning in life with the help of their stay in Ylläs (Table 2).

In addition to the MTEs and the motivation, respondents were also asked how they would characterise themselves as tourists. For this question, the fifteen tourist types of Pearce, adjusted by Foo et al. (2004), were used. The respondents in Ylläs were asked to characterise themselves as tourists, and were allowed to tick several tourist types (Figure 2).

Based on this overview of tourist types in Ylläs, it can be concluded that most respondents characterised themselves as an independent mass traveller, anthropologist and/or escapist. Dutch tourists who visit Ylläs can be typified as independent tourists who book the tour package, but travel independently. They are interested in local cultures and like to stay in quiet places. The Pearson correlation analysis shows that there is neither a strong correlation between the tourist types of independent mass traveller and escapist, nor between the different tourist types and the MTEs in this case study. There is, however, a modest correlation between the anthropologist tourist type and the MTE domains of hedonism and refreshment (Table 3)

Table 2: Motivation for travelling to Ylläs in winter (absolute numbers)

Motivation		*n*
Physical and/or mental energy	totally disagree	4
	disagree	14
	neutral	20
	agree	45
	totally agree	11
Total		94
Escape daily life temporarily	totally disagree	1
	disagree	8
	neutral	24
	agree	39
	totally agree	22
Total		94
Find meaning in life	totally disagree	20
	disagree	28
	neutral	35
	agree	9
	totally agree	1
Total		93
Change everyday life	totally disagree	14
	disagree	26
	neutral	35
	agree	16
	totally agree	2
Total		93

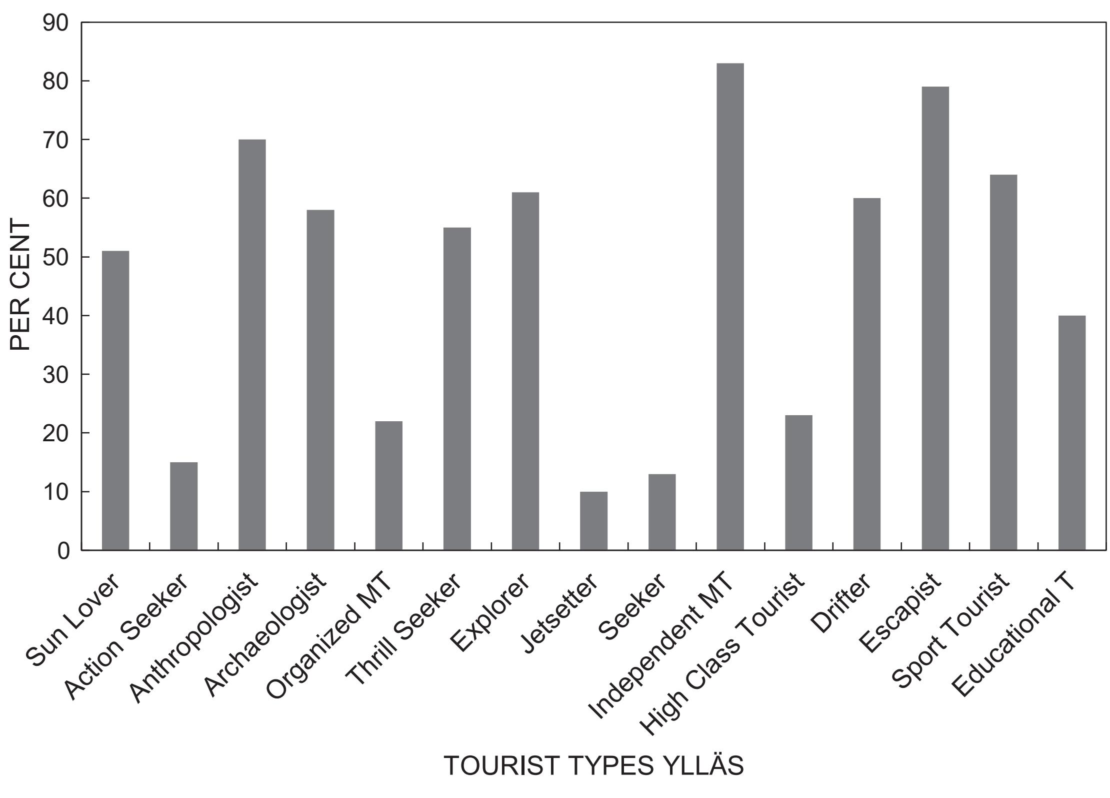

Figure 2: *Tourist types in Ylläs*

Table 3: *Correlation between the anthropologist tourist type and MTE domains of hedonism and refreshment*

Correlations		Action Seeker	Anthropologist
Hedonism	Pearson Correlation	−0.015	0.433
	Sig. (2-tailed)	0.890	<0.001
	N	93	93
Novelty	Pearson Correlation	0.156	<0.001
	Sig. (2-tailed)	0.136	1.000
	N	93	93
Local cult	Pearson Correlation	0.082	0.223
	Sig. (2-tailed)	0.434	0.032
	N	93	93
Refreshment	Pearson Correlation	0.014	0.404
	Sig. (2-tailed)	0.893	<0.001
	N	93	93
Meaning	Pearson Correlation	−0.080	0.230
	Sig. (2-tailed)	0.451	0.027
	N	92	92
Involvement	Pearson Correlation	−0.001	0.193
	Sig. (2-tailed)	0.994	0.064
	N	93	93

There also appears to be a modest negative correlation between the jetsetter and high-class tourist types with the domains of meaningfulness and involvement (Table 4).

The Pearson correlation demonstrates that there might be a difference between tourist types and the domains that influence the memorability of their tourism experiences. After all, Kim et al. (2010) indeed state that MTEs are very personal. At the same time, during the research and development of the seven domains, based on the analysis of the data that was obtained from US college students, Kim et al. (2010) deleted nine other domains. These domains included, among others, relaxation, happiness, participation, assessment of value, and assessment of service. One of the limitations of this study (Kim et al., 2010) was that the data were collected using convenience sampling of college students enrolled at a university in one region of the US.

Based in the outcomes of the possible correlations between tourist types and MTEs, an additional analysis of all data that was collected in Ylläs was done, in order to be able to reflect on the nine domains that were deleted in the final scale of Kim et al. For example, the deleted domain of relaxation means having a feeling of comfort and pleasure, without being involved in a physical activity (Kim et al., 2010). Relaxation certainly takes place in Ylläs; the sauna plays an important role in both the local culture and the tourist product. 11% of the respondents participated in a paid excursion to a sauna. Another domain, assessment of the service, is all about an individuals' perceived quality of service that is provided by the tourism business (Kim et al., 2010). Although the fact that this domain was deleted in the final scale of Kim et al., it could be relevant for a tourist destination such as Ylläs. The reason is that Ylläs considers service as one of the most important elements of its tourist product (Ylläs Travel Information, 2017). Finally, the domain of happiness is related to a feeling of joy that springs from the heart (Kim et al., 2010). According to the tourism marketing agency of Finland, it is Santa Claus' (one of the tourist products of Ylläs) annual mission to deliver happiness around the world (VisitFinland, 2017). 3% of the respondents, who in this case study all travelled without children, visited Santa Claus.

Table 4: Correlation between jetsetter and high-class tourist types and MTE domains of meaningfulness and involvement

Correlations		Meaning	Involvement
Jetsetter	Pearson Correlation	−0.025	−0.080
	Sig. (2-tailed)	0.813	0.448
	N	92	93
High class tourist	Pearson Correlation	−0.121	−0.100
	Sig. (2-tailed)	0.254	0. 343
	N	91	92

Conclusion

The desire for authentic experiences has become a mainstream in tourism and is in line with the current experience economy. This economy represents an economy in which consumers seek authentic experiences. Authentic experiences are always personal, and are experienced by engagement on an emotional, physical, mental and/or intellectual level. The link between authentic tourism experiences and memorabilia is not new to researchers such as Tung and Ritchie (2011). In response to the increasing desire for authentic experiences, Kim et al. (2010) developed a scale that is able to measure memorable tourism experiences (MTEs). MTEs embody both the tourism experience as well as the degree of memorability of the experience. These are two aspects that have a significant relationship with the search for authentic experiences. According to Kim et al., MTEs symbolise the new standard in tourism, the quality of experiences that are provided to customers which are indeed memorable, and directly determine a business's ability to generate revenue (Pine & Gilmore, 1999).

The debate on the concept of authenticity in tourism continues at the same time. According to Chhabra (2010), there are several interpretations of authenticity that dominate the discussion: essentialist, constructivist, and existentialist. All three are related to the socio-psychological element of authenticity. Essentialist and constructivist, however, are object-related, and existentialist is activity-related. The question of this case study was: "What are the analyses of the MTEs among Dutch tourists who visit Ylläs in winter and how are these MTEs related to authenticity in the context of the experience economy?"

This case study took place in Ylläs, Finnish Lapland. The reason is that the theory of Pine and Gilmore on the experience economy was used in the development of tourism in Ylläs. And indeed, the analysis of MTEs of Dutch tourists who visited Ylläs in winter (n = 94) confirmed a high score, especially on the four domains of hedonism, novelty, involvement, and refreshment. Local culture, knowledge and meaningfulness were experienced less by the respondents. One possible explanation for this is that Ylläs focuses fully on providing experiences that are authentic and unique in nature instead of culture.

In order to gain insight into what contributed to the fact that the respondents evaluated their stay in Ylläs as memorable, semi-structured interviews (n = 10) were held. These results demonstrated that the existential interpretation of authenticity, which is activity-related in the context of Ylläs, was probably affected by the surroundings and excursions, all linked to object-related authenticity. The question now was, whether the object-related authenticity had traces of essential or of constructive authenticity.

In Ylläs, it is the natural environment that is strongly connected to "authenticity". Tourists associate authenticity in this context with pure wilderness, a unique landscape, and a winter wonderland. The area outside the Pallas-Yllästunturi National Park where most excursions took place, has nothing to do with the essential interpretation of authenticity. And still, the respondents defined their stay in Ylläs as authentic and memorable. Although the respondents were aware of the fact that excursions such as the husky safari were staged, they experienced Ylläs as authentic due to the fact that all excursions took place in this genuine Lappish environment.

This research strengthens the idea that the increasing search for authenticity within the experience economy does not imply a search for authenticity related to genuine artefacts (alone). It implies (also) the search for constructed authenticity within existing, genuine places such as Ylläs.

This is also the criticism on the scale of Kim et al. (2010). The researchers state that MTEs are extremely subjective and personal. Measured on a large scale, the scale of MTEs could at the same time give an indication of the extent to which the various seven domains related to the tourist product are memorable.

The Pearson correlation has, on the other hand, demonstrated that there might be a difference between tourist types and the domains that influence the memorability of their tourism experiences. In the case of Ylläs, there was a modest correlation between the anthropologist tourist type and the MTE domains of hedonism and refreshment. Jetsetters and high-class tourists, on the other hand, demonstrated a modest negative correlation with the MTE domains of meaningfulness and involvement.

Despite the fact that this analysis was not convincing, it may well criticise the scale of MTEs of Kim et al. The seven chosen domains that represent the MTEs are now based on a convenience sample of college students. What happens if these domains, together with the nine deleted domains, are tested on a large scale, with a focus on the different tourist types?

Although this study was based on a non-representative sample, the combination of quantitative and qualitative methods have resulted in a study which has more potential. It not only raises a number of topics concerning perceptions of authenticity among tourists that could usefully be explored with a wider and more generalisable sample, possibly with a special focus on authenticity in genuine border zones as described by Bruner (2005), it also suggests doing more research on domains of MTEs in relation to tourist types and/or tourism destinations.

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A conceptual model of heritage dimensions and agrotourism: Perspective of Nandi County in Kenya

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Conceptual frameworks have previously been used to give a structure to research that essentially simplifies thinking and clarifies issues, while at the same time providing a common reference point. Agrotourism is fast emerging as a key player in the activation of rural economies. An understanding of the interplay between variables that may help sustain agrotourism no doubt provides an avenue through which the practice can be exploited. The aim of this paper is to develop a conceptual model that can explain the interrelationship between heritage dimensions and agrotourism. It envisages that such a model can provide the basis upon which researchers can investigate ways of exploiting the abundant heritage dimensions in Nandi County.

Keywords: agrotourism, agrotourism model, conceptualisation, heritage dimensions

Introduction

A conceptual framework plays a crucial role in setting the stage for research by identifying variables required, and the interrelationship between them (McGaghie, Bordage & Shea, 2001). Increasing problems in the agricultural sector create negative attitudes in the farmers regarding agriculture, hence there is an extreme need to identify variables that can be manipulated to create additional sources of income using existing agricultural land and agricultural occupations. Tourism and agriculture are Kenya's largest industries and provide key sources of income for many groups. The sectors play a pivotal role in the country's economy, and their improvements have the potential to contribute further to the development of these industries. In the face of the current problems of climate change, rising food prices and a global financial crisis, linkages between agriculture and tourism may provide the basis for new solutions in Kenya. Whereas studies have been undertaken on many forms of tourism in several continents including Kenya, few studies seem to have been done on linking heritage and agrotourism, particularly in Kenya. The purpose of this study is therefore to develop a conceptual model that relates heritage dimensions and agrotourism in Nandi County in Kenya.

Literature review

Existing empirical literature identifies three dimensions that have previously been associated with agriculture-driven tourism. They include cultural, natural, and digital heritage (Bowitz & Ibenholt, 2009; Vrsaljko & Cukelj, 2015; Zhao, Kirk, Bowen & Wright, 2018). Besides, evidence in the extant literature points to the potential involvement of push-up and push-down factors (Colton & Bissix, 2005; Mansor & Mat, 2010).

Cultural heritage and agrotourism

Evidence in existing literature vindicates the positive impact cultural heritage has on sustainable agrotourism, albeit through its proxies. Bowitz and Ibenholt (2009) investigated the economic impacts of cultural heritage. These scholars were buoyed by claims that investment in cultural heritage empowers local economies in terms of increased employment opportunities and income. Focusing on the Norwegian town of Roros, they established that the cultural heritage supports tourism in the region, and this contributes close to seven per cent of overall employment and income. The findings by Bowitz and Ibenholt (2009) definitely contribute to the literature showing that cultural heritage can be exploited for gainful purposes. The study, however, was conducted in a context other than Kenya. The question then is whether similar findings could be replicated in the Kenyan context and, in particular, in relation to agrotourism.

In yet another study focusing on the impacts of cultural heritage, Rungnapha (2015) examines the effect of cultural heritage on sustainable agriculture. Rungnapha was motivated by the knowledge that rural communities have cultural heritage that can be harnessed to attract agrotourism growth. The study was conducted in the Chiang Khan District in Thailand which is noted to have unique cultural and architectural heritage resources (Rungnapha, 2015). Using a survey whose results were analysed using frequencies and percentages, the author revealed that facets of agricultural villages such as lifestyles in the rural villages, natural resources and agricultural practices reminiscent of rural areas, are key existing features that develop and sustain agrotourism.

The study further identified abundance in cultural and natural assets, uniqueness in the beauty of the village landscape and a geography that is quite interesting as ideal elements for sustainable agrotourism. Despite the fact that the study by Rungnapha was conducted in Thailand and involved a survey, it is important to note that the study highlights natural and cultural features that support tourism. It is therefore appropriate to postulate that sustainable agrotourism can thrive in Nandi County because the area enjoys features similar to those identified in the study by Rungnapha (2015).

Nocca (2017) examined the role cultural heritage plays in sustainable development. Nocca's study was driven by the fact that most of what is known of sustainable development remains mostly theoretical. The study conducted a critical analysis of 40 case studies, and established that most studies refer to sustainability, and yet they hardly address it concretely with most of them highlighting only the economic component at the expense of the environmental and social components. The study further found that impacts attributed to cultural projects are often interpreted only in terms of real estate or tourism. The question to pose here is what difference would it make to include environmental and social components? We contend that manipulation of the abundance of cultural heritage in Nandi County has the potential to boost tourism. Our conceptualisation is therefore that cultural heritage relates directly with tourism growth in Nandi County.

Natural heritage and agrotourism

Natural heritage features prominently in the extant literature as having direct impacts on agrotourism through its proxies of agriculture and tourism. Vrsaljko and Cukelj (2015) analysed natural heritage as a paradigm for agrotourism development. Motivated by the knowledge that Krapina–Zagorje County in Croatia in which the study was conducted has untapped potential for the development of agrotourism, these scholars used a descriptive approach to conclude that tourism needs to use the heritage elements such as natural heritage for purposes of sustaining development in rural areas. They noted that idyllic picturesque landscapes, untouched and protected parts of nature, and diverse flora and fauna found in the wild can be tapped for their potentiality to attract and fascinate visitors. Given the abundance of natural heritage in Nandi County, the proposed study posits that conclusions such as those made by Vrsaljke and Cukelj (2015) can be exploited to benefit locals in this county.

Lo, Mohamad, Chin and Ramayah (2017) examined the impact that natural resources have on tourism destination competitiveness under the support of the local community. The study conducted in the Malaysian context adapted the quantitative approach and used a questionnaire as the principal data collection tool. Using the two-step analysis approach, the study established that natural resources, alongside cultural heritage and special events, positively and significantly correlated with tourism destination competitiveness. It is the postulation of the proposed study that a model that mixes heritage dimensions has the potential to maximise the growth of agrotourism. We therefore conceptualise that natural heritage also relates directly with agrotourism in Nandi County.

Digital heritage and agrotourism

The impacts of digital heritage as a strategic aspect of tourism promotion have been documented. Zhao et al. (2018) assessed the role of interactive technology in enhancing the appreciation of traditional Chinese painting. The study by Zhao and colleagues was motivated by the abundance in philosophical and cultural history inherent in Chinese ink painting. The study utilised an open-ended discussion and subjective interpretation of diverse cultural backgrounds of workshop participants to analyse their appreciation of Chinese painting. Collated audio transcripts were critically examined and analysed thematically. The scholars concluded that digital interactive technology supports cross-cultural artistic appreciation of the rich Chinese cultural heritage manifested by ink painting.

The point brought out in the study by Zhao et al. (2018) is that digitising cultural heritage exposes opportunities arising from latent cultural heritage that can interest tourists. In addition, the ability of the digital interactive technology to enhance appreciation of Chinese ink painting is quite significant. It emphasises the impact of digitalisation in supporting creativity in the provision of innovative tourism services that build on cultural heritage. We then wonder whether the rich cultural heritage found in Nandi County has been digitalised and what impact such digitalisation is having on agrotourism.

López et al. (2018) conducted a review of the heritage building information model. An understanding that despite efforts being increased for the protection, restoration, dissemination and conservation of cultural heritage, there is a lack of appropriate digital models for the planning and management of such projects drove López and colleagues. By exhibiting a critical review of existing technical and scientific literature, López et al. concluded that access to a virtual model representing a historical monument provides a means for planning and managing projects that require conservation and restoration. The implication of these findings is that digital heritage can be enriched through appropriate models. The study does not, however, state clearly how conservation and restoration of cultural heritage in digital form impacts on tourist attraction and by extension on agrotourism.

Roussou and Katifori (2018) evaluated the experiences of mobile museum narrative users. The study was based on the knowledge that mobile technology plays a crucial role in shaping the way cultural institutions capture storytelling experiences for visitors (Tallon & Walker, 2008). Roussou and Katifori used an array of evaluation methods that included ethnography, questionnaires, and in-depth interviews to examine users' experiences. Using thematic analysis, they established that an understanding of whether user experiences were effective or not in a context rich in cultural heritage is quite complex.

Despite decoding user experiences as being complex, the study by Roussou and Katifori (2018) went on to show that storytelling, as a digital approach to culture, contributes more to visitor experiences. These findings capture a very significant element needed in museums and other historical sites, the need to digitise narratives so that visitors benefit from personalised interactive storytelling experiences. Roussou and Katifori, however, failed to articulate the impact of digitalised storytelling on sustainable tourism with respect to museums. The question that arises is whether digitalising various natural and cultural heritage facets such as found in Nandi County could have an impact on sustainable farm level tourism. We conceptualise that, indeed, manipulating the digital dimension of heritage could impact directly on agrotourism in Nandi County.

Push-up factors

The divergence in definitions surrounding activities associated with agrotourism is such that appropriate agrotourism classification systems are still elusive. According to Philip, Hunter and Blackstock (2010), agrotourism satisfies three criteria: the activity undertaken by the farm; the degree to which tourists are in contact with agricultural activities; and the true and authentic visitor experiences. The argument posited here is that factors other than heritage dimensions have the potential to either push agrotourism upwards or push it downwards. Torres and Momsen (2004), for instance, point out that the introduction of tourism in rural areas is generally perceived positively in the belief that a combination of tourism and agriculture can link the labour forces in the two sectors.

Adam (2002) concurs with Philip et al.'s (2010) views in stating that factors that include educational tours, festival events and historical recreations which visitors can see, together with petting zoos and hay rides that visitors can participate in, complement items such as food, souvenirs, and drinks in pushing up agrotourism. Defining agrotourism as a commercial enterprise conducted at any agricultural site, and which includes horticulture and agribusiness, the Alabama cooperative extension system (Chesnutt, 2007), observes that the agrotourism experience is multifaceted. Consequently, agrotourism has activities such as farm visits and stays, barn dances, hay rides, camping and picnicking, guided crop tours, wildlife viewing, trap and skeet shooting, hunting and fishing, among others.

The significant of these activities is that agrotourism is not only a function of heritage dimensions, but does also depend on a variety of factors that end up acting as push-up factors. Another factor that features prominently in the discourse on agrotourism is location. Hilchey and Kuehn (2001) contend that although it is not everything, the destination location plays an important role in appealing to the diversity in tastes among the clientele drawn from various destinations of the world. Proximity to centres, existence of other tourist attractions and the relative ease of finding the location are, for instance, deemed crucial push-up factors that complement heritage dimensions (Hilchey & Kuehn, 2001).

Mansor and Mat (2010) also identify infrastructure as a vital cog in the growth of agrotourism. They point to facilities such as the availability of travel agents, transport, and phone connectivity as important factors that can help push up the growth of agrotourism. Noting that local regulations are in the realm of infrastructure, Rilla (1999) points out that potential agrotourism operators need to be well versed with specific policies and regulations that govern potential agrotourism sites.

Suffice it to say that Nandi County has a terrain and infrastructure that could be loaded with potential factors that can provide supplementary impacts to those experienced from heritage dimensions. In view of this, we conceptualise that push-up factors are extraneous factors in Nandi County that have the potential to affect the growth of agrotourism in the county.

Push-down factors

Other than factors that can lead to growth in agrotourism, the extant literature is awash with other factors that are likely to suppress this growth. Lack (1997), for instance, identifies low of training levels, quality control, marketing knowledge, finance, excessive regulations and personal challenges as factors that limit thee growth of agricultural-oriented tourism. Other challenges that have extensively been reported with regard to agrotourism include lack of funds for publicity and advertisement (Shehrawat, 2008), small farm sizes and lack of requisite skills (Malkanthi & Routry, 2011b), weak communication skills, and the lack of a commercial approach (Kumbhar, 2010).

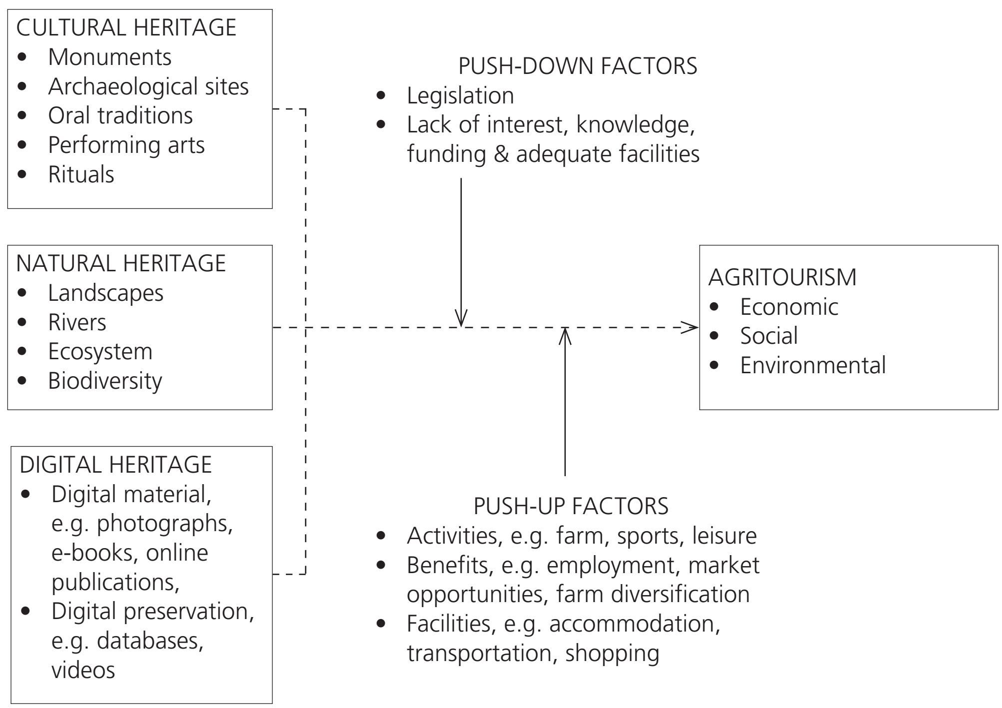
People-related factors are also identified in the literature as having the propensity to deter the growth of agrotourism. Hilchey and Kuehn (2001) argue that agrotourism requires people involved in the business to show enthusiasm, and to be able to handle emerging issues tactfully, willingly, and with a sense of humour. They observe that staff friendliness is a key motivation in choosing to visit an agrotourism site. Visitors expect good service, courtesy, pleasantries, and sincerity. Lack of such important people attributes could therefore be significant in the growth of agrotourism. We question whether such people-related factors could be at the centre of the lack of exploitation of agrotourism in Nandi County, and postulate that they have the ability to moderate the anticipated relationship between heritage dimensions and agrotourism.

Cleanliness and maintenance of the farm wishing to engage in agrotourism is also identified as a possible push-down factor. According to Hilchey and Kuehn (2001), manure, for instance, may "smell like money" to the farmer, but some city people may find the smell unpleasant. People complaining about odours can ruin the experience for everyone. In addition to the cleanliness and maintenance of the farm, it may be worthwhile to develop signs, picnic areas, landscaping, toilet facilities, and trails to meet the needs of visitors and make the site unique and memorable. It is not necessarily advisable, however, that agrotourism operators put up expensive new buildings, fences, or other improvements that add considerable cost to the start-up of the operation. This should be done if a venture demonstrates its tourism potential as a destination, for it is generally unwise to invest large sums of money on capital improvements in a destination that is not receiving visitor numbers to generate cash flows that can pay back the investment. If an agrotourism business is to grow and attract repeat customers, it is important to periodically improve the appearance, facilities, and attractions of the site.

The growth of agrotourism in Africa is reportedly suppressed by, among other factors, incessant outbreaks of diseases (Le Gall & Leboucq, 2004), and land grabbing for large-scale commercial agriculture (Malkanthi & Routry, 2011a). Besides, the survival of agriculture and tourism in Africa relies mainly on external markets (Schoneveld, 2011). There is no doubt that agrotourism growth remains a challenging endeavour. However, the identification of factors that are likely to limit this growth can go a long way to achieving improved levels of expected practices. We conceptualise that push-down factors tend to moderate the relationship between heritage dimensions and growth of agrotourism in Nandi County.

Conclusion

The abundant wealth of agricultural and tourism potential available in Nandi County could be the panacea to emerging challenges of climate change, rising food prices and an ongoing financial crisis. A linkage of agriculture and tourism in the form of agrotourism has the ability to exploit the various heritage dimensions to entertain and educate visitors, while at the same time generating income for the locals. The review of existing



Sustainable agrotourism = $\beta\_0 + \beta\_1$ Heritage dimensions + β_2 Push-up/down + β_3 Interaction between Heritage dimensions and Push-up/down factors

Figure 1: Conceptual framework

literature provides enough evidence that manipulations of heritage dimensions are likely to spur growth in agrotourism in Nandi County. However, factors in the context within which agrotourism are being practised have the potential to moderate any impacts heritage dimensions may have on agrotourism.

Conceptual model

We therefore conceptualised a model that depicts the relationship between heritage dimensions and agrotourism in Nandi County. The model assumes that cultural heritage, natural heritage and digital heritage have the potential to act as catalysts in exploiting agrotourism opportunities. Collectively the independent variables of heritage dimensions could build on the potential of agrotourism in Nandi County. In addition, push-up and pull-down factors depict moderating variables that need to be investigated if the full potential of heritage dimensions has to be felt. We therefore propose the conceptual model with the associated conceptual framework (see Figure 1) addresses the moderating influence of push-up/down factors on the relationship between heritage dimensions and agro tourism.

Note

1. The concept of agrotourism, as a direct expansion of ecotourism, encourages visitors to experience agricultural life at first hand.

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Retention of festival volunteers: Management practices and volunteer motivation

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Many volunteers in different festival organisations within the hospitality industry begin with great excitement, but slowly lose interest. This might be due to poor volunteer management practices that result in decreased motivation among volunteers, and with the consequences of them leaving the organisations all together. Therefore, this research aimed to study how volunteers' perceived management impacted their motivation and in turn affected their intention to stay for longer periods within festival organisations. Expanding upon previous literature that investigated volunteer retention in different contexts as well as in only one festival organisation, a conceptual model was developed using existing theories focused on volunteer management practices, volunteer motivation, and volunteer retention. Using a self-administered online survey technique, 103 valid surveys from individuals currently volunteering in festival organisations were obtained. Although several limitations were present, the results still showed its suitability to volunteers in festival organisations. As such, based on the correlation and regression analyses conducted in this study, the results showed that training management practice has a strong influence on social and protective volunteer motivations; while the recognition management practice has the most influence on the volunteer motivations of social, value, understanding, and esteem. While the majority of these results contradicted previous studies, it still provided a better understanding of the volunteers' perceptions in different festival organisations, and thus contributes to the body of knowledge for future studies in the same area. With this new knowledge, future scholars can consider the application of volunteer motivation comparisons among different festival organisations, similar studies in the management perspective, and the adaptation of the volunteer retention survey statements to episodic volunteers in the festival context. As a result, the implementation of these recommendations might enable a more effective human resource management strategy to ultimately increase volunteer retention within festival organisations.

Keywords: festival volunteers, festival organisations, perceived volunteer management practices, volunteer motivation, volunteer retention

Introduction

Organisations in the hospitality industry are facing challenges in retaining employees and high staff turnover rates (Ramlall, 2004; Novcic, 2014). Without exception, the festival event sector, as part of the hospitality industry (Pfister & Tierney, 2009), is also having retention challenges, especially among volunteers. In fact, different studies have indicated that numerous festival event volunteers begin with great excitement, but slowly lose interest (Elstad, 2003; Love IV, 2009; Novcic, 2014). This can be due to poor volunteer management practices, lack of training (Elstad, 2003; Novcic, 2014), lack of verbal recognition (Elstad, 2003; Love IV, 2009), and low levels of communication leading to poor support (Elstad, 2003; Novcic, 2014). These poor volunteer management practices can lead to numerous volunteers having a decreased motivation, making it challenging for volunteers to stay in organisations for longer periods of time (Clary et al., 1998; Finkelstein, 2008).

Some valuable research has been done on volunteers, providing a better insight on their perceptions in different types of organisations. Unfortunately, the amount of available research focusing on the volunteers' perceived management affecting their motivations and intention to continue volunteering in festival organisations is very limited (e.g. Elstad, 2003; Love IV, 2009; Novcic, 2014). Therefore, this article aimed to study how volunteers' perceived management impacts their motivation and in turn affects their intention to stay for longer periods within festival organisations.

Literature review

Festival events have become increasingly important due to four specific benefits. Firstly, it contributes to the strategic social development of a city, province and nation (Getz, 1998; Jago, Chalip, Brown, Mules, & Ali, 2003). Secondly, it can positively contribute to the local economy by increasing tourism during slow periods in the community (Goldblatt, 2011). Thirdly, it provides skills and diversity to volunteers, while developing the individuals' comprehension through connection with different experts (Cravens, 2006). Additionally, since these festival organisations are mainly run by volunteers, it provides benefit for organisations in conveniently getting free labour (Cravens, 2006).

While these four benefits are valuable for community, volunteers and organisations, the short-term nature of volunteers in event organisations (Holmes & Smith, 2009; Macduff, 2005), and the growing dependence on volunteers for the planning and execution of events has increased the importance of volunteers in the event industry (Allen, 2000;

O'Toole, Harris, & McDonnell, 2005; Van der Wagen, 2001). Consequently, this has increased the interest to obtain and retain volunteers for longer periods in event organisations (Elstad, 1996; Farrell, Johnson, & Twynam, 1998; Williams, Dossa, & Tompkins, 1995).

Volunteer management practices and volunteering

From the volunteer perspective in festival organisations, several studies consider recognition (Elstad, 2003; Love IV, 2009), training, and support management practices (Elstad, 2003; Love IV, 2009; Novcic, 2014) as relevant and important dimensions. The provision of these volunteer management practices can vary among organisations, depending on the human resource management (HRM) procedures of each organisation. In general, previous studies show that a wide range of organisations did provide training to improve volunteer skills, but only to a small extent (Fletcher, 1987; Hager & Brudney, 2004; Jamison, 2003; Stankiewicz, Seiler, & Bortnowska, 2017). Similarly, when comparing this with the festival context, findings show that organisations either provide limited training (Elstad, 2003), or do not provide training at all to its volunteers (Novcic, 2014), thus showing two different cases of the provision of training in festival organisations.

Previous festival studies showed that new volunteers lacked mentoring and role support due to insufficient instructions. However, if supervisors were present, some volunteers did feel supported (Novcic, 2014). In terms of workload management, different festival studies indicated different perspectives. In one festival organisation, volunteers worked on average 73 hours, with one individual working a maximum of 610 hours (Elstad, 2003). While in another festival organisation, volunteers felt that they themselves were not doing much work, but still received support from subordinates saying that they did a good job. This made them feel unsure whether the support received was true (Novcic, 2014).

Findings from Stankiewicz et al.'s (2017) study show that organisations generally try to recognise volunteers through diplomas, orally, the press, and placing their names in publications or reports that they prepared. Additional material incentives were also given to volunteers in the form of awards, gifts, incorporated logo devices, and free coupons. Likewise, previous festival studies have also indicated the recognition of volunteer's milestones through these methods, especially for long-term volunteers to continue feeling appreciated within the organisation (Love IV, 2009). However, it is essential to note that not only their milestones should be recognised, but rather their general efforts, as Elstad (2003) points out that supervisors should provide verbal recognition to all the volunteers who made the festival possible.

Volunteer motivation

In general, different studies have shown that volunteer management practices should focus on volunteer motivation in order to effectively manage its volunteers (Hoye, Cuskelly, Taylor, & Darcy, 2008; Salas, 2008). Considering that there can be different volunteer motivations, multiple studies have developed instruments to provide a more holistic view. Since Clary, Snyder, and Ridge (1992) is commonly used in similar festival studies (e.g. Elstad, 2003; Love IV, 2009; Novcic, 2014; Slaughter & Home, 2004; van Emaus, 2017), the six dimensions in their inventory were used for this article, namely: (1) values (i.e. altruism/selflessness); (2) understanding; (3) social; (4) career; (5) esteem; and (6) protective. Among these motivational factors, the most important motivational factor in determining the volunteer's intention to remain in festival organisations was the value-orientated motivation, i.e. altruism/selflessness (Elstad, 2003; Love IV, 2009; Novcic, 2014). Whereas the least important motivator was the career-orientated motivation, i.e. learning new skills (Slaughter & Home, 2004; van Emaus, 2017).

Currently, retaining volunteers in the festival event sector is very challenging as these organisations are known to provide poor volunteer management practices (Elstad, 2003; Love IV, 2009; Novcic, 2014). This can further decrease their motivation to volunteer, leading them to leave the organisation (Clary et al., 1998; Finkelstein, 2008). Adding to this is the short time period of the event itself (Smith & Lockstone, 2009), and the short-term period of volunteering (Macduff, 2005), making it even more challenging for festival organisations to retain its volunteers.

Still, the notion that volunteers are able to return to the organisation at different times suggests that they indeed can remain for a longer period of time (Bryen & Madden, 2006). In fact, several festival studies have shown that organisations can retain its volunteers through motivation by providing recognition management practices (Elstad, 2003; Love IV, 2009) and support management practices (Elstad, 2003). While Novcic's study (2014) suggested that increasing training and support management practices might increase volunteer motivation, leading to retention.

All these statements are also supported by a more general study conducted by Al-Mutawa (2015) which stated that the volunteer management practices of recognition as well as training and support has an indirect effect on volunteer retention, only through volunteer motivation. When looking more closely at volunteer motivation and volunteer retention, several researchers in different contexts stated that there is indeed a relationship between these two variables (Hoye et al., 2008). This means that the more motivated the volunteers are, the longer the volunteers intend to stay with the host organisation (Clary et al., 1998). Thus, building upon this, training, support and recognition management practices and volunteer motivation with its dimensions of social, value, career, understanding, protective and esteem seem to positively influence volunteer retention. This is illustrated in the conceptual model shown in Figure 1.

This model shows that the more training, support, and recognition management practices the volunteer perceives, the more motivated (i.e. social, value, career, understanding, protective, and esteem) they will be to volunteer in the organisation and thus remain for longer periods of time with the festival organisation.

Based on this, two research questions were formulated:

- How does the volunteer's perception of management practice impact their motivation?
- How does volunteer motivation impact volunteer retention?

Research approach

Based on the research aims, its limited time frame and being conducted under natural conditions without controlling factors that might influence the results, a self-administered

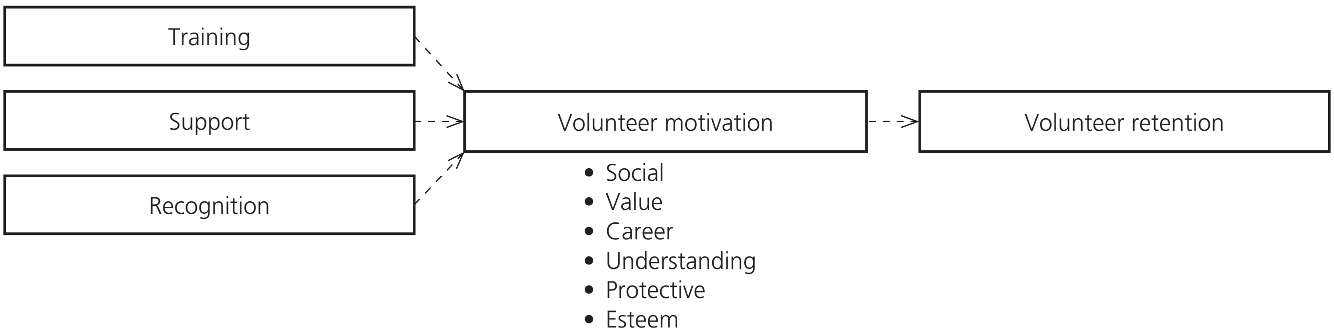

Figure 1: Conceptual model (adapted from Al-Mutawa, 2015)

survey was used (Creswell, 2014). Additionally, due to festival organisations showing a strong preference for online surveys as well as its cost effective and time-efficient nature of gathering data (Fowler, 2009), the self-administered online survey technique was used for this study. When choosing the online survey product, the recommendations of Podsakoff, MacKenzie, Lee, and Podsakoff (2003) where followed by considering the respondent's anonymity of utmost importance. In accordance with this, the privacy policy of Survey Monkey, guaranteeing confidentiality and anonymity, proved to be the most suitable, and thus was chosen as the online survey provider.

In this survey, a total of 49 items for the main dimensions and seven background questions were incorporated, totalling 56 survey questions. The dimension questions were divided into eight sections, covering the volunteer management practices of training (based on Fletcher, 1987; Novcic, 2014), support, and recognition (based on Cuskelly, Taylor, Hoye, & Darcy, 2006), volunteer motivations of social, value, career, understanding, protective, as well as esteem (based on Clary, Snyder, & Ridge, 1992), and volunteer retention (based on Hoye, Cuskelly, Taylor, & Darcy, 2008). Within the training, support, and recognition management practices, a seven-point Likert scale was implemented, ranging from never (1) to always (7). Similarly, in the volunteer motivations of social, value, career, understanding, protective, and esteem, as well as volunteer retention, a seven-point Likert scale was implemented, ranging from strongly disagree (1) to strongly agree (7).

Taking into account that I studied in Leeuwarden (the Netherlands) where there is an increased amount of festival events due to the city's current title of being the European Capital of Culture 2018, it makes the data readily accessible. Furthermore, based on specific volunteer characteristics, judgmental sampling was applied by only approaching current volunteers aged 15 years old and up in different non-profit, community, and for-profit festival organisations located in Leeuwarden. As such, a total of 103 volunteers from 11 different festival organisations located in Leeuwarden participated in this study.

During the data collection, a website and social media search yielded a total of 49 non-profit, community, and for-profit festival organisations in Leeuwarden. Although I contacted all 49 of these festival organisations through email to ensure that they provided volunteer opportunities as well as verifying their participation in the study, only 11 community, non-profit, and for-profit organisations focusing on community, music, and art festivals clarified their volunteer opportunities and confirmed their participation in this study.

Considering this, I sent a survey link through email to the volunteer coordinator of each organisation in order for them to further share this with their volunteers. When these were received by the volunteer, they would click on the assigned link and thus opening the survey automatically. Once opened, the participant would first see a cover letter introducing myself, next a short introduction to the study, then sections including questions measuring each dimension, and lastly background questions to capture characteristics of the participant. After the survey was completed, I was able to see the results in the Survey Monkey database. Additional efforts were made to increase the survey response rate by sending four reminders to all eleven festival organisations, following Dillman, Smyth, and Christian's timeline reminder guidelines (2014). As a result, these efforts proved to be successful, as a total of 103 completed and valid surveys were received from these 11 different festival organisations during an eight-week period, starting from the initial invitation.

Findings

A total of 103 valid online surveys were gathered from volunteers in 11 different festival organisations located in Leeuwarden. The demographic characteristics of these respondents are depicted in Table 1.

As it can be seen in Table 1, there were more male volunteers (52.6%) than females (47.4%) partaking in this study. In the age category, the majority of the volunteers were between 21 and 26 (35.7%), while the second largest age group of volunteers was 37 and up (23.5%). From this last group, most participants mentioned that they were retired and left the education-related questions blank. In spite of this, a great majority of 94 volunteers filled in the education questions. Based on this, it can be seen that 49 participants (52.2%) have an education degree from a university of applied sciences (Hbo) with most having followed an events and logistics study area (18.1%).

When looking at their volunteer role, seventeen individuals volunteered as helpers (17.2%), making it the most frequent volunteer role. One of the reasons for this group to be the largest might be the fact that they assist in different areas,

Table 1: Demographic characteristics of respondents

		Frequency	Percentage
Gender	Female	46	47.4
	Male	51	52.6
	Total	97	100.0
Age	15–20	11	11.2
	21–26	35	35.7
	27–31	18	18.4
	32–36	11	11.2
	37 and above	23	23.5
	Total	98	100.0
Education*	Vmbo	4	4.3
	Havo	2	2.1
	Vwo	6	6.4
	Mbo	27	28.7
	Hbo	49	52.1
	WO	5	5.3
	PhD	1	1.1
	Total	94	100.0
Study area	Events and logistics	15	18.1
	Communication and media	13	15.7
	Hotel management	11	13.3
	Economy and business management	10	12.0
	Welfare and care	9	10.8
	Other	25	27.7
	Total	83	100.0
Volunteer role	Helper	17	17.2
	Security	9	9.1
	Coin booth clerk	8	8.1
	Bartender	7	7.1
	Cleaner	6	6.1
	Other	52	52.4
	Total	99	100.0
Volunteering period	Just started	9	9.4
	Less than 3 months	7	7.3
	3–6 months	13	13.5
	6–12 months	17	17.7
	1–2 years	16	16.7
	2–3 years	7	7.3
	3–4 years	8	8.3
	4–5 years	9	9.4
	5–6 years	5	5.2
	More than 6 years	5	5.2
	Total	96	100.0

*Vmbo / Havo / Vwo: different levels of secondary education, Mbo: senior vocational education, Hbo: university of applied sciences, WO: academic university

making it a more general volunteer role. Alongside this large group, there were other smaller and more specific volunteer role groups, such as security (9.1%), coin booth clerk (8.1%), and bartender (7.1%). Furthermore, most of the individuals (17.7%) have been volunteering for six to twelve months ($n = 17$), followed by one to two years (16.7%), whereas the least were volunteering for between five and six years (5.2%) as well as six years and up (5.2%). Thus, the number of individuals volunteering for a period longer than five years is slightly less compared to other volunteer periods. As depicted in Table 2, further descriptive statistics and a correlation analysis was conducted, enabling a better insight into the response means and variances of festival volunteers as well as the correlations between the research variables.

When analysing the means and variances (Table 2), the training management practice was rarely to moderately provided to volunteers (mean = 3.302), while the support management practice was more moderately provided (mean = 4.14), followed by recognition management practice being moderately to often provided to the volunteers (mean = 4.62). Thus, festival organisations generally provided more recognition management practices for its volunteers, compared to support management practices, but especially training management practices.

In terms of the volunteer motivations, the value volunteer motivation (mean = 4.94) was the highest for the volunteers. This was considered as somewhat important to volunteers, meaning that it was somewhat important for volunteers to genuinely help others (i.e. value-orientated volunteer motivation). This was followed by understanding (mean = 4.75), esteem (mean = 4.55), career (mean = 4.51), and social (mean = 4.19) volunteer motivations. Interestingly,

Table 2: *Correlation analysis*

M (SD)		Training	Support	Recognition	Social	Value	Career	Understanding	Protective	Esteem	Retention
3.30 (1.29)	Training	1									
4.14 (1.15)	Support	0.417**	1								
4.62 (1.22)	Recognition	−0.112	0.205*	1							
4.19 (1.16)	Social	0.419**	0.169	0.197*	1						
4.94 (0.92)	Value	−0.148	0.009	0.405**	0.175	1					
4.51 (1.25)	Career	0.219*	0.274**	0.156	0.031	0.398**	1				
4.75 (1.15)	Understanding	0.092	0.256**	0.315**	0.155	0.622**	0.712**	1			
3.64 (1.41)	Protective	0.332**	0.079	−0.175	0.240*	−0.137	0.347**	0.210*	1		
4.55 (1.05)	Esteem	0.215*	0.308**	0.260**	0.217*	0.264**	0.552**	0.604**	0.547**	1	
4.43 (1.43)	Retention	−0.060	−0.034	0.180	−0.037	0.068	−0.011	0.010	0.055	0.094	1

**Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

the volunteer motivations of understanding, esteem, and career were considered as somewhat important, meaning that it was neutrally to somewhat important for volunteers to gain new knowledge or experience (i.e. understanding-orientated volunteer motivation), feel good about themselves (i.e. esteem-orientated volunteer motivation), and help them explore different career options and success in their future career (i.e. career-orientated volunteer motivation).

On the other hand, the lowest motivation for the volunteers was the protective volunteer motivation, considered as neutrally important (mean = 3.64). This means that it was somewhat not to neutrally important for volunteers to give back to the less fortunate, distract themselves, and be around others in order to help them cope with negative feelings (i.e. protective-orientated volunteer motivation). From all the correlations presented in Table 2, the strongest most significant relationship was in the volunteer motivations (i.e. social, value, career, understanding, protective and esteem volunteer motivations), and which included the understanding motivation and career motivation ($r = 0.712$, $p < 0.01$), followed by the understanding motivation and value motivation ($r = 0.622$, $p < 0.01$), as well as the esteem motivation and career motivation ($r = 0.552$, $p < 0.01$). In contrast, the weakest most significant relationships in the motivations were the protective motivation and understanding motivation ($r = 0.210$, $p < 0.05$), esteem motivation and social motivation ($r = 0.217$, $p < 0.05$), as well as protective motivation and social motivation ($r = 0.240$, $p < 0.05$). In the training, support, and recognition management practices, only two correlations were significant. More specifically, there was a significant weak relationship between recognition and support management practices ($r = 0.205$, $p < 0.05$), while there was a significant intermediate correlation between training and support management practices ($r = 0.417$, $p < 0.01$).

Relationships between management practices, volunteer motives and retention

When training, support, and recognition management practices are compared with social, value, career, understanding, protective and esteem volunteer motivations, the strongest significant correlations included training management practice and social volunteer motivation ($r = 0.419$, $p < 0.01$), recognition management practice and value volunteer motivation ($r = 0.405$, $p < 0.01$), followed by recognition management practice and understanding volunteer motivation ($r = 0.315$, $p < 0.01$). As training, support, and recognition management practices and social, value, career, understanding, protective and esteem volunteer motivations showed significant relationships, a regression analysis was performed between these variables (see Table 3).

Generally, the highest statistically significant influence was management practices with the social-orientated motivation ($F(1, 101) = 10.506$, $p = 0.001$, and $R^2 = 0.241$). While, the least statistically significant effect was management practices with the career-orientated motivation ($F(1, 101) = 3.891$, $p = 0.011$, and $R^2 = 0.105$). Thus, only 10.5% of career motivation is explained by the independent variables. Looking more closely at Table 3, the support management practice did not have significant relationships with the volunteer motivations ($p > 0.05$ for each beta). But, training management practices did have significant relationships with several volunteer motivations such as the protective volunteer motivation, showing a positive beta of 0.331, as well as with social volunteer motivation, showing a positive beta value of 0.486 and thus forming the highest statistically significant relationship among all variables.

Likewise, the recognition management practice had more significant relationships with certain volunteer motivations, such as the social volunteer motivation, indicating a positive

Table 3: *Multiple linear regression analysis*

	Social motivation	Value motivation	Career motivation	Understanding motivation	Protective motivation	Esteem motivation
Training	0.486**	−0.087	0.159	0.049	0.331**	0.163
Support	−0.089	−0.037	0.179	0.177	−0.032	0.191
Recognition	0.269**	0.403**	0.138	0.284**	−0.131	0.240*
R	0.491	0.419	0.325	0.374	0.361	0.395
R^2	0.241	0.175	0.105	0.140	0.130	0.156
F	10.506	7.023	3.891	5.358	4.948	6.101
sign(F)	0.001	0.001	0.011	0.002	0.003	0.001

$*p < 0.05$, $**p < 0.01$

beta of 0.269, the value volunteer motivation, indicating a positive beta value of 0.403, the understanding-orientated motivation, showing a positive beta of 0.284, and the esteem motivation, demonstrating a positive beta value of 0.240. Based on this, it can be said that there is only a direct relationship between training management practice and social motivation, training management practice and protective motivation, recognition management practice and social motivation, recognition management practice and value motivation, recognition management practice and understanding motivation, and lastly recognition management practice and esteem motivation.

The next effect to consider is the effect of management practices and volunteer motivation on volunteer retention. When comparing training, support, and recognition management practices with volunteer retention, all the correlations in Table 2 were non-significant ($p > 0.05$). Similarly, when comparing the social, value, career, understanding, protective and esteem volunteer motivations with volunteer retention, it can also be noticed that all had a weak non-significant correlation ($p > 0.05$).

Discussion

Answering the first research question: how does the volunteer's perception of management practice impact their motivation?, we find only training and recognition management practices have an influence on volunteer motivation. The fact that the support management practice does not have an influence on motivation was surprising as it differed from other festival studies such as Elstad's study (2003) which showed a positive influence between support management and motivation. Whereas, Novcic's study (2014) claimed that the more support festival volunteers receive, the more motivated they will be when volunteering. Arguably, these two studies were conducted with only one festival organisation and this possibly explains the contrast in results. Also, since volunteer motivations of younger volunteers can differ from older volunteers and a larger group of young respondents aged between 21 and 26 years participated in this study, it might have affected the results of this research.

In terms of the training management practice, findings showed that the more training the volunteers receive, the more they will perceive social and protective volunteer motivations as important when volunteering for the organisation. This is similar to Novcic's study (2014) that shows that training management practices increase the motivations of social and protective, meaning that the more training the volunteer receives, the more motivated they will be to volunteer in the organisation by sharing the same interests as others close to him/her (i.e. social volunteer motivation), and giving back to the less fortunate, distracting themselves and being around others in order to help them cope with negative feelings (i.e. protective volunteer motivation).

On the other hand, with regard to recognition management practice, the more recognition the volunteers receive, the more they will perceive social, value, understanding and esteem volunteer motivations as important when volunteering for the organisation. This means that the more recognition the volunteer receives, the more motivated they will be to volunteer in the organisation by sharing the same interests as others close to him/her (i.e. social volunteer motivation), genuinely helping others (i.e. value volunteer motivation), gaining new knowledge or experience (i.e. understanding volunteer motivation), and feeling good about themselves (i.e. esteem volunteer motivation). This is supported by other festival studies showing that the recognition management practice positively influences volunteer motivations (Elstad, 2003; Love IV, 2009). Yet, when comparing these results with more general findings, it can be noticed that these contrasted to Al-Mutawa's study (2015) which stated that the volunteer management practice of recognition does not have a significant relationship with volunteer motivation. Admittedly, this might be due to the more general volunteer context present in Al-Mutawa's study (2015) compared to this research (i.e. festivals).

Volunteer motivation and volunteer retention

In terms of the second research question: how does volunteer motivation impact volunteer retention?, the volunteer's motivation (i.e. social, value, career, understanding, protective, and esteem) does not have an effect on their intention to remain in the festival organisation (i.e. volunteer retention). This might be due to individuals volunteering for only a few days or months (depending on the festival's period) and thus making them unsure if they will continue volunteering for the next year or three years. Besides this, the majority of respondents are between 21 to 26 years old and which are assumed to still be attending educational institutions. Thus, they might still be unsure if their next academic year or current/potential job might affect their continuing with the organisation. Also, the festivals usually take place during the European vacation period (July to August), so, regardless of being motivated, they might be planning to travel elsewhere during that period and thus making them unsure if they will continue volunteering.

These results were surprising as it directly contradicted general studies indicating that volunteer motivation has a significant positive relationship with volunteer retention (Al-Mutawa, 2015; Clary et al., 1998; Hoye et al., 2008). In fact, several studies in the festival context found that the social volunteer motivation (Novcic, 2014; Slaughter & Home, 2004), values volunteer motivation (Elstad, 2003; Love IV, 2009; Novcic, 2014), understanding volunteer motivation (Novcic, 2014), esteem volunteer motivation (van Emaus, 2017), and career volunteer motivation (Slaughter & Home, 2004; van Emaus, 2017) were significantly related with the volunteers' intention to remain in the organisation.

Arguably, the general contexts (e.g. Al-Mutawa, 2015; Clary et al.,1998; Slaughter & Home, 2004), sport context (e.g. Hoye et al., 2008), specific geographical context such as the southwest of the United States (e.g. Love IV, 2009), and being too specific to one festival organisation (e.g. Elstad, 2003; Novcic, 2014; van Emaus, 2017) might explain the contrasts in the results of this study.

Limitations

The results presented in this study need to be considered carefully in the light of three specific limitations. First, this study collected data from volunteers in eleven community, non-profit and for-profit organisations located in Leeuwarden with different emphases on community social aspects, music, and art festivals. This being said, the type and focus of festival organisation did not differ from each other, but some specific organisations did show different types of motivations perceived as important by their volunteers. Considering that the data of all eleven Leeuwarden festival organisations were used for most of the analyses, the conclusions made in this report might not be feasible for each type of organisations individually, but rather to all festival organisations jointly as well as all festival organisations in the Netherlands.

Second, due to the relevance from the volunteer perspective, only two out of seven volunteer management practices from the HRM dimensions were included in the conceptual model (Cuskelly et al., 2006). More specifically, training and support (considered as support), and recognition management practices were included, whereas the volunteer management practices of planning, recruitment, screening, orientation, and performance management were not included in this study.

Third, the instrument's questions of support and recognition (Cuskelly et al., 2006) and volunteer retention (Hoye et al., 2008) were originally applied in a sports event context. While a study conducted in an open context environment (Al-Mutawa, 2015), and this festival study, demonstrated a good internal consistency when measuring the research concepts, the survey statements of volunteer retention might still not be applicable to the episodic volunteers in the festival context. For instance, the nature of festivals being mostly organised only once a year and ranging from several days to a few months might make it difficult for volunteers to decide if they will remain with the organisation for one year or even three years from now.

Recommendations

Based on the three limitations indicated in this article, several implications were formed for future studies. First, the type or focus of festival organisations did not differ in this study, yet some festival organisations did show different types of motivations perceived as important by their volunteers. As such, further studies could take a closer look into the six volunteer motivations to see what might affect volunteers in one kind of festival organisations to have different motivations from another festival organisation.

Second, from the volunteer perspective only two out of seven volunteer management practices from the HRM dimensions were considered relevant (Cuskelly et al., 2006). Since the planning, recruiting, screening, orientating, and managing the performance of volunteers in festival organisations is more from the management perspective, other researchers can conduct similar studies from the management perspective to investigate if these volunteer management practices have an impact on volunteer motivations and volunteer retention, hence providing a better understanding from the management perspective and a means of comparison with the volunteer perspective in festival organisation.

Third, future studies should adapt the survey statements of volunteer retention to make it more applicable to the episodic volunteers in the festival context. More specifically, instead of measuring their intention to remain with the organisation one year or even three years from now, statements should measure their intention to remain with the organisation a few days or months from now, depending on the time period of the festival where individuals are currently volunteering. This might provide a better measurement of the volunteer retention variable and provide more accurate results.

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Issues faced by hotel human resource managers in Alexandria, Egypt

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This study investigates challenges faced by human resource (HR) managers and their practices to cope in hotels of Alexandria city, Egypt. The researcher undertook semi-structured interviews with HR managers in four- and five-star hotels in Alexandria. The study findings revealed several themes related to HR challenges faced by HR managers in the process of recruitment, selection, training, turnover and retention. Fortunately, customs and traditions have become limited in adversely affecting work in hospitality, except for married women. The coping practices adopted by HR managers are discussed. The study implications are put forward to HR managers to overcome the HR challenges in the hotel industry, such as conducting a cooperation protocol between hotels and academic institutions, developing educational hotels with faculties, institutions and hotel schools, or signing cooperation protocols with neighbouring hotels. By improving employment conditions and rewards, the negative trends can be reversed. Finally, the paper acknowledges research limitations and makes suggestions for future research, such as other hospitality sectors, hotel grades, geographical areas, and the whole of Egypt.

Keywords: Alexandria, hotels, human resource management, qualitative research

Introduction

Since the hospitality industry is an intensive labour industry, and service-oriented business, the hotels are anxious to attract and retain qualified employees, because they are vital major assets for hotel success, and hotel industry prosperity (Moncarz, Zhao, & Kay, 2009). The products of the hospitality industry are service experiences, which are intangible and depend on direct interaction between customers and employees (Law & Tam, 2007). Thus, HR plays a crucial role in products and service quality, customer satisfaction, loyalty, and organisation performance (Baum, 2015; Tracey, 2014). The human resource functions help hotels to utilise the available human resources more effectively as competitive advantages to increase hotel performance to cope with the fierce competition in the hospitality industry (Madera, Dawson, Guchait, & Belarmino, 2017). HR managers in hotels face many challenges in human resource recruitment, selection, training, and retention of qualified employees to achieve international performance standards in customer service (Leng, 2013). Kong and Cheung (2009) determine that the HR challenges are high staff turnover rates, shortage of qualified employees, and a reluctance of university graduates to enter the hotel industry. Hinkin and Tracey (2000) showed that cost of loss productivity is the most costly element of employee turnover, and represents 60%. This is due to the fact that the hotels replace the experienced employees with inexpert ones which leads to disrupting the existing employees' schedules in order to train the inexpert employees (Rowley & Purcell, 2001).

Egypt, as well as other developing countries, suffers from high rates of unemployment, low levels of education, and a skills shortage, especially in developing sectors. On the other hand, the hotel industry in Egypt has been suffering since the January 2011 revolution due to political and economic instability which resulted in a decrease in the tourism demand and losing qualified employees to other industries, resulting in high turnover. That has created strong unprecedented challenges for HR managers. Although HR research has grown in recent decades, the literature review investigated neither the challenges, nor the practices in hotels of Alexandria, Egypt. The present study provides a qualitative investigation of HR challenges faced by HR managers, and their practices to overcome them.

Thus, the purpose of this study is to investigate the challenges facing the HR managers and their best implemented practices to overcome these challenges in hotels of Alexandria through four objectives. First, to investigate the daily human resource problems and challenges. Second, to explore the best human resource practices to handle HR challenges. Third, to develop practical applications for practitioners and suggest future research for academics. Fourth, to improve the HR practices in the Egyptian hospitality industry.

Theoretical background

Challenge of recruitment and selection

Recruitment is the most significant of the human resource functions, due to its role in creating a positive impression about the business in the labour market to attract qualified employees who are interested in working for the organisation, and allows the company to effectively select the best applicants (Huda, Haque, & Khan, 2014). Ferreira and Alon (2008) stated that it is difficult to attract hospitality graduates to the hospitality industry. In addition, parents do not like their children to enter the hospitality industry because it has low wages compared to other industries (Doherty, Klenert, & Manfredi, 2007), leading to a shortage in skilled or educated employees. This poses a new challenge in the labour-intensive industry (Kong & Cheung, 2009; Kong, Cheung, & Zhang, 2010; Shen & Huang, 2012). There are other factors that exacerbate the lack of qualified employees, for example, the desire of hotel employees to quit the hospitality industry and work for other industries, especially when the hospitality employees are preferred in other industries. Many people believe hotel careers are short and depend more on physical capabilities than mental skills (Lam & Qiu, 2004). As a result, HR managers will have to reduce the staffing requirements to be filled (Leng, 2013). Zhang and Wu (2004) discussed that only 10 per cent of hospitality graduates had aptitudes or skills to work in the hospitality industry. Such skills include language skills, and interpersonal skills, but unfortunately the graduates lack a service mentality. The hotel should be committed to sustainable strategies and look beyond costs to retain the employees (Davidson, & Wang, 2011). Also, Davidson, Timo, and Wang (2010) suggest that hotel must follow innovative recruitment and selection practices to alleviate the high turnover rate.

Challenge of training

Malila (2007) indicated that hotels need effective training programmes to face the shortage of qualified employees, especially the four- and five-star hotels, which look for qualified employees to increase their performance efficiency. Employees prefer to work in companies with advanced training programmes for career development. Other researchers, Wang (2011) and Yang and Cherry (2008) state that the hospitality industry depends mainly on service quality as a competitive advantage to acquire the customers of a labour-intensive industry. This aligns with Zheng (2009), who contented that the service quality is related to training programmes.

Therefore, Boshoff and Allen (2000) stated that hotels invested in training programmes to improve employee performance. Similarly, the training programmes enhance employee motivation, increase employee outcomes (Joung, Goh, Huffman, Yuan, & Surles, 2015; Rahimi & Gunlu, 2016), and reduce the turnover intention (Kampkötter & Marggraf, 2015). Contrarily, the lack of training leads to poor performance and insufficient employee awareness of their job functions, which negatively affects employees' abilities to deal with customers and that leads to customers dissatisfaction (Kokt & Ramarumo, 2015). Controversially, some companies consider the training process as a waste of money and time. Small hotels have a limited budget to fund training programmes (Yang & Cherry, 2008; Wang, 2011).

The lack of investment in human resources leads to high staff turnover (Bagri, Babu, & Kukreti, 2010). Since the hospitality industry attracts immigrant people form rural areas who do not have the necessary skills for the hospitality industry, the need for training programmes must increase to meet the needs of the hospitality industry (Liu & Wall, 2005).

Challenge of turnover and retention

The turnover issue faced by HR managers in the hospitality industry is that the employees may move to competitor hotels for higher wages, more benefits and promotion in fierce competition (Chan & Kuok, 2011; Ferreira & Alon, 2008). It was ascertained that hospitality employees move to another industry for higher wages, compensation, and rewards. In 2014, 84 000 employees left the American hospitality industry (Zhao & Ghiselli, 2016). Leng (2013) posits that the younger generation are longing for money and position. In the hospitality industry, employees spend several years before getting promoted. Lewis (2010) has argued that the negative aspects of the hospitality industry include the sacrifice of private life, invasive and long working hours and lead to raising the turnover level (Gustafson, 2002), and losing talented employees (Leng, 2013). In the same vein, Deery and Jago (2015) stated that the major reasons for women to leave their jobs are work-life conflict, and poor opportunities to advance, respectively, whereas the major reasons for men to leave the job are the unclear duties and responsibilities given. Thus, they suggest that retention strategies should consider both work and life components. Moreover, the seasonal nature of the work and poor training increase the turnover rate (Bharwani, & Butt, 2012; Krakover, 2000; Poulston, 2008). The turnover rate increases among the employees in remote and isolated hotels (Davidson, Timo, & Wang, 2010). A study conducted by Khorakian, Nosrati, and Eslami (2017) showed that various factors lead to increasing the quit intention such as work overload, work-family conflict, work-leisure conflict, in addition to traditional and religious reasons. Also, Karatepe (2013b) stated that workload obstructs the talented employees from being retained.

The HR managers should utilise the hotel resources to satisfy employees and thereby increase the organisational commitment, and so reduce the turnover level (Chiang, Back, & Canter, 2005; Kim & Jogaratnam, 2010; Liao, Hu, & Chung, 2009; Sae-Hya, 2016). In a similar vein, the good reputation of a brand plays a critical role in retaining talented employees (Leng, 2013). The employee turnover increases the costs of recruitment, selection and hiring. And, it decreases productivity (Cho, Woods, Jang, & Erdem, 2006; Davidson, Timo, & Wang, 2010; Hinkin & Tracey, 2000).

Thus, the firm should apply effective retention programmes to increase the productivity, and decrease the staffing costs. Scholars (Moncarz, Zhao & Kay, 2009) advocate for the application of effective employee-retention practices that include training, hiring, promotions, rewards, employee recognition, and compensation. In a similar line, other researchers argued that the salary level has a great effect on employee retention (Chan & Kuok, 2011; Hausknecht, Rodda, & Howard, 2009). Employees may move from one hotel to another looking for career progression, development opportunities, and better employment offers (Yang, Wan, & Fu, 2012). Moreover, training, development opportunities, and rewards alleviate the employee turnover rate (Babakus, Yavas, & Karatepe, 2017; Karatepe, 2013a). Other studies investigated the relationship between the incentive plan and turnover rate (Cho et al., 2006; Moncarz, Zhao, & Kay, 2009) and ascertained that the companies offering rewards systems reduce the turnover level. Another study conducted by Hausknecht, Rodda, and Howard (2009) states that the poor image of the hospitality industry affects employee retention. Thus, Bharwani and Butt (2012) suggest that the retention strategies should involve good salary and benefits, training programmes, tangible rewards, a better work environment, and high-quality leadership. Also, many studies stated that the career progression is a major element in employee retention (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010). Bouzari and

Karatepe (2017) stated that the hotel management should be committed to the servant leadership style, because the psychological capital is positively related to the retention of salespeople in hotels.

Research approach

The objective of this study is to explore the HR challenges faced by HR managers and practices adopted by HR managers in Alexandria, Egypt in order to overcome those challenges. The researcher used the qualitative approach to empirically reveal the unexplored knowledge. Qualitative research is suggested when the research area has limited knowledge. The research explored the experiential knowledge of HR managers that directly or indirectly aids the HR management practices in the hospitality industry. The researcher depends on the primary and secondary data analysis to develop the theoretical knowledge. Therefore, the researcher conducted in-depth interviews with HR managers to get a rich and deep understanding for further analysis for a deeper investigation of the HR management challenges and HR management practices. Therefore, the study employs the sampling of purposive and snowballing strategies to select the participants (Miles, Huberman, & Saldaña, 2013). The major criteria for selecting the participants in the current study include that the participants are full-time HR managers who have worked in their current position at least for one year, who are at least 25 years old, and have worked in four- and five-star hotels, where effective HR management practices are clear. The established criteria aims to maximise the information richness.

The questions for an in-depth, semi-structured interview were developed in three phases. Firstly, the questions and topics were developed from the literature review. Secondly, the researcher conducted a pilot study with three HR managers who suggested new questions not mentioned in the hospitality literature. Thirdly, the researcher sent the interview questions to two academics. The pilot study helps us avoid misleading questions, asking two-in-one questions, helps refine the topic of data collection, eliminates redundant items, helps keep the questions short and specific, and follows the procedures relevant to the current study. After inserting the feedback of the pilot study, the final version of interview questions was launched and sent by email to potential participants. The present study has employed the in-depth, semi-structured interview for several reasons. Firstly, the open-ended questions permit participants to answer freely and thoroughly without restrictions. Secondly, writing down topics and group questions on each topic together prevents question variance from one participant to another, or missing any questions. The question topics were developed from the literature review and pilot study. Also, it allows for in-depth responses, greater detail, and encourages participants to elaborate on their answers (Denzin & Lincoln, 2000).

The interview schedule consists of three parts. First, the warm-up section that helped to create a comfortable, trustful, and informal environment by briefing on the study aim. To help the participants, the researcher briefed them on the study field and the interview structure, in addition to explaining the purpose of using interview data for scientific research, ensuring confidentiality, and anonymity. Also, the researcher explained to them that they had the right to withdraw at any time without consequences. The participants were asked for permission to record the interview sessions, which were then transcribed verbatim. Also, the researcher asked demographic questions that supported the warm-up environment such as age, education background, years as HR manager, years in current company, etc. Second, the development section included the face-to-face interview where the researcher asked the in-depth interview questions about HR management's daily challenges such as shortage of qualified employees, training and development, and turnover rate. The researcher also explored the participants' practices to overcome these obstacles. Finally, it was the closing section that included appreciative words for voluntary participation in order to encourage participants to propose any other suggestions related to HR management challenges. It was powerful when the tape recorder was turned off, leading to more effective responses.

Several factors were taken into consideration during the interview, such as posture, movement of participants, as well as the quality of voice tone that could reflect the actual answers, and that might be quite different from what they said. Also, the researcher kept eye contact, and was positive, authentic, and confident. The researcher did not interrupt participants and did not write down the answers of the interviewees during the interview, otherwise it might have caused negative effects in the relationship between the interviewees, and also would have led to poor notes. Some participants answered questions that had not been asked yet. In addition, the researcher recorded their answers and did not ask the answered questions. The researcher controlled the interviews in study topics. Some respondents addressed other irrelevant topics to the current study. The researcher returned to study topics in a wise, professional and courteous manner.

The in-depth interview sessions lasted from 60 to 90 minutes. The researcher conducted only eighteen in-depth interviews for the current study. The researcher felt that data reached saturation after sixteen in-depth interviews when the interviewees did not add valuable insights. Thereafter, the transcripts were reread several times, and the common concept was identified. Quantitative results were analysed using theoretical and inductive approaches. The theoretical approach was based on the personal experience and previous studies to analyse experimental data. In the deductive approach of previous literature, the main challenges facing HR managers in the hotel industry were identified. The study used the inductive approach to keep an open mind in identifying concepts that were not identified in previous studies.

Findings

Based on the analysis of the in-depth interviews, the study findings on the challenges faced by HR managers in hotels are presented and discussed in the following order: first, the challenges facing hotel industry in Egypt; second, the lack of skilled employees; third, the recruitment challenges; and finally, employee turnover challenges. In addition, the coping practices were discussed. The study showed the challenges and coping practices respectively.

The challenges facing the hotel industry in Egypt

The majority of HR managers stated that the hospitality industry has suffered from instability since 2011, due to the decline in hotel revenues. Consequently, it has led to declining salary levels compared to other competing industries, which encouraged the leakage of skilled employees to competitor industries, such as the telecommunication industry, etc. This has led to a lack of preference for parents to enrol their children on hospitality programmes. This coincided with the proliferation of private academic institutions, where profitability has a significant priority regardless the quality of their graduates' attributes. All the previously mentioned issues have affected the quality of the hospitality graduates working in the hospitality industry, in addition to the lack of graduate passion to be employed in the hospitality industry. These results are in agreement with Leng's (2013) and Adler and Xiaoxu's (2009) findings which showed that fewer graduates are willing to enter the hospitality industry. The challenges are aggravating for a number of reasons, including the lack of quality graduates of hospitality programmes and the increasing necessity to equip employees with the necessary skills to cope with the constant growth of changes, desires and guests' needs.

Challenges of recruitment and selection

The majority of HR managers ascertained that the operational departments such as stewards, housekeeping, laundry, engineering and maintenance, food service, and kitchen suffer from unqualified employees. While, other HR managers pointed out that all hotel departments do not have qualified employees, particularly the front office and sales departments. The hotels struggle to find qualified and skilled employees. This aligned with many previous studies of all countries, both developed counties such as Australia and Canada, or developing countries such as Jamaica, China, Taiwan, and Trinidad and Tobago (Adler & Rigg, 2012; Björkman, Fey & Park, 2007; Butcher, 2012; Davidson, Guilding & Timo, 2006; Leng, 2013; Willie, Connor, Sole, Forgacs, Grieve, & Mueller, 2017; Yang, Wan, & Fu, 2012). HR managers acknowledged that the reason is due to the hotel employees who have been targeted by other industries, for example, the front office employees (guest relations, reception, telephone operators) are targeted by the telecommunications industry. While housekeeping employees and chefs are targeted by hospitals. Also, the waiters and chefs are targeted by café chains, the engineering and maintenance employees are targeted by petroleum companies and hotel equipment companies. The laundry employees prefer to work in private shops without the restrictions or the standard rules of hotels. The reason is due to other industries' success in attracting them with higher salaries. As an example, the telecommunications industry pays two or three times what the hospitality industry pays. The study findings align with Leng (2013), who stated that the hospitality industry is less attractive than other industries because it is categorised as a low-wage industry.

HR managers employ practices to cope with the previous challenges, such as selecting ambitious candidates, explaining the career path, and providing training programmes. Two HR managers of the Hilton depend on the Hilton Kitchen apprenticeship school to train the graduates and steward employees in all kitchen departments to fill the gap in kitchen jobs. There were some practices such as cooperation protocols with hotel schools, faculties and institutes of tourism and hotel management to fill the shortage of qualified employees. Surprisingly, one of HR manager stated that "*I hire low skilled employees and low salary level, then develop them by training programmes*". One HR manager stated that "*We faced the non-commitment of ironing employees through teaching ironing skills to many housekeeping and laundry employees in order to improve their commitment*".

Lack of skilled employees

The majority of HR managers stated that there is a shortage of skilled employees in Egypt, particularly in the operational departments that depend on technical and/or physical skills, starting with the departments of stewards, housekeeping, kitchen and maintenance, while other managers ascertained that the front-line employees, such as front office and food service departments, have a problem with language skills when interacting face-to-face with customers. Also, almost two thirds of the HR managers explained that there is a lack of supervisory skills in middle-level managers. These findings are aligned with Leng's (2013), who stated that hospitality graduates have no language and/or operational skills. Also, he mentioned the mid-level managers are not ready to be promoted soon.

The HR managers implemented effective practices to overcome the shortage of skilled employees. The majority of the HR managers ascertained the value of moral and monetary motivation in addition to improving the work environment, particularly for the jobs which depend on physical effort. Only one HR manager conducted a cooperation protocol with a hotel school from a rural area (Kafr el Dawar City) and implemented a two-day study at the school and four days of internship at the hotel. He had great experience in providing qualified candidates to the operational departments. Another HR manager hired foreign language teachers to upgrade the language skills of the hotel employees to overcome the lack of language skills. Also, they suggested some training programmes such as leadership and supervision skills for the middle management level.

Shortage of employees

The majority of HR managers ascertained that the operational departments such as stewards, housekeeping, and laundry are suffering the most due to employee shortages. This is due to the nature of the job which depends on physical effort, in addition to the low income, and the length of career hierarchy to reach the top management.

To overcome these challenges, all HR managers increased the salary level of these jobs, and explained the opportunities to shift to other departments such as steward employees who may shift to kitchen, while housekeeping employees who have the opportunity to shift to front office departments. 80% of the HR managers referred to the necessity of communication and awareness in a transparent and clear manner about career path, and opportunities for growth, promotion, and positive turnover. A minority of HR managers hired the these people from rural areas and Upper Egypt, then got them qualified through training programmes. The majority of HR managers use electronic boards and social media to fill these jobs, such as Facebook groups, Whatsapp groups, and LinkedIn. Also, they use the traditional methods such as employment agencies, job fairs, referral, in-house announcement, and walk-in candidates.

Recruitment challenges
Almost all HR managers assert that the methods of employment vary according to the management level. For example, the general manger is recruited by head office. The heads of departments are recruited by the general manager and the HR manager. The supervisor level is recruited by the head of the department and the HR manager, then general manager. Employees are recruited by the HR manager and heads of departments.

The candidates' qualifications
The majority of HR managers posit that the candidates are not satisfied with the offered salaries although their skills and qualifications do not meet the vacant job requirements. The younger generation are impatient, and want money, positions and prestige, and they do not have the passion to be employed in the hospitality industry. These results are consistent with those of Leng's (2013), who stated that the younger generations are eager for money and position.

The recruitment cost
Over half of those interviewed reported that the high cost of employment documents constitutes a new challenge for low-level employees such as steward and housekeeping employees. The majority of HR managers employ the salary survey to determine the salary level for each job. Over half of HR managers reported that they refuse employees who do not have the passion to work in the hospitality industry where it is impossible to gain passion by training.

The governmental roles
The majority of HR managers confirm that the government authorities do not have a role in attracting and supplying skilled employees. The academic institutes play a role in supplying the hospitality industry with employees, but they lack technical and language skills.

The customs and traditions barriers
The majority of HR managers confirm that the impact of customs and traditions on preventing people from working in the hotel industry has become less than in the past for men. Unfortunately, women still suffer from the bad reputation of girls who work in the hotel industry, as they leave work after marriage because of the husband's refusal to work in the hotel industry.

The challenges of training
Nearly all HR managers stated that the training programmes, whether technical, management or in languages, vary according to job and position. Also, they elaborated that the annual employee appraisals are the cornerstone for designing an employee training plan determining the weaknesses that need to be strengthened by training programmes. Accordingly, a training plan is developed for each employee. Also, they claimed that the training programmes, could be in-house training (soft skills), or external training programmes (languages, computer skills) in academic institutes or centres.

A common view among HR managers was that the training programmes are continuously provided to meet guest desires and needs. In all cases, the HR managers reported that the training and motivation can support the development of the employees' skills and competencies. While a minority mentioned that they were designing career plans for new employees, they also explained that there are opportunities for growth, promotion, and transfer to other departments. One interviewee argued that there were quick programmes for promotion, such as the "Elevator" in the Hilton chain.

A large number of HR managers suggested that training programmes such as leadership and management ones can develop the next generation of leaders. The HR managers of the Hilton agreed that the quick training programmes of management can help to develop the next generation of leaders such as "Shine", "Elevator" in the Hilton chain. The majority of those who responded to this question believed that effective selection and recruiting procedures of ambitious employees help to prepare future leaders. While two HR managers asserted that training on delegation of decision-making, especially the operational decisions, is a vital factor that helps to develop the next generation of leaders.

The challenges of turnover rate
The results showed that the hotel's location has a positive relationship with the turnover rate. The downtown hotels have a lower turnover rate than remote or isolated hotels. Also, the results showed that the hotel age has a negative relationship with the turnover rate, as it decreases the employee turnover rate. One HR manager stated that "*I faced high turnover rate at the hotel opening, and then the rate reached a healthy rate after two or three years, then the situation became much better when I received lots of candidates' CVs who wanted to be employed in the hotel*". These findings support previous research in developing countries such as Taiwan and China (Leng, 2013; Yang, 2008) that stated that the shortage of skilled employees and high turnover rate are the major issues that faced the HR managers at the beginning. All the HR managers of downtown hotels argued that the development and training programmes decrease the turnover rate, while the HR managers of remote or isolated hotels provided transportation for employees. In all cases, the HR managers employed the salary, communication, and promotion to face the turnover rate (Moncarz, Zhao, & Kay, 2009).

The majority of HR managers revealed that the main factors that lead to employee turnover are salary level, management style, and manager incivility. One HR manager said that "*the people resign because the people, not resign because the company*". Over half of HR managers reported that the lack of development and promotion opportunities also lead to the intention to quit. Moreover, the employees' expectations do not meet the actual tasks. Also, remote distances lead to increasing employee turnover. For females, the work-family conflict is the main reason to leave work. Also, the results showed that the hotel age has a negative effect on the turnover rate.

The coping practices: The majority of HR managers employed salary, communication, and promotion to deal with the turnover rate. They also conducted an exit interview to identify the reasons for leaving work and analysed the causes to take the proper actions. All HR managers urged the department managers to provide an excellent work atmosphere. A small number of HR managers stated that transparency, credibility, and firmness help to mitigate the turnover level. All the HR managers of downtown hotels argued that the development and training programmes decrease the turnover rate, while the HR managers of remote or isolated hotels provided transportation for employees.

Most HR managers stated that the department employees who depend on physical effort experience the highest turnover rate, such as stewards, and housekeeping employees, due to the nature of the exhausting physical work. While chefs and food servers leave their jobs due to the high salaries or positions elsewhere in café chains.

The majority of HR managers provide generous salaries, benefit packages, opportunities for growth, development, career plans, and the possibility of internal transfer to other departments by valuable training programmes to retain the employees. Over half of those surveyed depend on Upper Egypt and rural areas to provide steward and housekeeping employees.

The challenges of retention

HR managers believed that the salary package is the main factor to retain the best employees during the current inflation that the Egyptian economy suffers from. Also, there are opportunities for employees to develop and get promoted. In other words, the training programmes such as different cross-exposure training programmes (internal, chain, and international cross-exposure training) and (I develop programmes) in the Hilton chain. While, other HR managers claim that open communication with employees and the reputation of brand image can support retaining the best employees.

The majority of HR managers attract talented employees with higher salaries, benefits, and quick promotions. Also, they employ the up-to-date technologies to meet the younger generations' expectations. The current results confirm the findings of Tracey et al. (2015), who stated that the younger generations were very comfortable with up-to-date technologies.

Many respondents stressed the need for transparency, credibility and honesty in communication to retain talented employees. All the HR managers employed the moral and monetary motivation systems to retain talented employees, especially a bonus in the revenue generation departments, such as sales and reservation. The HR managers create a good work atmosphere through the relationship between supervisors and their subordinates. Supervisors should have been trained to focus on not only tasks, but they should show respect and interest in employees' personal lives to increase the loyalty to the hotel. The hotel holds parties for ideal employees, employees' birthdays, family day, and Ramadan breakfasts to increase the fun activities in the work atmosphere, to motivate the employees to raise their performance and increase their loyalty to the hotel. This aligns with findings of Han, Kim and Jeong's (2016) findings.

Conclusion

The findings of the current exploratory study present significant contributions to the existing literature on challenges of HR management and successful practices to overcome the challenges in the hotel industry in Alexandria, Egypt. It helps academics update and revisit hospitality curricula to equip future hospitality leaders with the necessary knowledge to lead successful operations in the light of current and future challenges.

According to the current findings, it is difficult to find qualified employees, especially in operational departments. Hospitality revenue has declined since 2011, consequently the hospitality industry has been categorised as offering a low-level wage, which has led it to be less attractive to candidates because the salary is not competitive compared to other industries. Moreover, parents do not want to enrol their children in hospitality programmes. Hospitality professionals are targeted by other industries such as telecommunications, hotel hospitals, and hotel equipment companies. The findings stated that competitor industries such as telecommunications and hospitals play a crucial role in exacerbating the challenge of qualified employee shortages. The operational departments suffer skilled employee shortages. Also, the current findings showed that the mid-level managers have limited supervision skills.

In relation to turnover rates, the current findings are aligned with Babakus et al. (2017), who proved that employee turnover is the most formidable challenge facing HR managers. A majority of HR managers indicated that salary and development are the major reasons for staff turning over. The employees may leave the hotel for small increases in salary or promotion, which is consistent with Leng's (2013) and Shen and Huang's (2012) findings. Also, work-family conflict is a crucial reason for women to leave the job. The incivility of mangers towards subordinates increases the turnover rate. Thus, HR managers are concerned to apply retaining and retention practices to alleviate the turnover rate, such as increasing salary, training programmes, development, promotions and improving the work atmosphere. In Table 1, the study conclusions about the challenges and coping practices are presented.

Research implications

The current study provides valuable managerial implications for the hospitality industry. The implications will equip hospitality professionals with effective tools to provide skilled, qualified and talented employees and retain them, leading to employee satisfaction and thus improved performance, which results in increasing the profits of hospitality properties. These implications include three major factors: recruitment (employee shortages), retention, and repositioning the industry. Also, the author of the current study identified nine opportunities for the hospitality industry, academic institutions, and governmental bodies to overcome HR challenges.

Increase student contact with the hospitality industry

Hotels should establish a relationship with hospitality properties and schools so as to provide the required candidates. Hotels can offer internship opportunities to students during their education. On the other hand, the students could study for two days at their school and for four days of internship at a hotel. It helps to establish a good brand image among hospitality students. Also, the Hilton chain has an "apprenticeship kitchen school". It offers two-year kitchen internship opportunities for employees or graduates. They train in all kitchen departments to fill the gap in kitchen positions.

Table 1: Practices to cope with challenges

Challenges	Practices
Lack of qualified employees	Selecting the ambitious and those who have passion to work in the hospitality industry
	Applying positive transfer (internal transfer)
	Conducting cooperation protocol with academic institutions
Lack of skilled employees	Applying monetary and moral motivation
	Improving the work environment, especially for the jobs that depend on physical effort
	Applying internship cooperation programmes (internship days in hotel and studying days in hotel schools)
	Hiring English teachers to improve languages skills
	Providing leadership training programmes for mid-level managers
Shortage of employees	Increasing the salary level
	Explaining the career path, growth, promotion opportunities in a transparent and clear manner
	Using social media and the internet to fill vacant jobs
	Depending on the regions of rural and Upper Egypt to provide the low-level jobs
Recruitment challenges	Conducting a salary survey
	Recruiting the candidates who have passion to work in the hospitality industry
Turnover challenges	Appling the retention practices such as:
	Increasing salary and benefit levels
	Increasing the training programmes and the opportunities for development and promotion
	Urging the managers to provide an excellent work atmosphere
	Providing transportation for employees
	Conducting an exit interview to track the reasons for leaving
	Holding a monthly meeting with employees
	Using the brand image reputation
	Applying up-to-date technology in daily tasks
	Employing the monetary and moral motivation system

Accompany educational hotels with academic institutions, or sign cooperation protocols with nearby hotels

The academic institutions should establish an educational hotel to train their students while studying. The hotels' manpower should depend on students to operate the hotel, so the students should be trained in the departments that are related to the courses studied in the current semester to maximise the benefit of the practical part to understand the theoretical courses. Moreover, the industry experts should participate in teaching the courses. Therefore, the graduates will be qualified enough to enter the hospitality industry to provide excellent services. Also, they will discover their strengths to support, weaknesses to eliminate, and the advantages and disadvantages of hospitality career. On the other hand, matching employees' expectations to actual tasks precisely leads to decreasing the employee turnover. The graduates will be able to accurately choose the department they like to work for according to their skills. This leads to having highly qualified and skilled graduates that will increase hotels' performance.

Improve training procedures

The academic institutions should improve the training programmes, both internship and externship, and mentorship processes according to the training course specifications. The internship course specifications are prepared by formulating consulting committees of the industry experts with academics. The constructive development of students' skills should be taken into consideration when developing the training course specifications.

Build a realistic image of the hospitality industry

The academic institutions should draw a realistic image of the hospitality industry after students' graduation, before enrolling in hospitality programmes. The students must be equipped with trendy knowledge and experiences. Also, it should explain the nature of the physical effort to hospitality students, to avoid students running from the industry reality after graduation. Also, it should explain the return benefits to them through acquiring interpersonal skills and competencies that cannot be acquired in other industries. Moreover, it should clarify that work in the hospitality industry needs more perseverance to achieve success and access to managerial level. It is necessary to provide direct messages from the industry experts. Thus, the students are made ready after graduation and do not escape to other sectors. It should cultivate passion in the hospitality programme students, which is the focus of success in the industry, especially for operational departments such as restaurants, kitchens, housekeeping and others. A passion begins at the study start by students' respecting the knowledge, experiences and guidance of educators, especially in food and beverage curriculums.

Repositioning the image of the hospitality industry

Offering proper salary and benefits packages

The findings proved that the salary and benefits play a major role in employee turnover. Thus, HR managers conducted salary survey among hotels chain. But it is not enough, because the challenges include the diversion of talented professionals from the hospitality industry to other industries, and therefore HR managers must survey salaries in other industries, and offer a generous salary level to retain talented employees.

Offering efficient training and development opportunities

The salary is not enough to retain employees; training and development is the second factor to retain employees and alleviate the turnover rate. The learning atmosphere increases employee satisfaction, thus it is a good opportunity to retain the employees. Hotel chains vary in providing effective training programmes, such as on-the-job training for newcomers. Also, they provide cross-training in other departments in the hotel or at other properties across the chain. Hotels should offer outdoor training in the professional organisation or provide study opportunities in overseas universities. HR managers should set a career plan for newcomers to motivate them.

Creating a positive work environment

According to the findings, many HR managers acknowledged the relationship between supervisors and subordinates playing a crucial role in employee engagement to hotel brands, where the employee loyalty is derived from loyalty to their supervisors. Thus, hotels should offer proper training courses in leadership and communication skills to the managerial level employees, to focus not only on employees' tasks, but also on their personal life to create a family atmosphere. Hotels should organise social events such as Ramadan breakfasts, entertainment tours, and employees' birthday parties.

Conducting open communication with employees

HR managers should periodically interview departmental employees to discuss any problems in the department or provide any solutions to develop work performance leading to developing employees' skills of self-learning and problem-solving, creating a new generation of leaders capable of solving problems and making decisions that in turn will increase their sense of importance and confidence. Finally, it will increase employees' loyalty to the hotel and reduce the turnover rate. Hotels offer various ways to receive proposals and suggestions provided by their employees, whether by email, post box or during a meeting to diversify their different abilities and skills.

According to the literature and findings, there is reluctance among the younger generation to enter the hospitality industry. Thus, hospitality professionals should improve and rebuild the industry's image among the younger generations through presentations in high schools. They also should let students know about the reality of the hospitality industry. The advantages, benefits, and perks of the hospitality industry such as career paths, opportunities, availability of learning and development, and rapid promotion must be explained and compared with other competing industries. It also offers great opportunities for talented people to reach the managerial level much quicker than other competitive industries. Finally, the hospitality industry should draw a prestigious image of the industry among the younger generation. Moreover, the advantages of other competitive industries are limited in high salaries, but there are limited opportunities for learning and development, promotion, and career paths, in addition to the fact that employees are dispensed within a maximum of five to ten years. The cooperation, coordination and communication between academic institutions and the hospitality industry must be continued to face the HR challenges and retain the qualified and skilled employees.

Implications for governmental bodies

Enhance the governmental bodies' role in supporting qualified and trained employees

Government authorities should support the development and training of employees in the hospitality industry through the provision of scholarship programmes for whoever are interested to work in the hospitality industry professions, in partnership with all community stakeholders in the hospitality industry and charitable institutions. In addition, it should reopen accredited training centres such as the Culinary Training Centre in 6th of October City as an Excellence Centre, and generalise it in many major cities and for all hospitality industry professions, to create new supply channels of qualified and trained employees who have a passion to work in the hospitality industry.

Limitations and future research

The current limitations of this study should be avoided in future studies. Firstly, the sample focuses on luxury four- and five-star hotels in Alexandria. Secondly, the study sample focused on only one sector: hotels. Further research could study the HR challenges in various hospitality sectors (e.g. restaurants and cruise ships). To achieve the generalisability, future research should expand to cover the whole of Egypt. Further studies may conduct a comparison between these findings and other findings in other geographical areas, such as Sinai. Future studies must focus on mid-scale hotels, the results may be quite different.

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Sustainable development practices for the hotel industry in Nigeria: Implications for the Ilaro area of Ogun State

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Sustainable development practices of 15 hotels were investigated in this study in which a 41 point questionnaire, prepared in 10 sub-scales, was administered to 350 respondents selected from employees of the hotels and residents of the host community to ascertain the level of involvement of hotels in the enforcement of sustainable development practices in the Ilaro community of Ogun State, Nigeria. Data were analysed in inferential statistics, and *Z*-test statistics was utilised to test hypotheses. Results show that hotels in the area have not embraced sustainable development practices in the host community. The study recommends that corporate social responsibility and sustainable development practices should be enforced by these hotels in the community through a systematic approach, which includes creating a synergy between hotels and the host community with a view to improving the well-being of the local people.

Keywords: community development, environmental impact, hotel industry, poverty alleviation, social responsibility, sustainable development

Introduction

The hotel industry is a global sector (with significant growth expectations) which caters for a majority of people, and with a majority of employees working to achieve its objective. In Ilaro area of Ogun State, Nigeria, in particular, the hotel industry has experienced an upsurge in growth and development in recent times, and it is expected that the industry will continue to grow rapidly, as characterised by population growth in the community and the influx of local tourists to the environs. This paradigm shift in tourism development puts an extra burden on tourism industry practitioners in the expansion in technology, acquisition of resources, and production methods, which in turn put tremendous pressure on both the environment and existing infrastructure and create further environmental impacts on existing climatic conditions. As Aksu, Yaşar, Öz, Demir, Turgut, and Fauziah (2016, p. 128) wrote: "a projection shows that by 2035, the tourism sector's effect on climate change will stem from an increase of 222% in tourist travel that will bring about 152% greater CO_2 emissions". They also stated that "… possible effects of climate change on the tourism sector are, a rise of sea levels, scarcity of water, harm to biodiversity…" in which "the tourism sector has a 5% share of global CO_2 emissions, which equates to 4.6 % of global warming" (Aksu et al., 2016, p. 129). These situations generate some level of animosity (both in the short and long run) between business organisations and host communities because environmental harmony has been distorted to the detriment of the host community (Mattera & Moreno-Melgarejo, 2012).

Against this backdrop, about 193 countries of the world adopted a set of goals (in 2015) geared towards ending poverty, protecting the planet, and ensuring prosperity for all as part of a new sustainable development agenda directed towards the well-being of all citizens of the world. Each of the 17 sustainable development goals (SDGs) has specific targets to be achieved over the next 15 years, hence the theme "Transforming our world: The 2030 Agenda for Sustainable Development" (United Nations, 2015). According to the document, everyone has a role to play for the goals to be reached: governments, the private sector, civil society, the local community, as well as individuals. For the SDGs to the achieved, they are further expanded to 169 proposed targets for these goals and 304 proposed indicators to indicate compliance. Both the formal and informal sectors are designated in the realisation of the SDGs. Specifically, Goal 7 of the SDGs is geared towards ensuring the use of affordable, reliable, sustainable and modern energy, since "energy is the dominant contributor to climate change, accounting for about 60 per cent of total global greenhouse emissions" (United Nations, 2015, p. 1). It is expected that hotel establishments in developing nations should key into the SDGs agenda in the course of their operations in order to mitigate significant environmental impacts accruing from their overall business activities which would end up contributing to environmental disharmony and may affect both the long-term survival of the business, mutual relations between the hotel and the host community, and the health of humanity at large.

Objectives of the study

The impact of the activities of hotels in the Ilaro area of Ogun State, Nigeria, as they affect the environment and well-being of the local people was examined in this study. Such activities are those utilised by the hospitality organisations in their daily business operations, including their commitment to development and maintenance of local infrastructure, source of energy supply (and usage), water and sanitation management, source of (food) raw materials, food production mechanism, waste and sewage disposal, as well as their level of involvement in community development in the area of operation. These are indices with which the level of compliance to the SDGs are measured for both manufacturing and service industries (SDG Industry Matrix, 2015). Specifically, the study examined:

- Corporate social responsibility undertakings of the hotels for the host community; and
- Sustainable development practices of the hotels in the study area.

Literature review

One of the major responsibilities of manufacturing and service industries is the assurance of a long-lasting cordial relationships between the establishments and the host communities (Welcomer, Cochran, Rands & Haggerty, 2003). The host communities are the inhabitants of the districts where the business activities of the hotels take place. A certain conviction emanates for the local people who feel that their locality is capable of accommodating certain business enterprises, and as such, they tend to believe that their status should be enhanced in a variety of ways through the emergence of these business enterprises. There is, consequently, a need to strike a balance between the expectations of the local population and that of the businesses who are of the belief that the host community will be very accommodating for their enterprise to prosper.

Residents of the host community, as well as the firm itself, are all stakeholders who are, in one way or the other, affected by either the activities of the firm, or the grievances of the residents as characterised by the activities of the firm. Eweje (2006, p. 100) wrote that a stakeholder is anyone who has "a stake in or claim on the firm", which was further interpreted to include "any group or individual who can affect or is affected by the corporation". This clarifies the scope of stakeholders for the hotel industry to include customers, employees, suppliers, management, and the local community. Consequently, Eweje asserts that business success can best be achieved by giving the interests of the business' stakeholders proper consideration and adopting policies that produce the optimal balance among them. Similarly, Welcomer et al., (2003) posited that firms and stakeholders actively working together in hopes of mutual gain can have a significant impact on the firm. The foregoing clearly defines the relationship between hotels and their host communities as that which is expected to be of immense benefit to both the establishments and the host communities. This is where corporate social responsibility and sustainable development practices play prominent roles.

CSR expectations for hotel establishments

Corporate social responsibility (CSR) is the sum total of the initiative of a business organisation to evaluate and take responsibility for the organisation's effects on environmental and social well-being. The term generally applies to efforts that go beyond what may be required by industry regulators or environmental protection groups. Ihlen, Bartlett and May (2013) stated that companies express this responsibility (1) through their waste and pollution reduction processes (SDGs 3 and 15), (2) by contributing to educational and social programs (SDG 4), and (3) by earning adequate returns on the employed resources. Mattera and Moreno-Melgarejo (2012) wrote that the roles played by firms in the host community in the socio-economic and environmental context have resulted to a new business strategy that has drawn a triple bottom line which include achieving sustainable profits while reducing environmental footprints (planet), and balancing these objectives with the people involved, from employees to the overall community. Most local communities are unaware of the responsibility of firms towards their sustainable development, whereas such firms take undue advantage towards profit maximisation at the expense of the society. This development has been endorsed by firms to be responsible for social unrest within the host community in due time owing to the obvious degradation that emerges as a result of unchecked and significant environmental aspects and impacts of a firm's activities on the environment (Ihlen et al., 2013).

DGs expectations for hotel establishments

Business activities in Ilaro, Ogun State, have significantly increased over the last ten years, with a significant surge in the number of hotels in the locality (Obiora & Nwokorie, 2018). Significant environmental aspects and impacts of the activities of these hotels are expected to create environmental challenges for the host community (Bohdanowicz-Godfrey & Zientara, 2014), which may affect overall community well-being and hamper the sustainability of the business undertaking. The United Nations 2030 Agenda for Sustainable Development is a 17-point sustainable development objective, with specific achievable targets over the next 15 years to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda (UNESCO, 2016). The specific targets can be summarised as geared towards the purpose of inspiring and informing greater private sector action to drive inclusive, sustainable prosperity; and that, through the lens of "shared values", the private sector can identify opportunities in addressing social and environmental challenges (Kanie, 2015). As the SDGs Goal 7 (for instance) demands, a major fact there is to reduce carbon intensity of energy as a key objective in long-term climate goals, because energy is a dominant contributor to climate change, accounting for around 60 per cent of total global greenhouse gas emissions (Bhattacharya, Khan, Rezbana, & Mostaque, 2016).

Similarly, goal 15 observed that land degradation has affected over 1.5 billion people globally by 2008 (Bhattacharya et al., 2016), which is caused by human and industry activities, and climate change, as it poses major challenges to sustainable development and has affected the lives and livelihood of millions of people in the fight against poverty. The question is: have hotel establishments in Ilaro made any form of effort to key into the SDGs programme to ensure a prosperous life for the inhabitants of their host community? Or are the establishments on the singular mission of profit maximisation, without recourse to the well-being of the local people? These questions need urgent responses to maintain lasting harmony amongn the relevant stakeholders, and studies are lacking in this regard.

Ensuring healthy and prosperous lives and promoting the well-being of the local people are significant to sustainable development. Significant efforts should be made in improving life expectancy and reducing some common killer-associated child and maternal mortality issues. In most developing countries, major progress has already been made (through the adoption of the SDGs) on increasing access to clean water and sanitation, and reducing malaria, polio, tuberculosis, typhoid fever and related diseases. However, more efforts are needed to fully eradicate a wide range of diseases and address many different persistent and emerging health issues at every business locality (Bhattacharya et al., 2016). To this end, studies and subsequent reports are necessary to further ensure that "naïve" hotel managers and chief executives get the requisite knowledge and direction for a sustained effort to safeguard the environment and improve the well-being of the local people in order that the future of the business is not threatened. Specifically, issues such as sustainable practices and the social responsibility by hotel establishments, energy and water usage for operational efficiency, as well as pollution and land degradation are emerging threats to the sustainable development matrix.

Methodology

The non-probability sampling technique was adopted to select respondents for the study (from 15 hotels and the entire Ilaro community) because it is more convenient in studying both large and small populations in order to discover the distribution of the sample of the population (Osuala, 2002). A survey method was used to elicit data from respondents. The study employed a questionnaire (using a four-point Likert rating scale) which was premised upon relevant literature and the expected targets of the entire United Nations Sustainable Development Goals (UNSDGs), as well the research carried out by Aksu et al., (2016). To this end, a 41-point questionnaire was prepared in ten sub-scales with strict reference to the contents of the UNSDGs in order to address the research objectives and form the basis for testing the hypotheses formulated for the study. The elements in the sub-scales were determinants of the level of adherence to the targets of the SDGs by the hotel establishments studied.

Hypotheses

Two null hypotheses (H_0) were formulated for the study in relation to goals 3, 4, 6 and 7 of the UNSDGs to address the specific research objective and draw conclusions.

- H_1: There is no corporate social responsibility by the hotels for the host communities.
- H_2: Sustainable development practices are not embraced by the hotels.

Study population and sample size

The target population for the study is made up of employees of the selected hotels and community residents in Ilaro. The sample size for the study was determined using two different methods due to the finite and infinite nature of the population. The sample size for the employees of the hotels was determined using the Taro Yamane formula (Schawnms, 1994), while that of the community residents was calculated using the Freud and Williams formula (Alugbuo, 2002) due to the infinite nature of the population. The estimated population for the residents was done post-determination (Tables 1 and 3). Further, Anyanwu (2002) recommends that 20% of the sample is appropriate if the population is in many hundreds. Therefore, a 20% probability of residents in Ilaro that do not reside very close to the selected hotels within the period of the study was assumed. Consequently, the sample size for employees is 109, while the sample size for community residents is 246. The total sample size, therefore, is 355.

Results

About 81.65% of hotel employee respondents were between 30 to 50 years old, while 82.16% of the residents are in the same age bracket. Up to 57.8% of hotel staff studied have operated between six and 15 years, while 59.34% of the residents have resided in the hotels' local community in the same period. It was discovered through respondents' demographic profile that up to 55.05% of the respondents are male employees from the hotels studied, while 56.02% are male residents of the community, and all the respondents studied are formally educated. The population of hotel employees whose job roles are management-inclined include 42 staff, while the remaining 108 employees are made up of those performing operational roles in various units, including facility maintenance, housekeeping, and engineering. A total of 355 questionnaires (100% effective sample size) were distributed to the respondents, made up of 109 employees of the hotels studied, as well as 246 residents of the host community, in which 350 of the questionnaire were returned, representing 98.6% response rate (Tables 1, 2 and 4).

Analysis of data

Table 5 presents inferential statistical analyses of responses generated through the research instrument prepared on a four-point Likert rating scale. The SA and A codes represent positive responses, while negatives responses are represented using the SD and D codes. Sustainable development practices and the targeted achievements of them are the major key indicators in the sub-scales of the survey instrument. Sustainable practices that ensure a healthy lifestyle for the populace were indicated (Table 5, item 1) and respondents declined the availability of waste management and recycling mechanism for the hotel with $\bar{x}$ 1.58 and $\sigma\bar{x}$ 0.72. Usage

Table 1: Population stratification on nature of job role (for hotel employees)

Selected hotel	Elements of the population		Total
	Management staff	Operational staff	
Hotel 1	2	3	5
Hotel 2	1	3	4
Hotel 3	4	4	8
Hotel 4	3	4	7
Hotel 5	3	7	10
Hotel 6	3	11	14
Hotel 7	3	10	13
Hotel 8	3	6	9
Hotel 9	4	13	17
Hotel 10	1	3	4
Hotel 11	4	13	17
Hotel 12	3	7	10
Hotel 13	2	6	8
Hotel 14	3	7	10
Hotel 15	3	11	14
Total	42	108	150

Table 2: Population stratification on demographics

	Hotel employees (n = 109)	Residents (n = 241)	Valid %*		Total
			Hotel employees	Residents	
Gender					
Male	60	135	55.05	56.02	100
Female	49	106	44.95	43.98	
Education background					
Formal	109	241	100	100	100
Informal	Nil	Nil	Nil	Nil	
Age					
25–29	13	22	11.93	9.13	
30–35	18	31	16.51	12.86	
36–40	19	55	17.43	22.82	100
41–45	44	60	40.37	24.90	
46–50	8	52	7.34	21.58	
51 and above	7	21	6.42	8.71	
Years of service (hotel employees)/ Years of residence (residents)					
1–5 years	42	59	38.53	24.48	
6–10 years	50	83	45.87	34.44	100
11–15 years	13	60	11.93	24.90	
16 and above	4	39	3.67	16.18	

*Based on the cases of usable questionnaire

of energy efficient lighting had $\bar{x}$ 2.27 and $\sigma\bar{x}$ 0.57, while efficient natural resource management by the hotels, availability of cleaning products, water usage control and minimisation, and effective management of waste water had $\bar{x}$ 1.76, 1.98, 2.06 and 1.59, and $\sigma\bar{x}$ 0.67, 0.62, 0.60 and 0.72. The long-run outcome, if not effectively checked, is resultant danger posed to the ecosystem, while endangering child health and maternal mortality, as indicated in the studies of Weldearegawi et al. (2015) and Oye-Adeniran et al. (2014). This is coupled with responses affirming poor sustainable environmental management and lack of action by the hotels to tackle land degradation and environmental pollution in the host community, as the mean scores and standard deviation for responses analysed in Table 5, item 4 (a. $\bar{x}$ 2.94 $\sigma\bar{x}$ 0.60; b. $\bar{x}$ 1.75 $\sigma\bar{x}$ 0.67; c. $\bar{x}$ 3.13 $\sigma\bar{x}$ 0.67; d. $\bar{x}$ 3.02 $\sigma\bar{x}$ 0.62; e. $\bar{x}$ 3.15 $\sigma\bar{x}$ 0.65) indicate visible erosion sites, lack of tropical trees, littering around the hotels, poor refuse disposal, and noise pollution due to the energy generating mechanism of the hotels. The menace of land degradation can also be attributed to poor infrastructural development for waste and water management by the hotels (Thongpan & Waramit, 2008), as part of their corporate social responsibility for the community, as indicated during the study, hence failing to promote the achievement of Goals 3, 7, 9, and 15 of the SDGs. Respondents also affirmed that access to water is equally denied local residents by the hotels, against Goal 6 of the SDGs, since almost 70% of the residents source potable water from vendors.

Further indications for CSR show that the hotels are yet to support education at both the primary and post-primary levels (Table 5, item 2). Support for local market and agricultural development, as well as provision of direct employment for the local residents by the hotel establishments were negatively indicated. The actions of these hotel establishments, in this case, are in contrast with Goals 6 and 9 of the UNSDGs, and are equally a pointer to social and security unrest by the uneducated and unemployed youth in the community (Nwokorie, Everest & Ojo, 2014).

Table 3: Distribution of questionnaire

Selected hotel	Population size	Resident population (hotel area) using simple proportion
Hotel 1	3	17 – Pahayi Area
Hotel 2	2	16 – Express Area (a)
Hotel 3	5	16 – Oke-Ola Area (a)
Hotel 4	4	17 – Orita Pahayi Area
Hotel 5	8	16 – Ikosi Area
Hotel 6	10	16 – Surulere Area
Hotel 7	10	17 – Express Area (b)
Hotel 8	5	16 – Oke-Ola Area (b)
Hotel 9	14	17 – Yewa College Area
Hotel 10	2	16 – 1004 Area
Hotel 11	14	16 – Ibese Road Extension Area
Hotel 12	7	17 – Ikosi Road Area
Hotel 13	6	16 – Express Area (c)
Hotel 14	8	16 – Ona-Egbo Area
Hotel 15	11	17 – Express Area (d)
Total	109	246

Table 4: Return rate of questionnaire

Options	Distributed	Returned	% Returned
Hotel employees	109	109*	100
Residents	246	241*	98
Total	355	350*	98.6

*100% usable questionnaire

Test of hypotheses

The Z-test statistics were adopted in the test of hypotheses for the study. A 95% confidence interval was assumed with a 5% level of significance ($\alpha = 0.05$). Decision for the test is: Accept H_0 if $\alpha < p$-value, otherwise reject H_0.

Z-test statistical analysis was carried out to determine whether to accept or reject the hypotheses stated for the

Table 5: Statistics of responses

Statement	Responses					
	SA	A	D	SD	x̄	σx̄
1. Sustainable practices						
a. Availability of waste management and recycling mechanisms	7	12	19	71	1.58	0.72
b. Energy efficient lighting	13	21	57	18	2.27	0.57
c. Efficient natural resource management	7	18	27	57	1.76	0.67
d. Availability of environmental cleaning products and practices	9	23	34	43	1.98	0.62
e. Mechanically controlled water usage system	11	13	57	28	2.06	0.60
f. Efficient management of waste water	7	12	19	71	1.59	0.72
2. Social responsibility: Goals 4, 6 & 7)						
a. Water supply to local community by hotel	44	67	75	55	2.41	0.56
b. Energy supply to local community by hotel	–	–	121	120	1.50	0.75
c. Provision of agricultural and farm support to local community by hotel	–	–	121	120	1.50	0.75
d. Support for primary education facilities by hotel	–	–	121	120	1.50	0.75
e. Support for secondary education facilities by hotel			121	120	1.50	0.75
f. Offers of scholarships to the local populace by hotel	–	–	121	120	1.50	0.75
g. Support for local market infrastructure by hotel	–	–	121	120	1.50	0.75
h. Provision of employment to local residents by hotel	47	53	83	58	2.37	0.56
3. Source of water and energy supply for the hotel						
a. Regular energy supply through national grid	3	7	67	32	1.83	0.65
b. Regular energy supply through independent power generator	67	32	3	7	3.17	0.65
c. Regular energy supply through independent solar-power system	–	–	36	73	1.33	0.81
d. Regular water supply through independent borehole	71	38	–	–	3.65	0.81
4. Land degradation and pollution						
a. Erosion visibility around the hotel community area	83	93	33	32	2.94	0.60
b. Visible tropical trees around the hotel community area	14	34	71	122	1.75	0.67
c. Visible litter around hotel area	83	113	39	6	3.13	0.67
d. Utilisation of local refuse dump site by hotel	97	89	20	35	3.02	0.62
e. Noise pollution from hotel power generating set	117	67	33	24	3.15	0.65

Scale and symbol codes: SA = strongly agree; A = agree; D = disagree; SD = strongly disagree; x̄ = Mean; x̄ = standard deviation.
Decision rule: Respondents disagree if $\bar{x} \leq 2.49$, otherwise respondents agree. Decision is based on effective sample size (≥100) for multiple sub-scale and nature of data, as x̄ is expected to increase significantly from a lesser degree; hence, the Mean-Value Theorem applies (Egbulonu, 2007).

study. Results show that *p*-value for the two hypotheses ($p = 1.37$ and $p = 1.42$) are greater than $\alpha = 0.05$ with a mean score and standard deviation of 1.50 and 0.75 (H_1), and 1.58 0.72 (H_2), respectively (Tables 6 and 7). Consequently, the null hypotheses are accepted to affirm that (a) there is no desirable corporate social responsibility by the hotels for the host communities, and (b) sustainable development practices are not embraced by the hotels in the study area.

Summary of findings

After data analyses and test of hypotheses, the study reveals a significant deviation from the UNSDGs agenda and CSR by the hotels in the Ilaro community. Regrettably, employees of the hotels are not given any form of training on sustainable development by their employees, nor do they attend seminars/workshops as a means of updating knowledge on contemporary sustainable development practices, since they

Table 6: *Z*-test table (H_1) using items 2b–2f in Table 5 for UNSDGs 4, 6 and 7

Options	x	f	fx	x–x̄	(x–x̄)²	x̄	μ	σx̄	*p*-value
SA	4	0	0	2.5	6.25				
A	3	0	0	1.5	2.25				
D	2	121	242	0.5	0.25				
SD	1	120	120	–0.5	0.25				
Total	10	241	362		9.0	1.50	1.48	0.75	1.37

Table 7: *Z*-test table (H_2) using item 1a in Table 5 for UNSDGs 3, 6 and 7

Options	x	f	fx	x–x̄	(x–x̄)²	x̄	μ	σx̄	*p*-value
SA	4	7	28	2.42	5.86				
A	3	12	36	1.42	2.02				
D	2	19	38	0.42	0.18				
SD	1	71	71	–0.58	0.34				
Total	10	109	173		8.4	1.58	1.15	0.72	1.42

have no professional affiliations. Means and standard deviation for the items were also negative during data analysis (a. $\bar{x}$ 1.63 and $\sigma\bar{x}$ 0.71; b. $\bar{x}$ 1.35 and $\sigma\bar{x}$ 0.80; c. $\bar{x}$ 2.10 and $\sigma\bar{x}$ 0.59; d. $\bar{x}$ 1.46 and $\sigma\bar{x}$ 0.76).

Item 3 (Table 5) shows inadequate renewable energy usage for the hotel establishments. Energy supply from the Power Holding Company of Nigeria (PHCN) national grid had $\bar{x}$ 1.83 and $\sigma\bar{x}$ 0.65 to show that power supply from the PHCN national grid is unarguably poor in the area, while energy supply from solar power systems is minimal ($\bar{x}$ 1.33 and $\sigma\bar{x}$ 0.81). The establishments have, as a result, resorted to the use of power generators for their regular energy supply ($\bar{x}$ 3.17 and $\sigma\bar{x}$ 0.65). Consequently, community residents bear the outcome of the circumstance as they affirm the noise and air pollution produced from the generators, hence the failure of the hotel establishments to resort to the use of renewable energy in contrast to the UNSGDs, to the detriment of the local residents.

The study has confirmed, at the test of hypotheses, the essence of corporate social responsibility and sustainable development practices by the hotels in the Ilaro community. Responses in Table 5 (items 2a–2h) equally reveal that the hotels have failed on their part to take up corporate social responsibility to enhance the well-being of the residents of Ilaro community where their businesses are established. Provision of water to the residents by hotel establishments has up to 53.90% response ($\bar{x}$ 2.41 and $\sigma\bar{x}$ 0.56), while other elements of social responsibility, including energy supply, provision of agricultural and farm support, scholarship assistance, and provision of local market infrastructure had 100% negative responses ($\bar{x}$ 1.50 and $\sigma\bar{x}$ 0.75). Hung Chen (2011) advocated a procedure for identifying a CSR model with best goodness-of-fit, influenced by four core components: accountability, transparency, competitiveness, and responsibility, which the hotel establishments have failed to embrace at present.

The study affirms that sustainable development practices are not embraced by the hotels. Responses from Table 5 (item 1a, in relation to H_2 test result) show up to 82.5% ($\bar{x}$ 1.58 and $\sigma\bar{x}$ 0.72) confirmation of non-availability of waste management and recycling mechanism for the hotel establishments, which explains the utilisation of the local refuse dump site for refuse disposal by the hotels (Table 5, item 4d). Mohammed (2016) wrote that the most important reason for waste collection is the protection of the environment and the health of the population, as rubbish and waste can cause air and water pollution, giving rise to the danger of diseases. Rotting garbage is also known to produce harmful gases that mix with the air and can cause breathing problems in people (Pervez & Kafeel, 2013), and this is where the study found the hotels to have shown little or no responsibility.

Conclusion

From the findings of this study, hotels in the study area are yet to understand the UNSDGs prevailing conditions for business undertakings, and more especially in improving community well-being. The majority of the hotel establishments in the Ilaro community do not understand the necessity of corporate social responsibility and its advantage in fostering mutual relationships between hospitality organisations and host communities. Sustainable development indices are poorly represented in the hotels studied. The implication for the local community is gradually made manifest in the form of the varieties of pollution, including noise and air pollution from power generators and dump sites, as well as the unforeseen contributions to global warming from CO_2 emissions from the energy generation mechanism of the establishments.

Additionally, hotels in the area presently do not have information regarding the requirements of sustainable development practices, as there is no regular or periodic training, nor workshops for that purpose for both existing and new employees. Employees in most of the establishments do not belong to trade unions and professional associations, hence limiting their opportunity to network with colleagues outside the locality. Finally, the hotels have failed to assist the community in reversing the growing menace of land degradation in the community, while indices such as support for education and agriculture, provision of market infrastructure, and community development point towards total neglect on the part of the hotel establishments to the host community.

Recommendations

Local government authorities, who are better informed about the UNSDGs and CSR ideologies, should provide the management of hotel establishments operating within their jurisdiction with recent documents on sustainable development practices and corporate social responsibility to enable adequate and systematic dissemination of information and acquisition of knowledge. This will acquaint managers with adequate awareness of sustainable development practices and enable them to train and retrain both new and existing employees in the necessity of implementation of sustainable practices for tourism development.

Regulatory agencies and the management of hotels should encourage hotel employees to identify with relevant professional associations in the tourism industry. This will assist establishments to identify with each other in order to generate and share ideas for solving problems bothering on sustainable development practices for the hotel industry.

Hotels should create a synergy with one another that would enable them to form a consortium for the purpose of assisting the host community with corporate social responsibility undertakings. This could be done through a systematic approach that would identify the areas of need of the community which the hotels could handle through a gradual process to improve the well-being of the local people.

The management and/or owners of hotel establishments should understand that the business cannot survive where the society and host community fail to flourish. To this end, hotels should make it a point of orientation to embrace sustainable development practices and, especially, ensure the safety and protection of the business environment and that of the society at large. Therefore, competent employees should be engaged by hotel establishments to ensure strict compliance to the principles of CSR and that of the UNSDGs in order to minimise the long-term implications of the neglect, while creating a lasting harmony between the organisation and the host community. While this could be seen as a challenge, it should equally be embraced as a great responsibility.

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Sustainable tourism development in Amsterdam Oud-West

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The Netherlands is currently experiencing rapid tourism growth, with Amsterdam being the main destination. Academics widely discuss the impact of tourism on the environment, the economy and society, and stress the need for sustainable tourism development. Eight semi-structured interviews were conducted with key stakeholders (municipality, residents, and the tourism industry) to explore the current tourism situation and the extent to which sustainable tourism development is being applied in Amsterdam Oud-West. The main focus entailed two crucial aspects of the concept: stakeholder participation and strategic long-term tourism planning. Findings suggest that, although tourism numbers are increasing and further growth is expected, the situation in Oud-West is still in balance. Tourism adds value for the local economy, the society and the environment in a way that income is generated, jobs are created, contact with tourists is appreciated and the area "perks up". On the other hand, the increase in real estate prices, pollution, nuisance and unsafe traffic are downsides. It is suggested 1) to further research the balance of stakeholder involvement in general because many researchers stress that all stakeholders should be involved in tourism planning, while participants indicated that not all stakeholders might have the right knowledge, and sometimes it can be inefficient and ineffective to involve stakeholders, and 2) to involve, along with residents, other stakeholder groups in the discussions regarding the plans for the destination. Currently, mainly residents are involved, while the interviews indicated that other stakeholder groups can add much value to the discussions.

Keywords: Amsterdam Oud-West, stakeholder participation, strategic long-term tourism, sustainable tourism development, tourism pressure

Introduction

Rapid tourism growth is currently occurring in many popular tourist destinations across the world. In some of these destinations, such as Barcelona and Venice, this results in protesting residents. The Netherlands is no exception to this growth, with Amsterdam as the main tourist destination. There was an increase in hotel occupancy rates from 70 per cent in 2005 to 81 per cent in 2016 (Fedorova, Bakens, & Tepic, 2017). This has a big impact on the city and the surrounding areas in an economical, social and environmental way. The balance among these three dimensions is lost in some areas of the city, causing dissatisfaction among several stakeholders. Other areas of Amsterdam are less touristic (Schoonhoven, 2015), or tourism is currently increasing. This is the case in Amsterdam Oud-West, a rural area where most residents are satisfied, but where tourism numbers are increasing. Seeing the current tourism developments and the efforts of the municipality to spread tourism over the whole city, some residents are worried that within a few years their locality will be full of tourists (Gemeente Amsterdam, 2015; 2016). In order to achieve a balanced tourism situation that can be sustained over the long term, it is essential to make long-term tourism plans and to include all stakeholders in the decision-making process. This way, value is added to the economy, society and environment simultaneously, and tourism can be further developed in a sustainable way (Berke, 2002; Cavagnaro-Stuijt & Curiel, 2012; Clifton & Amran, 2011; Hall, 2000; World Tourism & Travel Council [WTTC], 2017). The aim of this research is to further explore the tourism situation in Amsterdam Oud-West, and identify how this area applies the main concepts of sustainable tourism development. Different perspectives were taken into consideration to critically evaluate stakeholder participation and long-term tourism development, explaining the implementation of this widely discussed concept in practice.

Literature review

Amsterdam has the highest number of overnight stays compared to the rest of the Netherlands, and a further increase of tourism numbers is expected due to low airline prices and the economic upswing everywhere in the world (Fedorova, 2018; Fedorova, Bakens, & Tepic, 2017; Fedorova & Van Der Wouden, 2016). In 2016, there was an increase of 8 per cent in nights spent by tourists in Amsterdam. In the city centre, there were almost 14 million stays. This accounts for 31 per cent of the total stays in the Netherlands, whereas the centre possessed 25 per cent of the total capacity in the Netherlands in 2016. For the whole AMA (Amsterdam Metropolitan Area) this percentage climbs to 42 per cent, while this region possesses 35 per cent of the available hotel capacity (Fedorova, Bakens, & Tepic, 2017). These statistics illustrate the high tourism numbers in comparison with the rest of the Netherlands. Besides hotels, vacation rentals are also popular. The current market share of AirBnB in Amsterdam is 12 per cent, with a total of 27 649 rooms. The most popular district in Amsterdam to rent out rooms via AirBnB is Oud-West/De Baarsjes, being even more popular than the western part of the city centre. Guests pay an average price of €134 per night, which makes renting out rooms a profitable business (Colliers International, 2018). The popularity of this business could cause a shortage in the housing market, leading to an increase of real estate prices and nuisance for residents (AT5, 2018). This is an oft-discussed issue in the local media, and *Trouw* (a Dutch daily newspaper) mentioned that vacation rental companies cause a shortage of living places and high real estate prices (Zwam, 2016). In addition, local newspapers often report other tourism-related issues such as nuisance. The alderman of Amsterdam considers nuisance to be a matter of perception and thinks that it is in the nature of Amsterdam residents to complain. A member of *De Vereniging van Vrienden* strongly disagrees and thinks that residents complain because they have a strong connection with the city. Besides, it takes effort to officially complain, so it is not in their nature (Zwam, 2016). The municipality says nuisance is subjective, while many people claim that nuisance, at the central station for instance, is definitively not subjective (Schoonhoven, 2015). Another remark is that crowdedness is not only caused by tourists, but that the growing population contributes to this as well. Also, the image of Amsterdam attracts a certain type of tourist, relating to prostitution, alcohol and drug abuse. This type of tourists is the cause for the most negative perception towards tourism (Ko & Stewart, 2002).

In order to get an overall idea of the tourism situation in a particular destination the stage of tourism has to be determined. The tourism area life cycle explains each stage of the tourism life cycle and is originally based on the life cycle of a product (Butler, 1980; 2006). The *exploration* stage has few visitor numbers and hardly any tourist facilities, resulting in more contact between tourist and resident. In the *involvement* stage residents start to anticipate tourists by providing facilities and accommodation. There is contact between tourists and residents, and basic marketing is put in place. The social pattern of residents may be slightly adjusted during the tourist season. In the *development* stage, external companies provide accommodation, replacing small-scale lodgings. There is aggressive marketing, physical change in the area and various cultural attractions are developed with less contact between tourists and residents. Typical for the *consolidation* stage is that the numbers of tourists outnumber the residents. The local economy depends on tourism, and often residents, especially those who do not economically benefit from tourism, start to protest against tourism. The *stagnation* phase characterises a slow decline in tourist numbers due to carrying capacity being reached, and may cause social and environmental problems. Marketing efforts are needed to maintain visitors numbers, but the destination is not really popular anymore. After this stage, the life cycle can either decline or enter the *rejuvenation* stage. When a destination falls into the *decline* stage, it cannot compete with other destinations. Entering the rejuvenation stage is only possible by either finding a new type of tourist or providing unique attractions to keep the destination interesting for the same target group. A particular destination consists of various districts, therefore a particular stage is hardly ever found in its pure form (Garay & Cànoves, 2011). In addition, Butler (2006) emphasises that not all tourist areas experience life cycle stages as clearly explained above.

From the statistics it is clear that tourism growth is occurring in Amsterdam Oud-West. On their website, the municipality admitted that it cannot – and does not want to – obstruct the growing stream of tourism because this is not in line with the values of the city (international, open, inclusive, and hospitable) (Gemeente Amsterdam, 2015). The project *Stad in Balans* has been established in order to manage the growing numbers of tourists in a sustainable way. The project has four central focus points: to create more quality and diversity in the shopping and hospitality industry supply; to reduce nuisance and create boundaries regarding tourism growth; to spread visitors over the entire city; and to create more space on the streets and in the urban areas. The World Tourism Organisation (1993, p.

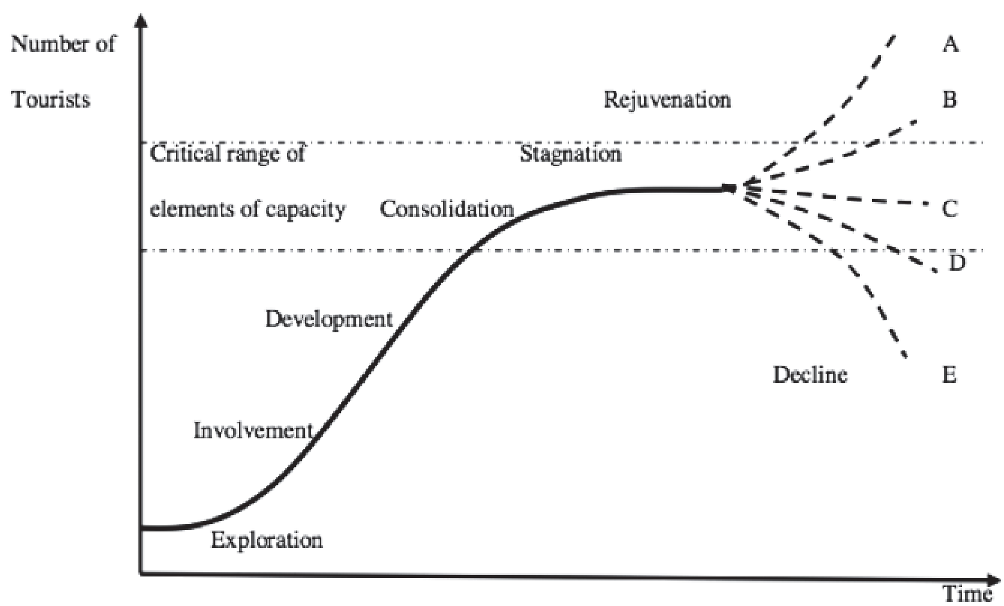

Figure 1: Tourism lifecycle (Butler, 1980)

19) came up with one of the most widely cited definitions of sustainable tourism development: It

> …meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to the management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems.

In this definition it is said that the social and environmental dimension should be maintained in order to achieve sustainable tourism development. Maintaining the economical dimension is not mentioned, saying something about the nature of tourism and that its economical profitability might be at the cost of the society and environment. The main objectives of the *Stad in Balans* project do not seem to focus on the economy, but mainly on the society because they try to minimise nuisance, and boundaries are created with regard to tourism. The objectives are not really focused on the environment.

According to the World Tourism & Travel Council, and many other researchers, involving all stakeholders in long-term tourism planning is crucial for sustainable tourism development (Cavagnaro-Stuijt & Curiel, 2012; Clifton & Amran, 2011; Gunn, 1988; Keeble, 1988; WTTC, 2017a). According to Freeman (1984), everyone who is affected by or can affect the achievement of certain objectives are stakeholders. The most important stakeholders in tourism development are the industry itself, the environment and the local community (World Tourism Organisation [WTO], 1993). These three stakeholders are legitimate, and they have power and urgency. The study by Kayat (2002) illustrated a significant relation between power to influence the decision-making process and positive tourism attitudes. Kayat even considers power to be a predictor of tourism attitudes. In this context, power can be defined as the economic access to resources, position in the community, and skills (Madrigal, 1993). There are researchers, however, who did not find that power to influence the decision-making process is related to positive tourism attitudes: "Perceived influence over tourism-related decisions, as well as involvement in the tourism industry, does not guarantee that a person will see solely the positive or negative side of the tourism industry" (Látková & Vogt, 2012, p. 62). It has also been found that the degree of involvement and informedness is of importance on stakeholders' perceptions on tourism (Andereck, Valentine, Knopf, & Vogt, 2005). As discussed before, there are different opinions regarding the effect of involvement. Informedness seems to have a positive effect on residents' attitudes. Mak, Cheung, and Hui (2017) identified that the local government can enhance the degree of involvement and informedness by promoting the public consulting hours so that more people can attend these meetings. Mak et al. also found that most people (strongly) agree that residents should have an active role and participate in tourism planning, but a lack of knowledge or not being in the position to contribute are reasons not to participate in the decision-making process.

Long-term tourism planning is, next to stakeholder participation, considered to be the most important implication for sustainable tourism development (Hall, 2000; Simpson, 2001). A successful destination management approach takes economic, social and environmental issues into consideration simultaneously. Here it is important that the private sector is well regulated, but tourism has a very complex nature; the chance that the private sector completely satisfies the objectives set by the local government is rather unlikely, which complicates the balance between guests and hosts (Theobald, 2005). This might be because the private sector mainly consists of commercial companies and therefore prioritises economic objectives rather than social or environmental objectives. Therefore other factors such as support from politicians and having experience and knowledgeable of local authorities are essential in destination management.

So, as stressed before, sustainable tourism development has two main considerations: long-term tourism planning; and applying stakeholder participation. Stakeholder participation aims at involving stakeholders in the main decision-making process. Hall (2000) identifies that strategic long-term tourism planning has three objectives: conservation of tourism resource values; experience of visitors who interact with tourism resources; and maximising economic, social and environmental returns for the communities' stakeholders. Figure 2 provides a conceptual framework of sustainable tourism development. The community, municipality and tourism industry are included since they are the key stakeholders.

For a complete assessment of the economic value of tourism (job creation and rise in GDP), the indirect and induced spending needs to be taken into consideration along with the direct contribution. For the Netherlands this means that for every euro that is directly spent on tourism, 2.8 euros contribute to the GDP. The same multiplier principle can be applied to job creation. In 2016, tourism created 446 000 direct jobs, whereas the total amount of jobs created by tourism is

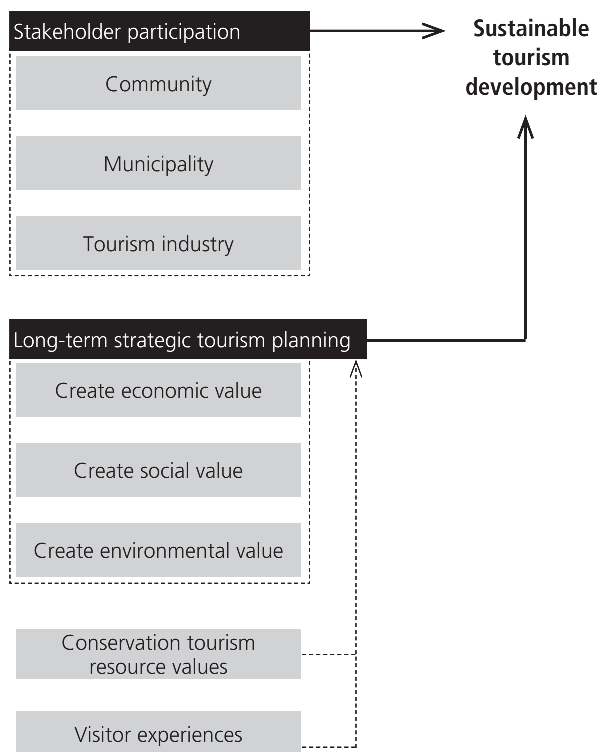

Figure 2: Conceptual framework (Noordeloos, 2018)

677 000, resulting in a multiplier of 1.5 (WTTC, 2017b). Besides these positive impacts, tourism can have economic downsides too. Tourism growth leads to an increased number of flights from and to Schiphol airport, causing pollution and noise. Much revenue is created for Schiphol, so they want to expand, whereas the limit of flights has already been reached, resulting in protests from locals (Hermanides, 2018; nu.nl, 2018; RTL Z, 2018). Another disadvantage of tourism is scarcity in the real estate market, which increase the prices of properties.

Social and environmental impacts of tourism seem to be negatively related to residents' attitudes. Of the social impacts, the factor "improves understanding and image of different communities/cultures" was the most positive (0.55), whereas "increases alcoholism, prostitution, and sexual permissiveness" was perceived to be the most negative factor (0.70) (Ko & Stewart, 2002). This difference illustrates that negative social factors have a stronger relation to overall perceptions of tourism than positive social factors. The factor regarding "increases alcoholism, prostitution and sexual permissiveness" might be especially applicable to inhabitants of Amsterdam, since Amsterdam is well-known for the red light district, which promotes alcohol and drug abuse, and prostitution. Carneiro, Eusébio, and Caldeira (2018) have found that the interaction between residents and tourists does not occur very frequently, and when it does, the interaction is often superficial. [D]espite this, it still causes high satisfaction for residents. With regard to the environment, tourism has both positive and negative effects. According to Ko and Stewart (2002), the most negatively perceived environmental effect is "increases environmental pollution (litter, water, air and noise)". "Damage natural environment and landscape" and "destroy local ecosystems" are other negative effects tourism has on a particular destination. Yoon, Gursoy, and Chen (2001) add that tourism causes traffic congestion and overcrowded parks, beaches and other public spaces in a community. Positive effects on the environment are improved public facilities such as the pavement and traffic network, improvement of the infrastucture of utilities such as water and electricity, and preservation the environment and the improved appereance of a destination (Ko & Stewart, 2002). Besides this, tourism provides leisure facilities in a destination from which locals profit as well, such as parks (Yoon, Gursoy, & Chen, 2001). Overall, researchers agree that negative environmental effects outweigh the positive effects because feelings towards negative effects are stonger. The same goes for social effects of tourism (Bonimy, 2011; Chen, 2000; Gursoy & Rutherford, 2004; Ko & Stewart, 2002; Yoon, Gursoy, & Chen, 2001).

Method

In this study it is important to approach the main issue from different perspectives and to consider underlying motives and reasons in order to compare and contrast perceptions of sustainable tourism development. Therefore interpretivism is applicable due to the fact that participants have different thoughts and different "realities" regarding the main concept. This epistomology really fits the constructivism philosophy and leads to a mainly inductive research approach. However, this study also contains a deductive element since the theoretical concept of sustainable tourism development is used as the basis of the research. Therefore both a deductive and inductive research approach is chosen since there are many other factors that influence the application of the concept in practice besides the factors in the main framework (see Figure 2).

The design for this exploratory study is purely qualitative. The aim of the research is to identify how Amsterdam Oud-West applies the main concepts of sustainable tourism development. Therefore, obtaining stories and examples about tourism, tourism management, involvement and collaboration are essential to clarify how the concepts of sustainable tourism are applied. The critical question regarding this design is about external validity of a case study. How can findings that are based upon one single case be generalised? The answer to this question is surprisingly simple: it cannot. It is very important to interpret findings in the context of the particular case study. How a destination is managed depends on many factors, such as culture, tourist popularity and number of residents, and therefore findings simply cannot be generalised. Still, it can provide insights and suggestions on destination management that, seen in the right context, can be useful for other destinations.

Data was obtained using in-depth, semi-structured, face-to-face interviews that took between 35 and 90 minutes. Sample triangulation was a relevant and applicable method to strengthen the dataset since the main issue was approached from various perspectives, which ensured credibility. The perspectives that have been included are from residents, the local government, and the tourism industry. The same interview guide was used for each stakeholder group, some questions, however, differed slightly in order to obtain as much relevant knowledge as possible. All interviews included questions on the current and expected state of tourism, the extent of involvement and collaboration, on the economic, social and environmental effects of tourism, on visitor experiences and questions to explain the relation of the participant and Oud-West for validity reasons and to ensure reliability. In the interview guides there was a focus on observations and examples of the implementation of sustainable tourism development together with perceptions and personal opinions. Along with the interviews, a complaint analysis was carried out. Using information from one of the local newspapers, the number of complaints and other reports that concern tourism in Oud-West from March 2017 till March 2018 were analysed.

For this study, residents with positive as well as negative tourism perceptions were included, as well as economically benefiting and non-economically benefiting residents. Furthermore, three interviews were conducted with the tourism industry, including a duty manager of a hotel, a manager of a tourism shop, and one cultural entrepreneur. Two interviews were conducted with the local government, including one regional manager and one employee of the *Stad in Balans* project. In addition to the interviews, there were two separate data documents. One resident and one participant representing the tourism industry answered the questions in the interview guide via email since they were not able to do an interview because of a lack of time. This is a limitation for the sample since probing was not possible and therefore these documents lack in-depth data. Many participants live in Amsterdam Oud-West, so they have much knowledge and experience with tourism in this area. The methods to select the sample were convenience and snowball sampling. Two participants from the municipality knew entrepreneurs and residents that were suitable to participate in this study.

The interviews were conducted in Dutch since this was easier for most participants. While transcribing the audio recordings, the interviews were directly translated into English. After the transcripts were complete, all the meaningful segments were coded and assigned a few words to identify the topic of the segments. All the codes for a single interview were put in one column of a table; each stakeholder group has its own table. Since the conceptual model gives a clear structure and identification of the main topics of sustainable tourism development, the main themes could be decided based on the conceptual model. These main themes all got a different colour. The codes in the tables were given the colour that fit the themes. All main themes could be easily compared and sub-themes were defined. By doing this it was easy to find pieces of texts about a specific theme and thus to compare and contrast opinions, explanations and examples on one specific theme (Renner & Taylor-Powell, 2003). In order to ensure validity as well as reliability, an external person without prior knowledge of the main issue of the study coded several parts of various data documents to see if the codes were similar, and they were. This person also checked the coding tables and some corrections were made.

The interviewees were informed and had to accept beforehand that the interview would be recorded and transcribed and that the information obtained would be used for this research. It was not necessary to ask the permission to use the name of the participant because names were not important for this matter so they were not used. Therefore the interviews are not mentioned by name but by a code, such as res1, municip2 or indus3, etc.

Findings

The state of current and future tourism

All participants noticed tourism growth, but according to them the overall the situation in Oud-West seems to be in balance.

> *I do not have the feeling that it is too crowded, I think that there is a good balance.* (Res2)

> *We notice that tourism is slowly moving this way.* (Indus1)

> *At first there were only Amsterdam residents living here, but we notice now that it becomes more touristic.* (Indus3)

> *Tourism in our neighbourhood does not cause any problems. In contrast, it has added value to the local economy and to the liveliness of the neighbourhood.* (Indus4)

It is remarkable that participants directly make a clear distinction between tourism in the city centre and Oud-West.

> *They talk about tourism every single day in Amsterdam, but that is because the problem is relevant in the city centre.* (Indus2)

> *You cannot walk normally in the area around the central station and De Nieuwedijk etc., that is already beyond the borders of sustainability. Here we have a nice balance; there are possibilities for growth.* (Res3)

It is hard to identify one form of the tourism life cycle to this district because there are various characteristics that all belong to other stages of the life cycle. Most participants agree that there are plenty of tourism facilities (development stage), residents provide accommodation for tourism by renting out their apartments (involvement stage), some residents start to protest against tourism (consolidation stage), and the municipality states that no marketing is used to promote the area (exploration stage). As discussed by Butler (2006) and Garay and Cànoves (2011), sometimes it is not possible to find a stage in its pure form, which is the case in Amsterdam Oud-West. Nevertheles, it became apparent that the problem of mass tourism is applicable in the city centre and not particularly in Oud-West. Tourism numbers are increasing, however, but expectations for the future differ among participants. Some expect tourism numbers to stagnate after five years, while others think that Amsterdam might become a world city.

> *I have joined relatively many meetings and I see that there is much fear regarding tourism. Many people say "look in the city centre it is really bad, it will be the same here within a few years'. I do not have the fear that this area is going to be a circus with beer bikes and Nutella shops and all these things that are aimed at tourists.* (Indus2)

> *Maybe the hype around Amsterdam will stop; I will not exclude that thought.* (Indus1)

> *Maybe we are becoming more like a world city.* (Indus3)

> *All possible scenarios indicate growth, unless something very unexpected and unfortunate happens, but in fact there will be much growth. Two years ago the predictions were 25 000 000 visitors in 2025. If we look at the current predictions, this number is already relatively low.* (Municip2)

As explained in the paragraph on the tourism life cycle, either keeping the destination attractive for the existing target group or focusing on a new target group can achieve further growth. In 2015, De Hallen opened, a relatively new tourist attraction in Oud-West. For the near future there are no plans, however, for opening up additional tourism attractions. Not all participants, however, seem to agree on the number of tourism attractions.

> *Of course, De Hallen are very crowded, there are more tourists than residents, but I do not avoid it, while I do avoid the Damrak [popular area in central Amsterdam], etc.* (Municip2)

> *The fact is that there is not much to see for tourists in Oud-West. Tourists do not have anything to do here and I do not say this because the area is not interesting, in contrast, this place is very interesting and nice to live in, but not for tourists.* (Indus2)

Considering the fact that the marketing department does not actively promote the city in order to limit tourism growth, currently there is no new target group attracted. Once tourism numbers seem to drop, this might be an action to take to make this destination more attractive. Uncertain factors such as the global economic situation in the future, expansion of Schiphol and climate goals make it even harder to predict the tourism situation in the future.

I hope that the climate goals will play a role in this. Because tourism growth does not go hand-in-hand with climate goals, if we want to do something against ruining nature, we should use fewer airplanes. (Res3)

Stakeholder participation

There are several reasons for stakeholders to be involved, or not, in tourism planning.

My daughter is growing up in this area and because of that I find it important that the situation stays manageable. (Res2)

I live in this area and I think it is important to establish something that my grandchildren can profit from as well. If I can influence or change things in a positive way, I would feel bad if I couldn't do it. (Indus3)

Some people experience things in the city and they have an opinion, but they have no clue about what to do with their opinions or what they can do about it themselves and how to influence it. (Res2)

The people who have problems with something are the ones you hear. They will say that there are way too many restaurants and hotels. You will not hear someone who is happy about the fact that finally there are more restaurants, because these people do not protest against it. They do not send emails and they do not attend meetings to share how happy they are about the developments. (Municip1)

A feeling of responsibility towards future generations and community attachment are reasons for participants to involve themselves, whereas other participants are satisfied or they do not know how to exert influence. Currently, there is a small part of the residents involved in tourism planning; these are mostly highly educated white residents.

It is actually a very diverse group, with residents from all over the city.There is even someone included who lives in south-east. They are all very involved. What we notice is that they are all white, highly educated residents. (Municip2)

People who do these kind of things? Yes, white, highly educated people. The only diversity in these groups is the age range. (Res2)

According to the municipality, most residents are satisfied about the tourism situation, nevertheless they try to involve residents by inviting them to participate during information meetings to discuss plans for the destination. This was found through the analysis of the local newspaper *De Echo*. The municipality mainly carries out plans made by politicians, and they have an advisory role to the main decision-makers because of their knowledge. Involvement within the tourism industry depends on the role in the industry. A regular employee of a hotel, for instance, does not seem to have the opportunity to participate, whereas entrepreneurs in the tourism industry can exercise more influence. Entrepreneurs play their part in a way that they are looking for collaborations.

I have the feeling that I only play a small role in this… If we do a good job, get good reviews and ask a high room price, then people will keep visiting. So in that sense I play a role in tourism development…I would like to be more involved. (Indus1)

We have around ten breweries in Amsterdam, everyone individually brings one box to each café. They said "okay guys deliver it all together", then one person goes to all the cafés with one car. All different companies also maintained public green, then entrepreneurs said "that's crazy, 5 cars in a row! Why don't we do it all together with one car?" They said to the municipality "if you give the money that you invest in it to us, we make sure we manage it by using only one person. That is cheaper so we can have more green". (Municip1)

The desired level of involvement is different for everyone. The main discussion is about the extent to which people should be involved. According to the literature, involving stakeholders is stressed as one of the most important aspects of sustainable tourism development (Cavagnaro-Stuijt & Curiel, 2012; Clifton & Amran, 2011; Faulkner, 2003; Gunn, 1988; Keeble, 1988; WTTC, 2017a). Several participants agree on the importance of collaboration, and emphasise the participation of stakeholder groups.

A while ago there was a symposium with entrepreneurs, home owners, politicians and the residents. It was about how to avoid crazy tourism situations. We can regulate everything but we can also collaborate, that works better. (Municip1)

No I don't think that residents are involved enough. I think they noticed they need to involve residents more so then focus groups were being established. But residents are less organised; economical parties are more interesting for the municipality. (Res3)

Whereas the arguments of some participants are in line with the literature, others say that, due to a lack of knowledge, it might be better not to let everyone fully participate in tourism management.

I think it is good to know what people appreciate what is bothering people, to know things they encounter, where irritations arise: it is important to know what they experience. On the other hand, we can be involved but my expertise lies somewhere else. So, sometimes I can come up with something that makes sense, but it is not my expertise. I think it is better to ask people about their experiences, wishes, irritations, desires and how to get to them, rather than asking them to come up with solutions, because sometimes these are things that you need to study. We can organise sessions where diverse people look at the situation with a fresh mind. Sometimes people with other expertise need to look at your problem, but you cannot expect that you can create a coherent long-term policy out of that. (Res2)

This is in line with the suggestion from Mak et al. (2017) that a lack of knowledge or not being in the position to contribute can be reasons for inhabitants not to participate in the decision-making process. It is definitively important to know how stakeholders feel about tourism, but letting them participate in the development of long-term plans on a complicated matter in which many different things are at stake might not be the solution according to some. In addition, involving all stakeholders in tourism plans can sometimes be at the cost of the effectiveness of the plans.

> *It is advantageous to involve residents, but not with everything. For instance, the measure to forbid tourism shops was prepared secretly and discussed with no one. This was approved in a secret meeting with the city council. These are very far-reaching measures. At the moment that we announce such a measure, entrepreneurs might quickly start a new shop. The same happened with the tourism taxes. This was decided without discussion with other stakeholders. So sometimes residents are involved, but not always; both options occur.* (Municip1)

Having discussed the contra-arguments of stakeholder participation, it could be said that not everyone fully agrees with the statements of the majority of the researchers, namely that all stakeholders should be involved in tourism planning, because involving everyone is time consuming, so sometimes it is less efficient and effective, people might not have the right knowledge and people do not want to be involved themselves.

Long-term tourism development

Essential objectives for long-term strategic tourism planning are conservation of tourism resource values, visitor experiences and maximising economic, social and environmental returns for stakeholders (Hall, 2000). According to Andereck et al. (2005), the most important tourism resources are the inhabitants. Some residents have moved out of Amsterdam because of the current tourism developments, but participants indicate that original residents still live in the area. So it can be said that this important tourism resource is available in Oud-West.

> *Original Amsterdammers still live here.* (Res1)

Visitor experiences are essential for the obvious reason that tourists will not visit a destination if they do not like the destination, meaning there will not be any tourism to sustain. The tourism industry takes visitors' experiences seriously by actively asking for reviews and feedback to improve performance. The municipality monitors tourism attitudes by looking at statistics, such as numbers of visitors in museums, canal trips, etc. And they try to enhance visitor experiences by increasing the social encounters between them and locals.

> *Our guests are very influential in the way we operate. Reviews and comments, we want to know how we can maximise convenience for guests.* (Indus1)

The main discussion of the economic effects of tourism can be summarised as follows:

> *People also protest against attracting big international companies. Someone of the VVD [Dutch political party] will say that it is good; good for the economy and the employment opportunities. "No" says the other group, then we lose our houses or expats ruin the market.* (Municip1)

Besides job creation and income, participants mentioned increase in diversity as an additional benefit. On the other hand, tourism growth contributes to a strong increase in the real estate prices. This is becoming a serious problem in the area.

> *There is much misuse by using vacation rentals. Someone with a social housing apartment moves in at their friend's place for six weeks because they can rent out the house for thousands of euros. That is not allowed, especially not for social housing apartments.* (Indus2)

> *The thing that I am very afraid of is that because the rental prices are becoming so expensive, some people do not have another choice but to rent it out, otherwise they cannot pay their rent. Then you create another problem. I noticed that more and more students in the think tank[1] said "but if I don't rent it out, I cannot pay the rent". This way we maintain the problem.* (Res2)

Social and environmental impacts seem to be negatively related to residents' attitudes (Gursoy, Chi, & Dyer, 2009; Ko & Stewart, 2002; Yoon, Gursoy, & Chen, 2001). The most negative effect is "increases alcoholism, prostitution, and sexual permissiveness" (Ko & Stewart, 2002). Amsterdam has the image that everything is possible with regard to alcohol and drug usage, and therefore this negative perception effect is especially applicable in Amsterdam.

> *People think that this is a Valhalla to use drugs and alcohol.* (Indus1)

> *We saw these British guys who come to visit and they wear very stupid costumes and only drink alcohol.* (Indus2)

Participants mentioned that groups of tourists who drink a lot of alcohol and celebrate stag parties are most bothersome. The nuisance of these groups is tackled by different campaigns.

> *We recently started two campaigns, one is called "enjoy and respect", and this campaign is aimed at Dutch and British visitors, at young males. The campaign makes very clear that although Amsterdam has the image that everything is possible and allowed, it is not tolerated if you do not obey the rules.* (Municip2)

Another negative social effect is that people slowly move away from the area, so there is no social cohesion anymore. And the increase in expatriates has negative consequences for the social cohesion in the neighbourhood.

> *The bad part is that there are no normal people returning. People move out but when they leave the house, it is sold or rented out via vacation rental services or for expats. There aren't people moving back in who care for the society, and that will happen in Oud-West and east as well.* (Res3)

Positive factors that have been mentioned are "improves quality of life" and "increases availability of recreational facilities and entertainment", and interaction between residents and visitors is proven to cause satisfaction for residents (Carneiro et al., 2018).

> *But you know, the area perks up because of it, of course."* (Res1)

> *I think tourism is cosy. I always try to have a chit-chat with tourists, so I like it."* (Res1)

Although the environmental effects of tourism can be both positive and negative, the general perception of the relation between tourism and the environment is negative (Chen, 2000; Gursoy, Chi, & Dyer, 2009; Ko & Stewart, 2002; Yoon, Gursoy, & Chen, 2001)

> *Tourism only creates pressure for the environment.* (Res2)

> *Tourism still plays a negative role for the environment.* (Indus1)

From all the environmental effects that have been mentioned in the literature review, the participants often mention waste and the pollution of airplanes as the most negative effects. A positive effect that was mentioned several times by the participants is that the area "perks up".

Most participants have other ideas about "long-term" tourism planning. Whereas one participant does not look any further than two years, the other considers 2030 to be long term.

> *We only look at a period of two years because that is how fast the developments are going.* (Indus3)

> *I think that with the municipality takes a term of ten years into consideration, but that not is long term.* (Res2)

> *They often talk about 2030, something like that. We cannot really look further into the future because you don't know what is going to happen to the economy, higher airline prices. I think that they often think in terms of 2030, 2025.* (Res3)

Conclusions

This paper concludes that tourism in Amsterdam Oud-West is still in balance, but forecasts indicate strong tourism growth for the coming years. With regard to stakeholder participation, it can be said that the municipality tries to involve residents and that the tourism industry seek collaborations with other stakeholder groups. Not all residents feel the urge to involve themselves in tourism planning since it is time consuming or they are already satisfied. The critical question that can be raised is the extent to which stakeholders should be involved. Not all stakeholders have the right knowledge to work on coherent long-term policies, and in some cases it might be ineffective and inefficient to involve stakeholders. For long-term tourism planning there are some critical considerations as well. First of all there is no clear classification for "long term"; for one participant the year 2030 is long term, for another this is ten years in advance, whereas another thinks two years in advance. In addition, currently there is no equal added value for the economy, society and environment. Although the area "perks up" because of tourism and social encounters cause satisfaction, the effects of tourism on the society and environment is in general considered to be negative, mainly because of nuisance, a decrease in social cohesion, and increases in pollution. For the economy, tourism is beneficial in terms of job creation and additional income. There are, however, some serious issues for the future. Renting out apartments via vacation rentals and the misuse of housing drive up the property prices. For some residents the only way to be able to pay the rent is to rent out their apartments for several days, which keeps the problem and enlarges some negative social and environmental effects. In response to these conclusions, it is suggested to further research the balance of involvement of the various stakeholder groups. Furthermore, it is suggested to involve various stakeholder groups in the meetings and discussions regarding the plans for the destination. Currently, mainly residents are involved, while both the literature and participants stress the benefits of involving various groups of people.

Notes

1. As an initiative of the project Stad in Balans, a think tank has been established. It consists of various inhabitants of Amsterdam that now have the opportunity to participate in the tourism decision-making process.

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Investigating the factors for achieving and encouraging environmental certification: Driving and restraining forces

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Environmental sustainability has increasingly become a priority for organisations. However, the public and academic attention is generally on large companies, while small and medium enterprises constitute the bulk of organisations and are arguably lagging behind. Fewer than ten per cent of total environmental certifications are awarded to small hotels. This lack of attention represents an opportunity to investigate small hotels and how to increase certification numbers. On the basis of existing literature, three overreaching factors that hold managers back from achieving certification were individuated: motivations, personal values, and barriers. To explore whether these factors play a role in small hotels too, semi-structured interviews were conducted with ten hotel managers/owners in the Netherlands. The findings include the discovery of three new barriers: other priorities, negative views regarding certification, and building restrictions. More specifically, findings suggest that hoteliers do not proceed with certification because they perceive it as unambitious and meaningless, and thus not worth the effort. Simultaneously, managers seem to have a limited understanding of the scope and depth of existing certification. This study provides certifying organisations an insight into small hotel managers' viewpoints; information that can be used to better reach this important target group.

Keywords: barriers, environmental certification, environmental measures, motivation, small hotels

Introduction

While sustainability encompasses more than just environmental sustainability, the increasingly distressing research figures on global warming and climate change demonstrate the importance of addressing these phenomena (Intergovernmental Panel on Climate Change [IPCC], 2018). The tourism sector accounts for 5% of the world's carbon dioxide (CO_2) emissions (one measure of the environmental footprint), while the accommodation sector is responsible for 20% of this amount (World Tourism Organization, n.d.). It is therefore vital for the industry to respond swiftly and reduce its environmental footprint.

Most hotels have adopted environmental measures, but the number of hotels achieving environmental certification is still low, especially among small and medium enterprises (SMEs), i.e. companies with less than 50 staff and €10 million in turnover or balance sheet total (European Commission Directorate-General for Internal Market, 2017). Examples of organisations that provide environmental certification in the Netherlands are GreenKey and Green Globe. GreenKey (2018) has found that out of 11 288 hotels in the Netherlands, only 388 hotels have achieved certification, of which less than 10% are small hotels. Similarly, Green Globe counts only 53 certified hotels in the Netherlands, of which only one is a small, independently owned establishment (Green Globe, 2017). This is despite SMEs accounting for 98.8% of all enterprises in the Netherlands (European Commission Directorate-General for Internal Market, 2017).

SMEs are underrepresented in the academic discourse. Kim, Lee and Fairhurst (2017), for example, found that out of 146 articles published in eight hospitality journals between 2000 and 2014 on green practices, only one article focuses on SMEs. These data show that notwithstanding their number, SMEs in general, and independently owned and small hotels in particular, are lagging behind in environmental certification and do not receive the academic attention that they deserve. This lack of focus on SMEs presents an opportunity to investigate why small hotels are not obtaining certification, and how the barriers that they face can be reduced so that they might achieve certification.

Literature review

Personal values, motivation and barriers have been proven to impact on environmental sustainability decision-making, such as deciding whether to apply for environmental certification or not. In this section these three factors will be examined one by one, starting with values.

In the decision of whether to attain an environmental certification or not, personal values play a role, particularly in SMEs hotels that have a flatter structure that make it easier for the individual manager's to affect the organisation with his or her values (Hemingway, 2005; Serban, 2015). Four value orientations have been found to predict pro-environmental behaviour: hedonic, egoistic, altruistic, and biospheric value orientations (Steg, Perlaviciute, Van der Werff, & Lurvink, 2014). People high in hedonic values seek to improve their own comfort and reduce effort; those high in egoistic values consider costs and benefits for themselves when deciding on pro-environmental behaviour; those with altruistic values consider costs and benefits for others; and those with biospheric values consider costs and benefits for the biosphere (Steg et al., 2014). People for whom altruistic and biospheric values are more salient than hedonic and egoistic ones tend to engage in pro-environmental behaviour. It might therefore be expected that managers who identify themselves as holding altruistic or biospheric values are more likely to be implementing environmental measures (including certification) than their peers with higher hedonic and egoistic values.

Research has concluded that, along with values, three overarching motivations drive decision-makers confronted with pro-environmental issues: competitiveness, legitimisation, and ecological responsibility (Bansal & Roth, 2000). Managers motivated by competitiveness take sustainability measures, hoping for increased profitability. They usually put greater thought into cost-benefit analysis than in environmental impact assessments. Managers mainly driven by legitimisation find it important to play by the rules and comply with legislation. Consequently, they often meet and do not exceed the standards of the industry. Finally, managers driven by ecological responsibility are concerned with society as a whole and wish to achieve a solution that is best for all stakeholders. They show traits of responsibility, philanthropy and doing what is right. In these organisations, decisions are often based on the manager's personal values and are often idealised rather than rationalised (Font, Garay & Jones, 2016; Bansal & Roth, 2000). It might be argued that if the institutional or broader societal context does not expect hoteliers to engage in sustainable certification, legitimisation will not lead to certification. Similarly, if hoteliers do not perceive certification as a way to differentiate themselves from competitors or acquire more direct financial benefits, a competitive motivation will not sustain the choice for certification, leaving only ecological responsibility as a driver. Connecting motivation with values, it may also be expected that managers for whom egoistic and hedonic values are more salient would be motivated by competitiveness and legitimisation, while managers high on altruistic and biospheric values would be motivated by ecological responsibility.

Besides values and motivations, barriers should also be considered when analysing decision-making processes (Font et al., 2016; Valero-Gil, Rivera-Torres, & Garcés-Ayerbe, 2017). Even when social norms and stricter regulations push towards environmental responsibility, organisations can face barriers that impede them from taking responsibility (Font et al., 2016; Valero-Gil et al., 2017). Though researchers tend to agree that the most common barriers experienced by SMEs are a lack of time, knowledge and financial resources, there is still a lack of consensus on which of these barriers constitutes the main threshold for SMEs to engage with sustainability. Recently, Valero-Gil et al. (2017) have proposed to categorise barriers into four main themes: lack of commitment, lack of economic resources, organisational difficulty, and lack of knowledge and internal resources. The majority of barriers found by other research can be fit into one of the four themes, as Table 2 in the appendix shows. Table 2 also illustrates that some barriers discussed in the literature do not fit into one of the four themes, but can be broadly classified as a lack of time, a barrier commonly found in the literature (Font et al., 2016). Thus, the final list of barriers used in this research comprises five categories, i.e. lack of employee commitment, lack of economic resources, organisational difficulty, lack of knowledge and internal resources, and lack of time.

Values, motivations and barriers interplay with each other in influencing the decision of whether or not to attain environmental certification. Figure 1 models the interplay as an adaptation of Kurt Lewin's field theory (Burnes & Cooke, 2013). Field theory was developed to understand individual behaviour, but has also been used to analyse organisational change (Burnes & Cooke, 2013). According to Lewin, both driving forces and restraining forces act to affect locomotion, which is the movement towards a goal or behaviour. Driving forces initiate, while restraining forces oppose locomotion (Lewin, 1938, as cited in Burnes & Cooke, 2013). In this research, value orientations and motivations are driving forces, barriers are restraining forces, and all three act on the decision to achieve environmental certification, the goal of locomotion. In field theory, restraining forces play an essential role, because if driving forces increase but restraining forces remain, no locomotion will occur. Therefore, this research focuses on barriers (i.e. restraining forces) more than on motivators (i.e. driving forces) in order to find an answer to how to encourage small hotel managers to attain environmental certification (locomotion).

Research method

The study aims to achieve an in-depth understanding of the managers of small hotels, their values, motivations and perceived barriers on one side, and to understand at what point barriers have to be reduced so that managers decide to attain environmental certification. As the research aims at exploring perceptions, a qualitative approach is the most appropriate. More specifically, topical and semi-structured interviews were used to allow comparability of answers while leaving enough freedom for the interviewer to follow the line of thought of the interviewee (Cooper & Schindler, 2014).

Purposive and snowball sampling were utilised because these sampling techniques ensure that the interviewees meet the criteria required in this research, and also because interviewees who meet the criteria prove difficult to identify (Cooper & Schindler, 2014). First, purposive sampling was utilised with the criteria that interviewees must be the decision-maker in a small hotel who had attempted to attain environmental certification, but did not finish the process. With the much-appreciated assistance of the Dutch branch of GreenKey, a well-established environmental certification scheme, hotel managers who met this criterion were contacted. Next, snowball sampling was utilised by asking interviewees to recommend other possible interviewees who fit the criteria (Cooper & Schindler, 2014). In total, five hotel managers and four hotel owners were interviewed between June and July 2018. All respondents were responsible for environmental decision-making in their hotels and all of these hotels have current environmental policies. An informed consent form presenting the interviewees' rights to withdraw and privacy protection was signed. Interviews lasted between 30 to 60 minutes and were tape-recorded. Field notes, where relevant, were taken by hand. To prompt respondents to share their personal values, the values in the

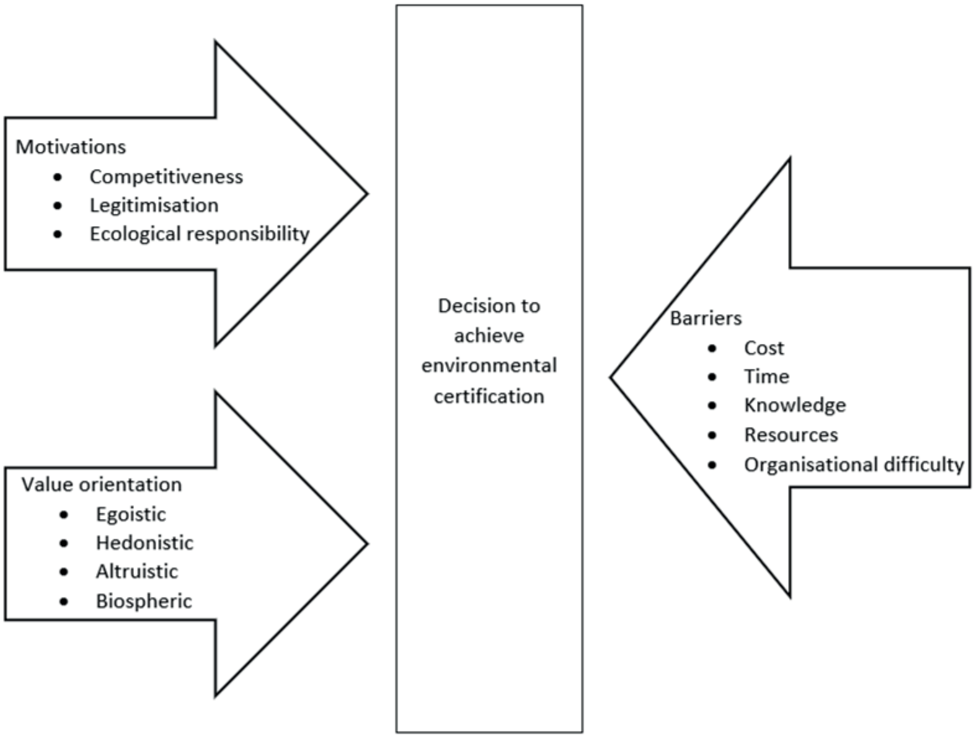

Figure 1: Interplay between values, motivations and barriers

Steg et al. (2012) value scale as expanded by Cavagnaro and Staffieri (2015) (Table 1) were printed separately and presented to the interviewees with the question to choose the three values most important to them. Respondents were then questioned further on the values' rankings. This allowed interviews to be coded by personal values.

Findings

As there was a large list of codes and multiple variables, data matrices were constructed to describe, interpret and compare data (University of Sheffield, 2012). Hotels were mostly privately owned, with only one being leased (Appendix Table 3). In discussing findings, we will use the term "managers" and "owners" interchangeably. This section presents and discusses first the findings about values, then the hoteliers' motivation to conclude with the perceived barriers.

Interviewees displayed a mix of values from different value orientations. A majority of respondents (six out of ten) presented at least some biospheric values. This was expected because all managers interviewed had implemented some environmental measures and biospheric values have been consistently found to positively influence pro-environmental choices (Steg et al., 2012). As literature moreover suggests, in an ecologically responsible firm the decision-maker's values are often the basis for taking decisions rather than any decision rules (Bansal & Roth, 2000; Font et al., 2016).

Table 1: Value orientations in environmental decision-making

Value orientation	Values
Egoistic	Social power, wealth, authority, influence and ambition
Hedonic	Pleasure, enjoying life, gratification for oneself, exciting life, varied life, daring
Altruistic	Equality, a world at peace, social justice, helpful
Biospheric	Respect for the planet, unity with nature, protecting the environment, preventing pollution

In literature, three basic motivations are suggested: competitiveness, legitimisation, and ecological responsibility (Bansal & Roth, 2000). The views expressed by the hotel managers are very much in line with the literature understanding of the three basic motivations, with varying combinations of up to two motivations. These were found to be 1) competitiveness + legitimisation, 2) competitiveness + ecological responsibility, and 3) ecological responsibility. None of the hotel managers displayed all three motivations at once, or a combination of legitimisation and ecological responsibility. The absence of this combination is understandable because legitimisation is driven by external forces (such as new laws) and is satisfied with meeting current standards, while ecological responsibility stems from the intrinsic motivation to do good and usually leads to exceeding existing standards (Bansal & Roth, 2000). Hotel managers who display both competitiveness and ecological responsibility find a balance between their care for the environment and their striving for higher profits. Typically, they do not consider costs as a barrier since costs are either viewed as negligible or as a long-term investment that will pay itself back, as the following quote shows.

> *Sometimes on long-term 10 year we will get our investment back so there's no problem with cost at all* (Hotel 2, personal communication, 28 June 2018, line 116)

On the contrary, hotel managers who display competitiveness and legitimisation motivations tend to comply with new regulations at the lowest possible costs, as the following quote exemplifies:

> *Yes, so we have to do it [change from gas power to electric]. It was the cheapest way to do it, of course* (Hotel 1, personal communication, 14 June 2018, line 15)

One of the hotel managers interviewed is motivated solely by ecological responsibility. Differently form other respondents, this manager merely wishes to maintain profitability, not to increase it, and focuses instead on doing good. The hotel manager's strong biospheric values are reflected in the hotel's policies that extend beyond the environment to include the community.

> *We have a profit that's enough to sustain the business and the rest goes to charitable causes. So what we do, we do the utmost to be good to the environment* (Hotel 5, personal communication, 6 July 2018, line 29)

Considering values and motivations, it was not surprising that managers who displayed biospheric values were also motivated by ecological responsibility (Steg et al., 2012). Conversely, hotel managers who do not choose biospheric values in their top three did not display ecological responsibility motivations. The hotel managers with egoistic and/or hedonic and/or altruistic values displayed competitiveness and legitimisation motivations.

As stated above, most managers present biospheric values in their top three, and some are motivated by ecological responsibility. Still they do not attain environmental certification after trying for it. Perceived barriers may offer an explanation for this discrepancy as they are restraining forces which prevent locomotion even with strong driving forces present (Lewin, 1938, as cited in Burnes & Cooke, 2013). Out of the five barriers considered in this study (lack of commitment, lack of economic resources, organisational difficulty, lack of knowledge and internal resources, and time) (Valero-Gil et al., 2017), time and capital costs were pointed out as the two most important barriers. Employee commitment and organisational difficulty were also experienced as barriers, but were far less constraining that money and time. Lack of time was explained by some with reference to the small size of their hotels, where staff numbers are limited and the managers themselves see to daily operations such as cleaning. Moreover, respondents perceive certification as a time-consuming process. One hotel manager, for example, said that without a full-time employee who is focused solely on environmental sustainability, it would be impossible to complete the certification process. Respondents also complained that the work needed could not be easily planned because some steps require more work than others, and some cannot be set before the results of previous steps are known. They also reported difficulties in accommodating the long-term process needed to achieve certification within the day-to-day operations of the hotel. For example, they often mentioned that "something came up", such as an urgent guest request or needed repairs, leading to a break in the certification process, as other research has also found (Hillary, 2004; Post & Altma, 1994).

When speaking about costs, hotel managers made a distinction between (sunken) costs and investments. Here too it emerges that respondents see costs of environmental measures as an investment. For example, one respondent said that if an environmentally sustainable product costs up to 1.2 times the price of a non-sustainable product, and is able to provide a return on investment within five years, the green product is acceptable (Hotel 2, personal communication, 28 June 2018, line 106). However, there are costs that do not reap any additional benefits, such as one hotel's problems with AdBlue, a new feature on diesel vehicles which reduces nitrogen oxide in the exhaust fumes (Rix, 2016). Utilising this feature on his diesel vehicles tripled costs, without providing any benefits to the competitiveness of the business. In such a case, the cost is not an investment and so the hotel stopped this policy. Tellingly, environmental benefits were not considered to outweigh the costs without any direct return.

When asked about the relative importance of time and costs, respondents always ranked time first. They consistently stated that they were more willing to spend money than time, because they see costs as an investment rather than just as an expenditure. In other words, while one may expect a return on the invested money, the time spent will not come back. This finding supports Chan (2008), who found that lack of management and/or staff time scored a higher mean than lack of financial support, showing that time was a greater barrier than costs. Remarkably, respondents added three barriers to the ones presented to them from the literature. These are other priorities, building restrictions, and negative view of certification. Other priorities might be interpreted as a consequence of the lack of time and internal resources, as the next quote illustrates.

> *In a small hotel you're always busy with small problems, daily things. Your day is filled with daily things, the guests, or the organisations.* (Hotel 8, personal interview, 12 July 2018)

However, as a barrier to certification "other priorities" highlights the discretionary power of the manager to decide on what should be done first (Hemingway, 2005; Serban, 2015). Therefore, we propose it as a new barrier that should be considered alongside lack of time and internal resources. Building restrictions, the second new barrier identified in this study, occur when hotels are situated in old or historical buildings, causing problems when trying to implement policies such as achieving efficiency in water and energy consumption. Under building restrictions, managers meant, for example, the difficulty in obtaining governmental approval for modifications and the impossibility of implementing specific environmental measures expected by the environmental certification body due to laws protecting old, historical buildings.

> *Being an old building (castle), [the hotel has] single glass windows with old metal frames and you're not allowed to change it.* (Hotel 4, personal communication, 4 July 2018, line 6)

> *There were some things just difficult to implement because for us we are located in a monumental [sic] building.* (Hotel 6, personal communication, 9 July 2018, line 47)

This barrier should be distinguished from the higher costs related to renovating a historical building because managers may be willing to incur these costs but be impeded in doing so by "building restrictions".

The third and last barrier added by respondents is a negative view of certification. Certification is perceived as meaningless, out-dated or not important.

> *The certificate as I look at it has become a bit meaningless in my view.* (Hotel 4, personal communication, 4 July 2018, line 8)

Tellingly, hotel managers with strong ecological motivations and strong biospheric values display this view most prominently. They state that knowing that they have taken responsibility for the environment is more important to them than showing it to the world via a label.

> *It's more important that you do your best for the environment… that's better than to have a label. I don't feel nowadays it's not really something important.* (Hotel 6, personal communication, 9 July 2018, line 49)

> *I had also made an appointment with a representative of this organisation. We were sitting in the bar and we're talking. I was listening to this guy and I thought this is nothing. I was a bit disappointed in this whole thing and that's maybe one of the reasons we didn't pursue it.* (Hotel 4, personal communication, 4 July 2018, line 102)

The second quote offers an explanation for the counterintuitive phenomenon. The point that this manager seems to make is that the certification's requirements are too easily met, and (more significantly) lower than what his hotel had already achieved. In other words, findings suggest that for ecologically motivated mangers, certificates have low credibility and do not form an aspirational goal. Findings moreover show that a negative view of certification makes other barriers more salient to the interviewees. In other words, because certification is not considered a desirable goal to achieve, managers find that an investment of time, money or effort is not worthwhile. Certification then becomes a lower priority. As one hotel manager puts it:

> *I don't want to burden the people here and myself with things that aren't really helpful.* (Hotel 5, personal communication, 6 July 2018, line 113)

The negative view voiced about certification also offers an avenue to understand which barrier should be lowered first. In fact, respondents were not able to give a straightforward answer to the question of which barrier was the most significant to them. They experience a compound of barriers or a chain effect between barriers. However, from the interviews emerges the idea that while the barrier that is voiced most easily might be time or cost, the underlying reason is that respondents do not view certification as a worthwhile investment of their resources. The negative view of certification leads to the unwillingness to allocate resources, be it time or money, to achieving it. Thus, it seems that the most pressing barrier facing small hotels currently is not time, costs, or employee commitment, but a view that certification is not important, or lacks meaning. If this barrier would be lifted, then managers are willing to act, as the following quote shows:

> *It needs to be a meaningful certificate…I do believe that if there would be a certification which has a name that will help; it will definitely help to make sure that you are going to get the thing.* (Hotel 4, personal communication, 4 July 2018, line 119)

Other hotel managers speak of barrier reduction in a much more abstract manner, referring to theoretical changes in policies or in the hotel's situation. One hotel manager described the requirements of certification schemes as too rigid because they do not take into consideration planned but only current measures. In this manager's view, certification schemes are only concerned with hotels meeting a set of criteria and showing that they are green, rather than actually being green and progressively doing better for the environment (Hotel 2, personal communication, 28 June 2018, line 149). Other hoteliers concurred with the view that certification should be focused on continuous improvement instead of checking boxes (Hotel 5, personal communication, 6 July 2018, line 55). In particular, hotel managers with strong ecological responsibility and biospheric values are looking for a certificate that is able to demonstrate that they are truly concerned with doing good for the environment. As stated above, when a certificate is viewed as meaningless, out-dated or not important, hotel managers are unwilling to put resources into achieving it. Therefore, several respondents insisted that the process of obtaining a certificate should be as simple as possible.

> *Make it easy. I'm willing to…for instance, you're here now and that's probably an hour of my time. If somebody from [name of certification organisation] comes and sits here or walks around with me for an hour, 2 hours, it's no problem. I just don't have to do the boring paperwork.* (Hotel 5, personal communication, 6 July 2018, line 117)

In other words, resource-based barriers should be lowered. Alternatively, respondents acknowledge that external pressure or stakeholder pressure would push them to attain certification.

> *Thing that might help is if the moment I would start losing business that the organisation would come… they said to us we are going to stay with you in your hotel if you have a particular [name] certificate…it's sad to acknowledge that some external pressure will help.* (Hotel 4, personal communication, 4 July 2018, lines 119, 123)

> *If a lot of guests care about this or do not choose you because you don't have this, then yes.* (Hotel 6, personal communication, 9 July 2018, line 87)

Summing up the discussion so far, it might in fairness be concluded that though the lack of external pressure and resources has been voiced as a barrier to certification, it is the respondents' perceptions of certification as meaningless that has to be changed to induce small hotels to obtain it. The point that should be made here is that while most of the hotels who displayed biospheric values and strong ecological motivations are already implementing environmental measures, these measures only fulfil a few of the requirements of the same certification system that they perceive as not being ambitious enough. During interviews, hotels mentioned water, energy, food, and waste management as areas that have their particular interest. However, the main Dutch certification schemes for hotels go further by also focusing on washing and cleaning, green areas, green activities, communication and staff involvement. While these green hoteliers are undoubtedly managing their operations with the intention to fully meet social, economic and environmental expectations now and in the future, they seem unaware of measures that they could take to fulfil this goal and that are highlighted in the existing certification schemes.

Conclusion

The interviews conducted showed that personal values align with motivations to implement, or not, environmental measures. Egoistic or hedonic values are displayed, together with a focus on competitiveness, while biospheric values appear together with ecological responsibility motivations (Steg et al., 2012). Values and motivations are not just factors along with barriers in environmental decision-making (Valero-Gil et al., 2017), but also affect the managers' view of barriers. The more biospheric and ecologically responsibly a hotel manager perceives himself to be, the less he mentioned resource-type factors as a barrier. In contrast, resources are the biggest concern of egoistic and competitive hotel managers and, consequently, they want environmental certification to be as resource-light as possible. For biospheric and ecologically responsible hotel managers, the main barrier they face is their own view that environmental certification is meaningless, out-dated and not important. They suppose that they might easily obtain a certificate on the basis of the environmental measures that they have already implemented, but do not want to apply for it because they find that it does not add any value to their existing policies. With regard to these hotel managers, it is important to clarify the meaning and scope of environmental certification to overthrow their negative judgment.

If hotel managers view certification as a worthy and meaningful goal, they would strive to attain it. Even in the case of egoistic and competitive hotel managers, a well-designed information campaign might change their view on environmental certification and therefore of costs as a barrier. Environmental certification organisations that are interested in boosting their application numbers are encouraged to develop an outreach and information programme targeted at small hotels and their unique needs. Further research could develop and test various messages to find the most effective way to channel the meaning and value of environmental certification to small hoteliers. Certification bodies are moreover recommended to design more flexibility into their schemes so that special situations, such as hotels in historical buildings, can be accommodated.

With all this said, it must be acknowledged that this research was limited in its scale, being based on the views of nine managers or owners of small hotels who expressed an interest in environmental certification. Further research could extend the study to small hotels that have not expressed an interest in environmental certification to find out the personal values, motivations and barriers of those managers and how to encourage them to attain environmental certification.

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Appendix. Table 2: Summary of extant literature on barriers of sustainability

Employee commitment	Economic resources	Organisational difficulties	Knowledge and internal resources	Time
Post & Altma, 1994				
1) inadequate top management leadership 1.1) detached, uncaring, lack of understanding of environmental/ economic cost 2) employee attitudes 2.1) disengaged, environment not a priority	1) capital costs	1) configuration of current operations 2) competitive pressures 3) industry regulations 4) poor communication 4.1) "distance" between top management and actual action 5) past practice 5.1) existing SOPs	1) technical information 2) information 2.1) difficulty of collecting appropriate data, measurement problems 3) technical knowledge 3.1) inability to eliminate some risks or effects	
Biondi, Frey, & Iraldo, 2000				
	Technical costs: 1) Capital costs 2) Costs connected with informing and training personnel 3) costs for control and maintenance 4) investment in technology Costs in restructuring: 5) expenditure in consultancy 6) costs of management time Costs in compliance 7) registration costs		1) lack of technical expertise to conduct environmental audit 2) lack of environmental management skills / technical expertise 2.1) lack of clarification on what is required for EMS in specific situations (i.e. for SMEs) 3) difficulty in defining objectives and programme	1) lack of time to carry out in-depth analysis on environmental impact
(Hillary, 2004)				
1) lack of training 2) multifunctional staff easily distracted by other work 3) loss of environmental champion 4) lack of specialist staff 5) transient workforce 6) inconsistent top management support for EMS implementation 7) low management status of person spearheading EMS implementation 8) negative view or experience with ISO standards	1) perception of high cost for implementation and maintenance 2) requirement for capital expenditure 3) Changing economic climate alters the priority given to an EMS in SMEs 4) insufficient drivers and benefits 5) uncertainty about the value of an EMS in the market place 6) lack of accessible financial support 7) high cost of certification/verification which disproportionately penalises small firms	1) perception of bureaucracy 2) management instability 3) lack of internal marketing of EMSs 4) internal auditor independence difficult to achieve in a small firm 5) it is an interrupted and interruptible process 6) verifiers exceeding their role e.g. influencing audit cycle length 7) lack of promotion of EMSs 8) lack of clear or strict legislative framework	1) inadequate technical knowledge and skills 2) lack of awareness of benefits 3) lack of understanding of EMAS environmental statement or value of reporting 4) lack of knowledge and formalised systems 5) uncertainty and concern over possible de-registration for minor breaches of legislation 6) inability to see relevance of all stages 7) doubts about ongoing effectiveness of EMSs to deliver objectives 8) difficulties with environmental aspects/effects evaluation and the determination of significance 9) uncertainty about how to maintain continual improvement 10) confusion between certification and EMAS and how they relate 11) lack of experienced consultants of quality to assist SMEs 12) inconsistent approach of consultants to EMS implementation 13) external assistance needed to interpret ISO 14001, environmental review and implementation 14) lack of sector specific implementation tools and examples 15) absence or lack of trade association or business network support 16) ISO 14004 not used and largely irrelevant 17) lack of explanation of concepts and more guidance needed on environmental aspects and significance evaluation 18) poor quality information and conflicting guidance given 19) lack of experienced verifiers 20) duplication of effort between verifiers/certifiers and internal auditors 21) variations in verifiers approach to EMAS validation 22) absence of a central source of information on environmental legislation 23) absence of a single authoritative body to interpret EMAS	1) lack of management/ staff time for implementation and maintenance due to lack of understanding of benefits (cross-link to knowledge)

(Murillo-Luna, Garcés-Ayerbe, & Rivera-Torres, 2007)					
	1) limited motivation and preparation of the employees	1) High opportunity cost of the investment 2) limited financial and organizational capability of the firm	1) limited development of the environmental supply sector 2) rigidity of the legislation and bureaucratic complexity 3) deficient strategic capability of the firm 4) operational inertia 5) difficulties derived from competitive pressures	1) lack of knowledge or difficulty to understand the legislation	
(Chan, 2008)					
	1) support from top management is inconsistent 2) staff easily distracted by other work	1) Limited capital budget 2) High cost of implementation and maintenance costs 3) lack accessible financial support 4) high cost of certification disproportionately penalises hotels	1) variation in verifiers approach to validation	1) Lack of knowledge of effective conservation measures 2) Lack of knowledge of new technology 3) Lack knowledge of formalised systems 4) Lack specific implementation tools 5) Do not have adequate technical knowledge and skills 6) Lack specialist staff 7) lack of central authoritative source of information 2) Lack of explanation of concepts and more guidance needed on environmental aspects and significance evaluation 8) doubt the effectiveness of EMS to deliver objectives 9) uncertain about the value of EMS	1) Lack management and/or staff time for implementation and maintenance
(Chan, 2011)					
		1) implementation and maintenance costs	1) lack of qualified verifiers/consultants 2) lack of motivation and professional advice 3) outcome uncertainty 4) inconsistent support 5) lack of a sense of urgency	1) lack of knowledge and skills*** 2) conflicting guidance 3) ambiguity of EMS standards*	
(Delgado-Ceballos, Aragon-Correa, Ortiz-de-Mandojana, & Rueda-Manzanares, 2012)					
		1) lack of financial resources for investments in the necessary actions and resources	1) difficulty in modifying non-environmentally friendly practices 2) inadequate top management leadership (lack of training and expertise) 3) unfavourable attitudes among workers and directors with respect to changes in working habit 4) absence of green market opportunity	1) uncertainty about international and national environmental legislations 2) technical complexity of environmental solutions 3) lack of environmental awareness among organisational members	
(Sucheran, 2015)					
		1) poor economic climate 2) high costs 3) no economic benefits 4) no consumer demand	1) lack of government assistance 2) lack of promotion of EM 3) lack of environmental regulation and legislation	1) lack of environmental knowledge and skills 2) lack of specialised staff	
(Valero-Gil, Rivera-Torres, & Garcés-Ayerbe, 2017)					
	1) lack of management team's commitment 2) lack of environmental responsibility 3) lack of motivation 4) lack of leadership in management team	1) lack of financing 2) prioritisation of other investments 3) presence of sunk costs	1) complexity of the production system 2) aversion to change 3) excessive organisational complexity 4) static organisational culture	1) lack of knowledge of measures 2) HR with no specialised training 3) lack of knowledge of process & advantages	

Table 3: Summary of hotel demographics and psychographics

Hotel	Location (municipality)	Manager's gender	Motivations	Personal values	Barriers
1	Hoogeveen	M	Competitiveness *…number 1 is to make money* (Hotel 1, personal communication, 14 June 2018, line 5) Legitimisation *Because the government wants to do it…we have to do it* (Hotel 1, personal communication, 14 June 2018, line 11)	Authority Ambition Influence	Capital cost
2	Zuidhorn	M	Ecological responsibility *…as long as we are doing the right thing we can also communicate the right thing and during the communicating process people can become aware of what we do and they become aware of what they can do for themselves as well* (Hotel 2, personal communication, 28 June 2018, line 38)	Equality, ambition, respect for the earth	Rigid and outdated
3	Breda	M	Ecological responsibility I *love nature* (Hotel 3, personal communication, 2 July 2018, line 3)	Respect for the planet, unity with nature	View of certification
4	Maastricht	M	Competitiveness *…there's much more focus on commercially running the hotel so on a commercial basis and looking at how we can improve business* (Hotel 4, personal communication, 4 July 2018, line 30) Ecological responsibility We *want to have, we have to, just for the sake of you know that's what we have to do* (Hotel 4, personal communication, 4 July 2018, line 38)	Protecting the environment, helpful, influence, enjoying life	Other priorities, capital cost, organisational difficulty, building restrictions
5	Berg en Dal	M	Ecological responsibility *So what we do, we do the utmost to be good to the environment* (Hotel 5, personal communication, 6 July 2018, line 11)	World at peace, unity with nature, equality	Time, view of certification, other priorities
6	Amsterdam	F	Competitiveness *You see it in quite some hotels. So that's the one that took my interest* (Hotel 6, personal communication, 9 July 2018, line 45) Ecological responsibility *Responsibility and I think also it's a must.* (Hotel 6, personal communication, 9 July 2018, line 24)	Helpful, respect for the earth	Time, employee commitment, building restrictions
7	Kapelle	M	Ecological responsiveness *…you actually live on the planet and you don't want to waste the planet for future generations* (Hotel 7, personal communication, 11 July 2018, line 14)	Helpful, respect for the earth, varied life	Time, building restrictions, other priorities
8	Rotterdam	M	Competitiveness *I like badges. Maybe that's why everyone wants success. Everyone wants to say to show they're good ecological responsibility* (Hotel 8, personal communication, 12 July 2018, line 142) Legitimisation *If the Netherlands stops using gas, then we have to find an alternative.* (Hotel 8, personal communication, 12 July 2018, line 51)	Varied life, enjoying life, helpful	Time, capital cost, employee commitment, other priorities
9	Bergen op Zoom	M	Competitiveness *…we have to attract as many guests as possible of course* (Hotel 9, personal communication, 14 July 2018, line 44)	Daring, varied life, ambition, enjoying life	Time, capital cost

Table 4: Barriers experienced and to be lifted

Hotel	Barriers experienced	Barrier to be lifted
1	Capital costs *…we can do some solar panels because we have a very big roof but that's expensive* (Hotel 1, personal communication, 14 June 2018, line 3)	Capital costs *…what kind of level we get our money back that's for us our only business* (Hotel 1, personal communication, 14 June 2018, line 1)
2	Negative views *…well GreenKey is okay but it's also really corrupt* (Hotel 2, personal communication, 28 June 2018, line 92)	Negative views *No and that's [rigidity of GreenKey certificate] maybe a reason why I didn't get the GreenKey certificate. We can get gold but I don't want to* (Hotel 2, personal communication, 28 June 2018, line 155)
3	Negative views *Better be green than to have that certificate* (Hotel 3, personal communication, 2 July 2018, line 179)	
4	Capital costs *…to tell you very honest on one hand it can be a cost thing* (Hotel 4, personal communication, 4 July 2018, line 8) Organisational difficulties *Well what has been the reason why we haven't started in the past? Internal organisation to get our internal organisation just the operational aspects running smoothly* (Hotel 4, personal communication, 4 July 2018, line 48) Other priorities *Yeah so it's commercial situations it's our marketing and it's our commercial license those 3 aspects are very important aspects that we focus on at the moment.* (Hotel 4, personal communication, 4 July 2018, line 54) Negative views *But to be very honest with you, the GreenKey certificate as I look at it has become a bit meaningless in my view* (Hotel 4, personal communication, 4 July 2018, line 8) Building restrictions *…one of the big challenges we have is that being an old building we have single glass windows with old metal frames and you're not allowed to change it. You know you are but then you need to protect the history of the building* (Hotel 4, personal communication, 4 July 2018, line 6)	Negative views *It needs to be a meaningful certificate. If I buy or you buy something in the supermarket nowadays and you see all those different types of certificates half of them are meaningless and most of the time people don't even look at it anymore.* (Hotel 4, personal communication, 4 July 2018, line 109)
5	Negative views *…that's the thing with certificates, a lot of the times that on the outside it looks nice and then people say we are sustainable but they forget what the certificate is. It cannot be window dressing* (Hotel 5, 6 July 2018, line 61)	
6	Employee commitment *And to train all your employees for everyone to be convinced also to use the Greenkey. You really need someone.* (Hotel 6, personal communication, 9 July 2018, line 43) Time *It was so…should be your daily job I think to implement it and also to keep it running in the right way. It's extremely…you have to have someone responsible only for this.* (Hotel 6, personal communication, 9 July 2018, line 29) Negative views *That's better than to have a label. I don't feel nowadays it's not really something important* (Hotel 6, personal communication, 9 July 2018, line 49) Building restrictions *There were some things just difficult to implement because for us we are located in a monumental building. So that's also where it stopped.* (Hotel 6, personal communication, 9 July 2018, line 47)	Negative views *Maybe the GreenKey also can do more advertising for what is the meaning of their label then the fact is guests will ask do you have GreenKey then it will* (Hotel 6, personal communication, 9 July 2018, line 97)
7	Time *…we stopped after some time and you had to start over again and probably things have changed and it takes again some time so we just didn't do it in time.* (Hotel 7, personal communication, 11 July 2018, line 68) Other priorities *…we are still improving things but the certification, to get it is on a lower priority* (Hotel 7, personal communication, 11 July 2018, line 88) Building restrictions *We don't have much space.* (Hotel 7, personal communication, 11 July 2018, line 6)	Building restrictions *What also is maybe different here than to bigger hotels is that we rent the hotel and we do the business. So, we have to agree on a lot of things with the owner of the hotel. But he does some things like replacing windows with double glass windows. That has been done. But that makes it a lot more difficult to take big steps* (Hotel 7, personal communication, 11 July 2018, line 6)

Table 4 (continued

Hotel	Barriers experienced	Barrier to be lifted
8	Capital costs *So as long as we got a trainee, it works. That's free. Otherwise…it would cost us money* (Hotel 8, personal communication, 12 July 2018, line 13) Employee commitment *…the people in the organisation, I know they do it at home but getting them to do it at work as well is more difficult.* (Hotel 8, personal communication, 12 July 2018, line 21) Time *Everyone is busy with daily work and you're not always able to plan 40 hours to do it. So, it has to be in between the other small tasks you have.* (Hotel 8, personal communication, 12 July 2018, line 49) Other priorities *…then it doesn't get a high priority* (Hotel 8, personal communication, 12 July 2018, line 49)	Time *It's a lot. Have you ever looked at it? Yeah for instance water measurement you have to measure all tap points how many litres per hours. There's a lot of tap points for water. That's one thing. That will take you a few hours to walk from room to room to do the bath room, the shower, where you wash your hands. You have to do all of that. So, there's a few hours just walking around measuring.* (Hotel 8, personal communication, 12 July 2018, lines 118, 120)
9	Capital costs *I want to help but not for more costs as the regular stuff.* (Hotel 9, personal communication, 14 July 2018, line 46) Time *I was too busy* (Hotel 9, personal communication, 14 July 2018, line 34)	Time *Biggest problem…I think the start up. If it runs it runs. I don't think you have to do any more effort more work when it runs you know.* (Hotel 9, personal communication, 14 July 2018, line 214)

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The development of soft skills during internships: The hospitality student's voice

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This paper considers the value of industrial placements in providing an opportunity for hospitality students to develop soft skills in the workplace in addition to the technical skills learned at their educational establishments. While there are concepts such as "problem-based learning" which help students to think across subject silos, this paper argues that internships offer a valuable opportunity for students to learn and for industry to promote their organisations to prospective employees. Using a year's worth of student workplace diaries, the researchers identify that, in addition to hard skills, students learn communication skills, professionalism, teamwork and personal development. The paper concludes by suggesting that this exploratory analysis of student diaries demonstrates the importance of internships, but that more could be done to increase their value and to make the industry attractive to prospective employees. Opportunities for further research include more gathering and analysis of these documents which give voice to the lived experience of hospitality students on placement.

Keywords: international student, internship, New Zealand, placement, reflection, soft skills, work integrated learning

Introduction

In the early 1990s, Leslie (1991) documented the challenges faced by the hospitality industry. Key among these was the anticipated decrease in young people available to come into the industry at the same time as the hospitality industry was due to expand significantly. He argued that the industrial placement element of hospitality courses was a significant opportunity for student, educational establishment and industry partner to come together, but that the "lack of definitive work practices, comprehensive personnel policies, and trade unions" made it important for a discussion to take place on the format and benefits of industrial placements in the hospitality industry (Leslie, 1991, p. 66). The value and challenges of work placements, internships or work integrated learning has therefore long been debated in the field of hospitality management education. Closely connected to this has been the debate about how students of hospitality develop "soft" and "hard" skills (Lashley, 2009; Lashley & Barron, 2006; Sisson & Adams, 2013; Weber, Finley, Crawford & Rivera, 2009). Hospitality students also benefit from exposure to "problem-based learning" approaches to assessment, as this most closely mirrors the multi-disciplinary challenges they will face in industry (Kivela & Kivela, 2005). This paper focuses on the transferable "soft skills" acquisition of hospitality students on placement from a private tertiary educational provider in Auckland, New Zealand. After a comprehensive literature review identifying what is already known on the topic of the acquisition of employability and soft skills by hospitality students, it reviews a year's worth of student internship diaries/weekly reflexive logs (internship experiences in their own words) to see what transferable skills are learned and utilised to increase the hospitality graduate's future employability.

Soft skills development, placements and reflection

Baum (1990) repeated a study originally done in the USA to identify the competencies required of hospitality graduates by the industry. He used three categories (essential; considerable importance; moderately important) and found "both studies identify what might be described as 'soft' or human relations associated competencies as the most significant within the top-rated group" (Baum, 1990, p. 14). They included items such as "guest care", "employee relations", "professionalism" and "communication" skills. He explains this by the claim that technical skills can be taught through in-house training, whereas soft skills take much longer to acquire. Weber et al. (2009) agree that research into this aspect of the industry has been done since the 1980s. Lashley (2009, p. 340) sounds a warning note that "the assumption that employers are looking for hard skills in employees is also questionable". Instead, he found that employers were not concerned about finding "pre-skilled workers", but instead concentrated on recruiting "nice" staff.

Sisson and Adams (2013) did research into the competencies required for managers in accommodation, food and beverage, and meetings and events – no less than 86 per cent of the identified competencies were "soft skills" rather than "hard" technical skills. They describe hard skills as being "task oriented competencies" which are learned in the classroom, but claim that soft skills are learned by interacting with customers and colleagues, as is the case during internships or placements.

With the development of skills such as critical thinking, staff management and strategic thinking, Sisson and Adams (2013, p. 137) argue "the need for technical industry expertise is decreasing while the need for non-industry-specific knowledge is increasing". They do, however, warn that technical skills may well get graduates their first job, but the longer they work in the industry, the more important soft skills will become. This is a similar point to that made by Jack, Stansbie and Sciarini (2017, p. 17) who warn that "while most graduates are adequately prepared in regard to job knowledge, many are lacking necessary job skills". They suggest that too much of education is focused on the attainment of knowledge.

Warhurst and Nickson (2007) argue that "soft skills" jobs need to support "thinking skills" in the "knowledge economy", requiring both emotional labour and aesthetic labour from staff. They suggest that emotional labour has become an essential soft skill for front-line hospitality staff because of the amount of social interaction customer-facing staff are expected to engage in, and because they are themselves part of the product that is being offered for sale. They conclude their study by saying they found "for much retail and hospitality work, 'hard', technical skills are likely to be much less important than soft skills" (Warhurst & Nickson, 2007, p. 114). Soft skills training noted by people in their study included dress sense, body language, make-up/grooming, and scripting. Weber et al. (2009) propose four categories of soft skills: leadership/people skills; communication; management and organisation; cognitive skills/knowledge; and argue that soft skills are essential in order for an organisation to have good relationships with employees and customers. In their study they found the most important competencies to be "working effectively with employees and customers, setting a positive example, displaying honesty/commitment and developing creative solutions to problems" (Weber et al., 2009, p. 359). Sisson and Adams (2013, p. 140) agree, saying that

> [t]hese findings support those of most other studies, indicating that the competencies that are most essential for managers to be successful in hospitality are soft ones. The two most essential soft competencies in this study were developing positive customer relations and working effectively with peers. It is apparent from these findings that hospitality programmes today must produce students who understand interpersonal relationships and can work well with both guests and peers.

Having established the importance of soft skills for graduates to be successful in the hospitality industry, it is helpful to consider the benefits those skills might provide while the student is on placement (i.e. before they join the industry full-time).

Placements are extremely valuable. Leslie (1991) summarises them into benefits for the students themselves (awareness of the scope and diversity of the industry; personal development and developing independence; communication skills; applying theory to practice; building evidence of suitability for employment in the sector), benefits for the industry (enthusiastic employees; fresh perspectives; additional resources at busy times; useful research project findings; trial period for future employees), and benefits for educational establishments (sharing current industry practice with lecturing staff; closer relationships between industry and academia; students can use real-world experiences in class and assessments when they return). Jack et al. (2017, p. 18) suggest placements mean hospitality students "learn to work with multitudes of people, personality types, and deal with issues on the 'human' side of the business". Apart from developing the ability to interact with others, it is also claimed that internships develop the use of initiative, punctuality, self-confidence and improve social skills, or as some have called them, just good work habits. Sometimes these skills are difficult to learn in a classroom situation. They quote statistics that suggest 58 per cent of students end up hired as full-time employees in the organisation where they did their internship – this is a great incentive for employers to offer internships. Tse (2010) claims placements give students real-world experience and allow them to see how the theories they learned are applied. It also allows them to reflect on their future career choices. However, Solnet, Robinson and Cooper (2007, p. 67) warn that the focus of many educational establishments' internship programmes is on "a quantitative requirement of hours, but with no qualitative consideration of the standard of the experience in industry" where the student may be given a series of low-level tasks to complete, and although that was the situation a decade ago, it is something institutions should still guard against.

While Leslie (1991) makes a number of recommendations for improving the value and effectiveness of placements, the focus is on making them more useful to industry, not on the personal and professional skills (referred to as "soft skills" in this paper) that a student may develop on their placements in industry. An essential skill for students to develop lifelong learning is the ability to reflect on their experiences in industry. Jack et al. (2017, p. 19) claim that in the workplace students are forced to make decisions, but then "mull the results of the action and reapply it to a new situation". This skill that is often claimed for graduates – the ability to reflect on experiences, both positive and negative, and to learn from them – (Boud, Keogh & Walker, 1985; Morrison, 1996) will now be discussed. This is essential if graduates are to develop lifelong learning skills (Lashley, 1999). Lashley makes the point that research points to hospitality students displaying a preference for learning from real-life or simulated situations, and avoiding scenarios requiring reflection or theorising. This ability to reflect and see connections between particular "chunks of knowledge" (Lashley, 1999, p. 181) is, however, crucial if a student is to learn from real-life situations such as those experienced during a placement or internship. These students should be able to use actual situations to develop into "reflective practitioners", who not only have the technical skills required to do a particular task, but can also reflect on how that task could be done better (Cottrell, 2003; Tynjälä, Välimaa & Boulton-Lewis, 2006). Lashley argues that this ability to make connections "helps students to develop a good range of business related communication skills" (Lashley, 1999, p. 183), and that their group-work skills are also improved. Jack et al. (2017) also claim that the ability to reflect on experiences leads to greater job satisfaction, and that in turn may lead to a graduate staying in the hospitality industry instead of leaving.

Research method

This study collected a year's worth of student workplace diaries from students on three-month (240 hours) work placements in establishments across New Zealand. This approach has been used by Tse (2010), although that study focused on the student view of the importance of internships, not the development of soft skills. Students in this study were required to complete and submit weekly online reflective pieces as part of their placements. Each submission was commented on by the industry tutor each week, with the aim of gradually moving students to a more mature and measured reflection demonstrating deep learning rather than merely descriptive pieces. At the end of the semester students submitted their assessments and they were marked. Students were not specifically told to focus on the development of soft skills and therefore any references to them were unprompted.

Once the assessments had been marked and feedback given, students were told about the research project and asked for permission to use their anonymised reflections for academic research in line with the ethics approval granted to the research team. Any student who chose not to return a signed ethics approval form had their reflections removed from the sample. Once this had been done, the diaries were allocated a number and all identifying characteristics removed by someone who was not part of the research team. A total of 65 anonymised student diaries were therefore available for analysis and these provided the basis for this paper.

Lin, Kim, Qiu and Ren (2017) were interested in experiential learning and what they called "service-learning" and used this approach. Many of the skills identified in their study were also soft skills. The diary entries were analysed for evidence of soft skills development and these were grouped into categories supported by quotes from the diaries. Several of the authors reviewed each entry to ensure a level of inter-coder reliability. The results are reported in the next section.

Results

The following reports the soft skill-related comments made (unprompted) by students in their internship work diaries. The relevant entries have been grouped into categories linked back to the literature review.

Hard skills

Students certainly noted technical skills, usually around making coffee, using machinery, ICT, folding napkins, making and serving drinks, or using chemicals correctly. Often these technical skills were taught to them by fellow workers rather than through any structured induction or training. While technical "hard skills" acquisition is not the focus of this paper, it is perhaps helpful to note them in order to give a fuller picture of the student placement experience, particularly as some of these comments also have implications for soft skills development.

> *Having been here for three days, I have got the general feel of how the restaurant operates; I can now take orders; my co-workers have taught me how to operate the PoS (Point of Sales system); I now know where things are; I can manage the bar and make coffees as well; the work is not hard at all as it is quite similar to my part-time work; it was quite inconvenient work-flow as the bar and restaurant are separated; Housekeeping is hard work so I had a sore back until the supervisor showed me how to work with a straight back as much as possible; I felt if I had my own housekeeping trolley I could work faster instead of having to share one.*

Unexpected learning

In many cases students learnt things that they were not expecting to learn. This was commented on regularly enough to warrant a separate category in the analysis. The reflections certainly demonstrate an understanding that there is a lot more to the hospitality industry than they previously realised.

> *Coming home a random man deliberately elbowed me in the street, which caused a huge bruise on my arm – this is when I realised that I should not be complacent at night and 10pm is still the latest I can work as it gets crazy out there; I was warned that one supervisor tends to bully new staff; I noticed that I do not have the social life I used to before this internship; the turnover rate of staff in the kitchen is crazy – in three weeks since we opened we lost two chefs and one sous-chef; I have made friends from doing my shifts here; I notice that as employees tire, it is inevitable that service quality is compromised; we had a food tasting for the new menu and the food was amazing – it was a new experience for me to have delicious food and talk about it with other staff; polishing dishes was very hard – after two hours my hands were very sore; I was working with a girl who is not easy to get on with but I managed it and the supervisor thanked me; I realised that housekeeping is really hard work.*

Communication skills

This category was for comments related to interactions between staff or with customers. Given the regular criticisms of consumer-generated content forums such a TripAdvisor, it was noticeable how much students valued feedback from complete strangers or from their supervisors and peers, although this section also demonstrated some frustration with management not solving relatively straightforward issues with easy solutions.

> *I would make a sign at the buffet table for the Chinese guests as it would make it easier for the guests and staff; it is important to communicate between staff to give guests good moments of truth; one of the front office staff said I had got a good review from a customer and that they would email it to me – I am waiting for it; I have noticed chefs swear a lot – I am lucky to work with people who are kind and friendly; my supervisor asked me what my biggest weakness was and I said "my English" – he said he would help me; my peers make work easier and fun; I work as the face and heart of the hotel in Reception; I am very lucky to have colleagues who encourage me; there was a banquet with Chinese people from Shaoxing who did not speak English but my manager did not ask me to work at it – managers should know the abilities of their staff and allocate them properly.*

Professionalism

Students saw examples of professionalism and staff and management "going the extra mile" for customers and colleagues. In some cases it was something they had done themselves and which came from training at hotel school or from a personal philosophy of hospitableness, but in other cases they saw it demonstrated by their supervisors and noted in their diaries as something to aspire to. They were clearly also very appreciative of being singled out by managers or supervisors when they did something right – in some cases above their full-time peers. Situations where management "rolled up their sleeves" and "got on with it" also had a major impact on interns.

> *I had to delay taking my break because I had to stay a bit longer and pay attention to each guest; I was flattered when the chef pointed to me and said "I would rather choose her to work here than the other girl"; when we had a problem our supervisor stepped up and washed dishes herself – I think that was admirable; one of the customers left a good comment about me and the manager told us at the 5pm meeting; sometimes when I take orders guests make a joke and I do not understand it so I just laugh. I would like to get closer and communicate with my guests properly so I can give them a more enjoyable time; I need to reprioritise and improve things; I needed a little help with my section but not as much as before; it was not too busy so I managed by myself and made no mistakes – I felt so proud of myself; my supervisor was impressed with my work; the supervisor said at the briefing that she appreciated my hard work from the previous day (I hope they ask me to continue working for them); front desk has to be really responsible as we hold confidential guest information, especially for celebrities; night audit have to be better multi-taskers than other front desk workers; I was supposed to finish at 10pm but the night auditor called in sick so I finished at 4am; I am very proud of my work and my supervisor is very proud of her trainee!!!; I felt really bad about mistakes in my room and I now realise that you have to pay 100% attention otherwise it is very easy to make mistakes; I felt rewarded that a customer told me "the coffee was fantastic" – I felt very proud of myself; last Sunday I folded 500 napkins and the supervisor asked me to teach all the staff – even the supervisors; the manager praised me and I felt a glow of pride.*

Teamwork

Something that all students would have covered in their course would have been the importance of teamwork. However, seeing it actually happen in front of their eyes came as a surprise to many – seeing that people were doing things for the greater good sometimes seemed to come as a shock to them.

> *Once we had finished we were asked to help colleagues who still had rooms left to clean; when I still had two rooms to clean my manager asked others to come and help me; they had a lunch for me on my last day and I had to give a speech about the people who had supported me; guests always come to reception and ask me questions as I am the only Japanese speaker at my hotel so other colleagues have to do my job – we need to hire more Japanese speakers; when there is anything I don't know I ask the supervisor and other staff for help and they always like to help me.*

Personal development

This category is for when students noted experiences that had changed them as a person. These were often things that they felt strongly about and things which motivated them to put in the extra effort. These students were looking towards their next goal. Recognition by people they respected was also important.

> *I think what I learned from this internship is confidence; I am just trying to get accustomed to new surroundings and try to do my best to fit in and work with new people; I wonder what I will learn next week; it was fun to do room service and see around the hotel; it was exciting to learn something new; while I was polishing glasses I was observing what the bartender was doing – I would like to learn bar work as well; it is a good thing that I am learning new things but sometimes I am not able to answer guests and that annoys me; experiencing new things is so much fun; working on night audit I am now sure I can deal with situations by myself; in the hotel industry we need to be flexible and to deal with unpredictable situations in order to earn more revenue; this Sunday there was a small surprise – my manager shared the tips with me, and I was not expecting that; The amount of money was not important because I felt my manager appreciated me – I was very happy with that.*

Conclusions

This paper has clearly only scratched the surface of the debate around soft skills versus hard skills, and there is much more that could be done. Certainly, a body of knowledge could be developed around all the workplace diaries that are being completed across the globe. Lashley (1999, p. 184) warned that "[o]bjectives set by governmental, educational and industrial bodies suggest that future managers need to be reflective practitioners, and this issue will have to be addressed by hospitality educators". This comment (made almost twenty years ago) has never been truer than now in 2018.

The ability to reflect on their experiences and then learn from them is a fundamental measure of "graduateness", which is often related to or understood to be concerned with soft skills. This paper has considered the value of soft skills, placement and reflection during a hospitality student's internship element of a hospitality programme (in this case in New Zealand), but we would suggest similar experiences are likely in other countries, although this exploratory work should clearly not be regarded as generalisable (Bryman & Bell, 2011). In the continued debate about hospitality management education, Baum (1990, p. 14) argues that his research found industry people saying: "give us a management trainee entrant who is well mannered, relates positively to guests and fellow staff, is appropriately presented and communicates effectively, and we will do the rest". This suggests that soft skills are more important to the hospitality industry than technical skills, and some ten years later Weber et al. (2009, p. 354) claimed that "most companies want their future managers to have the soft skills needed to be successful within their organisation's environment".

Lashley (2009, p. 348) somewhat controversially argued that "[e]mployers are rarely looking for a high level of competence in a wide range of hard technical skills". Given the overwhelming evidence of the importance of soft skills for hospitality graduates, one might ask why institutions continue to focus so heavily on teaching the technical aspects of our business. Sisson and Adams (2013, p. 144) suggest that perhaps it is because "hard competencies are often easier to define, teach, and assess". One dissenting voice in all this comes from Hurrell and Scholarios (2014, p. 54), who point out that

> low-wage, non-professional service occupations are especially reliant on "people skills" rather than technical or abstract reasoning skills. This is most noticeable for customer-facing employees in interactive services, where service quality has been closely linked to social skills.

Does this mean that hospitality educators focus on soft skills because they cannot teach hard skills? Or because the students cannot cope? Or are hospitality educators setting students up for a low-wage lifetime? We would not agree with that viewpoint, but it is perhaps one we need to be able to argue against with supporting research evidence.

To finish on a more positive note, Tse (2010, p. 261) pointed out that

> [g]eneric skills are skills applicable in any industry and not specific to the hospitality industry; therefore generic skills are valuable to a student's entire future career. These points should be explained to students before they commence their placement and reinforced after the placement, so they are conscious of their personal growth.

In other words, even if a hospitality student decides not to continue in the industry, those soft skills will still stand them in very good stead.

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CONTENTS