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Environmental Issues in Tourism
Any other related issues in Tourism

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Website: www.atma2010.ning.com
Tourism industry and services are not only money maker enterprises but also promote human resource development that brings progress and prosperity to the region in a positive way. They can although bring negative effects such as environmental pollution, social and cultural conflicts, not to mention the rising cost of living at the touristic places, but the overall positive effect is the improvement of both the economy and social conditions of the country. The policy on tourism management is therefore included in the National Strategic Plan in both developed and developing countries in the world.

The increasing numbers of tourists in all countries bring a tremendous income which makes the tourism industry more and more advanced worldwide. Thus, the tourism industry and services always have to come up with new knowledge and attractive strategic plans to get the competitive edge. Therefore, with the continuing changing global conditions in terms of economy, society, technology, communication and transportation the tourists have to adjust to these changes. The researches that can find out strategy in planning and management are very important in making various organizations and countries to get the advantage in the competitive industry.

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ANALYSIS OF THE COMPETITIVENESS OF HANGZHOU’S INBOUND TOURISM INDUSTRY

Shih-Yun Hsu

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ABSTRACT

This paper examines and analyzes the situation and characteristics of Hangzhou’s inbound tourism industry by using indicator analysis and SWOT analysis to provide six useful suggestions for Hangzhou’s tourism authority and operators to improve Hangzhou’s competitiveness on tourism services.

Keywords: Inbound tourism, tourism services, Hangzhou, indicator analysis, SWOT analysis

INTRODUCTION

With the global economic integration, the tourism industry in China has grown rapidly. According to the State Administration of Foreign Exchange, the trade in tourism services in 2008 accounts for more than 27% of the total trade in services in China and generates USD 40.8 billion foreign exchange earnings, which increased from USD 20.3 billion in 2000 (Source: State Administration of Foreign Exchange http://www.safe.gov.cn/model_safe/).

Hangzhou, the capital city of Zhejiang Province, is one of the seven ancient capitals in China. Due to its unique scenery and natural resources, Hangzhou is a very popular city in China. However, it is facing problems caused by the unbalanced development among tourism resources and other related industries and its weak competitiveness in international tourism.

METHODODOLOGY

This paper will describe the status of the inbound trade in tourism services in Hangzhou and analyze its competitiveness by using SWOT analysis to provide useful strategies and suggestions for improving the competitiveness of inbound tourism industry in Hangzhou.

RESULTS AND DISCUSSIONS

1. The situation and characteristics of the inbound trade in tourism services in Hangzhou

Trade in tourism services, a type of the international trade in services, refers to the activities that the tourism operators in a country or a region provide to tourism service consumers.
from other countries by using controllable tourism resources in exchange for incomes. The range of trade in tourism services covers travel agencies and various tourism facilities, passenger transportation, catering services, food, construction contracting and the aviation industry. Trade in tourism services includes both revenues generated from international inbound visitors and expenses spent by domestic tourists travelling to foreign countries. This paper focuses on the international inbound trade in tourism services in Hangzhou.

Good economic strength and abundant tourism resources make Hangzhou one of the top tourist cities in China. In recent years, the trade in tourism services in Hangzhou has developed dramatically. For example, the number of inbound visitors in 2008 increased by 6.1% from 2007 to over 2.21 million and as a result the foreign exchange earnings also increased by 15.58% from the previous year to USD 1.3 billion in 2008 (Source: Hangzhou Statistical Bureau http://www.hzstats.gov.cn/web/ShowNews). Specially, the characteristics of the inbound trade in tourism services in Hangzhou are as follows:

1.1 Foreign exchange earnings from inbound tourism industry increases steadily while annual growth rate declines

Table 1. Hangzhou’s Tourism Income, 2000-2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Total tourism income (in 100 million RMB)</th>
<th>Domestic income (in 100 million RMB)</th>
<th>Foreign exchange earnings (in 100 million USD)</th>
<th>Annual growth rate of foreign exchange earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>214.3</td>
<td>190</td>
<td>2.92</td>
<td>-</td>
</tr>
<tr>
<td>2001</td>
<td>249.7</td>
<td>218.9</td>
<td>3.37</td>
<td>15.41%</td>
</tr>
<tr>
<td>2002</td>
<td>294.4</td>
<td>254.8</td>
<td>4.77</td>
<td>41.54%</td>
</tr>
<tr>
<td>2003</td>
<td>325.9</td>
<td>290.9</td>
<td>4.22</td>
<td>-11.53%</td>
</tr>
<tr>
<td>2004</td>
<td>410.1</td>
<td>361.2</td>
<td>5.97</td>
<td>41.47%</td>
</tr>
<tr>
<td>2005</td>
<td>465.1</td>
<td>403.6</td>
<td>7.58</td>
<td>26.97%</td>
</tr>
<tr>
<td>2006</td>
<td>543.7</td>
<td>471.2</td>
<td>9.09</td>
<td>19.92%</td>
</tr>
<tr>
<td>2007</td>
<td>630.1</td>
<td>548.6</td>
<td>11.19</td>
<td>23.1%</td>
</tr>
<tr>
<td>2008</td>
<td>707.2</td>
<td>617.2</td>
<td>12.96</td>
<td>15.81%</td>
</tr>
</tbody>
</table>

Source: All calculations are based on the “2009 Hangzhou Statistical Yearbook”

As shown in Table 1, Hangzhou’s total tourism income increased yearly from RMB 21.4 billion in 2000 to RMB 70.7 billion in 2008. Meanwhile, foreign exchange earnings increased steadily from USD 292 million in 2000 to USD 1.296 billion in 2008, although it slightly declined in 2003 due to the SARS epidemic. This great economic performance made Hangzhou one of the top 10 tourist cities in China for nine consecutive years.

However, Table 1 also shows that the annual growth rate of foreign exchange earnings decreased every year from 2002 to 2008 except for 2007, which recorded a slight increase. In 2008, affected by the global economic crisis, Hangzhou’s annual growth rate of foreign exchange earnings from inbound tourism dropped to the lowest point in five years, to 15.81%.

1.2 The number of inbound visitors and tourist source countries keep increasing

As shown in Table 2, even though SARS caused a decline in the number of inbound
visitors in Hangzhou in 2003, the overall number of inbound visitors tripled from 707,148 in 2000 to 2,213,329 in 2008. The number of tourist source countries also increased. In 2000, tourists from Hong Kong, Macau and Taiwan made up 43.31% of all inbound tourists while other foreign tourists accounted for 56.69%. In 2008, the percentages were 30.26% and 69.74% respectively. The widening gap between foreign visitors and Hong Kong/Macau/Taiwan visitors shows that Hangzhou’s inbound tourism market is gradually maturing and has great growth potentials. Not only East Asian and Southeast Asian countries, but also some European and North American countries, such as U.K., Germany, France, and U.S., appear on the list of tourist source countries. The number of visitors from U.S. has increased continuously and made U.S. the third tourist source country, after Korea and Japan. Table 2 also indicates, the average days of stay for visitors to Hangzhou has increased from 2.15 days in 2000 to 2.73 days in 2008, indicating that Hangzhou has become more and more attractive to foreign tourists.

Table 2. Hangzhou’s inbound visitors, 2000-2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Total (visitors)</th>
<th>Foreign visitors (visitors)</th>
<th>HK/Macau/TWN visitors (visitors)</th>
<th>Annual growth rate</th>
<th>Average days of stay</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>707,148</td>
<td>400,906</td>
<td>306,242</td>
<td>-</td>
<td>2.15</td>
</tr>
<tr>
<td>2001</td>
<td>819,438</td>
<td>447,689</td>
<td>371,749</td>
<td>15.8%</td>
<td>2.41</td>
</tr>
<tr>
<td>2002</td>
<td>105,6266</td>
<td>631,576</td>
<td>424,690</td>
<td>28.9%</td>
<td>2.50</td>
</tr>
<tr>
<td>2003</td>
<td>861,163</td>
<td>482,073</td>
<td>379,090</td>
<td>-18.5%</td>
<td>2.72</td>
</tr>
<tr>
<td>2004</td>
<td>1,234,063</td>
<td>791,616</td>
<td>442,447</td>
<td>43.3%</td>
<td>2.59</td>
</tr>
<tr>
<td>2005</td>
<td>1,513,585</td>
<td>1,020,840</td>
<td>492,745</td>
<td>22.6%</td>
<td>2.63</td>
</tr>
<tr>
<td>2006</td>
<td>1,820,171</td>
<td>1,236,792</td>
<td>583,379</td>
<td>20.3%</td>
<td>2.57</td>
</tr>
<tr>
<td>2007</td>
<td>2,085,997</td>
<td>1,453,650</td>
<td>632,347</td>
<td>14.6%</td>
<td>2.67</td>
</tr>
<tr>
<td>2008</td>
<td>2,213,329</td>
<td>1,543,665</td>
<td>669,665</td>
<td>6.1%</td>
<td>2.73</td>
</tr>
</tbody>
</table>

Source: All calculations are based on the “Hangzhou Statistics Yearbook”, from 2001 to 2009

1.3 Per capita spending of Hangzhou’s inbound tourists steadily increasing

From 2000 to 2008, the per capita spending of Hangzhou’s inbound tourists increased yearly (see Figure 1). Apart from the fact that the amounts of per capita spending in 2001 and 2006 are basically the same, other years showed an increasing trend. Increasing visitor spending is beneficial to the creation of foreign exchange earnings for Hangzhou’s inbound tourism industry. However, from a vertical perspective, the overall increasing trend is too gradual. The rate of growth needs improving.

2. Analysis of the competitiveness of Hangzhou’s inbound tourism industry

Based on the above analysis of the current situation, the following examines the competitiveness of Hangzhou’s inbound tourism industry by using the international export market share indicator analysis and the SWOT analysis.
2.1 Indicator analysis

The international export market share indicator is used to analyze the competitiveness of Hangzhou’s inbound tourism industry. The international export market share is the ratio of a country’s total exports to the total of all exports in the world. It reflects the overall competitiveness of a nation’s exports. The formula is:

\[ MS_{ij} = \frac{X_{ij}}{X_{wj}} \]

\( MS_{ij} \) represents the market share indicator of product j in country i. \( X_{ij} \) represents the total export value of product j in country i. \( X_{wj} \) represents the total export value of product j in the whole world. The higher the value of \( MS_{ij} \), the stronger the international competitiveness of a country’s i industry to which product j belongs and vice versa.

Now apply the formula to analyze the competitiveness of Hangzhou’s inbound tourism industry within China’s overall inbound tourism industry. This is expressed as the ratio of Hangzhou’s tourism services export value to China’s tourism services export value to reflect the reality of the competitiveness of Hangzhou’s inbound tourism industry.

As shown in Figure 2, the ratio of Hangzhou to China’s foreign exchange earnings in the inbound tourism industry increased from 1.8% in 2000 to 3.17% in 2008. Though this ratio increased yearly, the overall share, less than 5%, is relatively insignificant, indicating that Hangzhou’s inbound tourism industry lacks of competitiveness.

To further explain the competitiveness of Hangzhou’s tourism industry, the following figure and paragraph compare the market shares of Hangzhou, Shanghai, Beijing and Ningbo in the tourism service export industry. This will provide a better understanding of the competitiveness of Hangzhou’s inbound tourism industry.
As shown in Figure 3, during the period 2000-2008, the export market share of Hangzhou’s tourism industry was between 2% to 4%, which was way behind the strong tourist cities of Beijing and Shanghai in a horizontal comparison. Hangzhou’s competitiveness is disadvantaged. However, compared with other strong tourist cities in the province, such as Ningbo, Hangzhou has a certain degree of competitive advantage. In a vertical comparison, this indicator is generally stable.

In summary, compared with other tourist cities in the province, Hangzhou’s inbound tourism industry has some competitive advantage. But, compared with industrial cities like Beijing and Shanghai, Hangzhou’s inbound tourism industry is not very competitive.
2.2 SWOT analysis

2.2.1 Strength

2.2.1.1 Abundant tourism resources

Hangzhou, rich in tourism resources, is a city that possesses mountains, lakes, rivers, seas, tides, ponds, streams, and forests. Its unique West Lake and exquisite cultural landscape, not found anywhere in the world, attract numerous overseas tourists. In 2006, Hangzhou had 2,213,329 inbound tourists, an increase of 6.1% year over year. According to a general survey, Hangzhou’s tourism resources can be classified into 8 categories, 30 sub-categories and 140 basic types. Ownership was 100%, 97% and 77% respectively. Based on the national standard stipulated in “Tourism Resources Classification, Investigation and Evaluation”, Hangzhou has 81 natural resources and 100 cultural tourism resources among its 181 tourism resources. The ratio between the two is approximately 0.81. There are 50 basic types among the natural resources and 90 basic types among the cultural tourism resources. The ratio between the two is approximately 0.56. As we can see, while competing in today’s tourism market that stresses market segmentation and demand diversification, Hangzhou’s equally abundant natural and cultural tourism resources provide strong support to its inbound tourism market development.

2.2.1.2 Superior geographical conditions

Situated at the southern wing of Yangtze River Delta, the western end of Hangzhou Bay, the downstream of Qiantang River, and the southern end of the Beijing-Hangzhou Grand Canal, Hangzhou is adjacent to Hangzhou Bay to the east, the three cities of Shaoxing, Jinhua, Quzhou to the south, the two cities of Huzhou and Jiaxing to the north, and the province of Anhui to the west. Only 150 km from Shanghai, Hangzhou is an important center of the Yangtze River Delta and a transportation hub of Southeast China. It is also an important travel destination and a place for distributing tourist overflow. Hangzhou’s terrain is complex and diversified. The west is part of the west Zhejiang hill district. The main mountain ranges include the Tianmushan. The east is part of the low-lying north Zhejiang plain with a complex network of rivers and features typical of the “water villages south of Yangtze River”. Qiantang River, the largest river in the province, flows through most of the city in a southwest-northeast direction. The East Tiaoxi enters Taihu via Linan and Yuhang. Hangzhou has a subtropical monsoon climate with four distinct seasons. The mild temperatures and abundant sunshine are beneficial to the development of the tourism industry.

2.2.1.3 Related industries well developed

Hangzhou always considers tourism as an important part of its economy. Its inbound tourism industry started early and some related industries are relatively mature.

For example, in terms of hotels (see Table 3), as of the end of 2008, Hangzhou had 247 star-rated hotels, among which were 13 five-star hotels. Hangzhou’s hotels provide good services to tourists, forming a sound basis for the development of the inbound tourism industry.
Table 3. Star-rated hotels in Hangzhou in 2000-2008

<table>
<thead>
<tr>
<th>Year</th>
<th>Star-rated Hotels</th>
<th>5-star Hotels</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>102</td>
<td>2</td>
</tr>
<tr>
<td>2001</td>
<td>148</td>
<td>3</td>
</tr>
<tr>
<td>2002</td>
<td>167</td>
<td>3</td>
</tr>
<tr>
<td>2003</td>
<td>187</td>
<td>3</td>
</tr>
<tr>
<td>2004</td>
<td>203</td>
<td>4</td>
</tr>
<tr>
<td>2005</td>
<td>229</td>
<td>9</td>
</tr>
<tr>
<td>2006</td>
<td>241</td>
<td>10</td>
</tr>
<tr>
<td>2007</td>
<td>250</td>
<td>12</td>
</tr>
<tr>
<td>2008</td>
<td>247</td>
<td>13</td>
</tr>
</tbody>
</table>

Source: Based on the “Hangzhou Statistical Yearbook” from 2001 to 2009

2.2.1.4 Convenient inbound tourist transportation

Transportation is an important factor in measuring the competitiveness of inbound tourism. It dictates the resulting competitive advantage. Because the purpose of this document was to study the competitiveness of Hangzhou’s inbound tourism industry, we focused on air transportation to illustrate its transportation competitiveness. Compared with sea transportation, rail transportation and highway transportation, air transportation is crucial to inbound tourist travel.

Hangzhou’s inbound tourist transportation is convenient, as indicated by two aspects of the Hangzhou Xiaoshan International Airport. The first is increasing passenger throughput. As of the end of 2008, the throughput of Xiaoshan International Airport was 12.6732 million passengers, which was an increase of 8.0% over the previous year. The second is increasing number of routes. Comparing the routes in 2002 and 2008, we noted that domestic routes increased from 102 to 193. International routes increased from 4 to 30. Hong Kong/ Macau/Taiwan routes increased from 2 to 8. Overall, Hangzhou’s inbound tourist transportation is well developed and convenient, beneficial to the inbound tourism industry.

2.2.2 Weakness

2.2.2.1 Less well known as an international tourist city

According to the 2008 statistics on Hangzhou’s inbound tourist source countries (see Table 4), Hangzhou had 14 inbound source countries, mainly in the Asia-Pacific area. Korea and Japan in East Asia were the top two countries, accounting for 19.73% and 13.24% respectively of all inbound tourists. Hong Kong, Macau and Taiwan have always been Hangzhou’s important tourist source markets for inbound tourism, at 30.26%. Singapore, Malaysia and Thailand also occupied a significant share of Hangzhou’s inbound tourist market. Apart from the Asian markets, Americans represented 5.78% of all inbound tourists and were the largest group from Europe/North America. Other foreign source markets, such as Germany, France, the U.K., Canada and Australia, accounted for a small percentage, at less than 2%.

The above shows that Hangzhou has few inbound tourist source countries, totaling only 14. They are concentrated in Asia. This source market structure presents a high risk to Hangzhou’s inbound tourism industry. In addition, Hangzhou is relatively unknown in international tourist markets, particularly in Europe and North America where inbound
tourists represent a small ratio. This situation is detrimental to Hangzhou’s tourism internationalization. These two weaknesses directly affect the competitiveness of Hangzhou’s inbound tourism industry.

**Table 4. Tourist Source Countries/regions of Hangzhou’s Inbound Visitors in 2008**

<table>
<thead>
<tr>
<th>Tourist Source Countries/Regions</th>
<th>People</th>
<th>Ratio of Total Inbound Visitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>264,195</td>
<td>11.94%</td>
</tr>
<tr>
<td>Macau</td>
<td>11,990</td>
<td>0.54%</td>
</tr>
<tr>
<td>Taiwan</td>
<td>393,469</td>
<td>17.78%</td>
</tr>
<tr>
<td>Japan</td>
<td>293,259</td>
<td>13.25%</td>
</tr>
<tr>
<td>Korea</td>
<td>436,627</td>
<td>19.73%</td>
</tr>
<tr>
<td>U.S.</td>
<td>127,860</td>
<td>5.78%</td>
</tr>
<tr>
<td>Singapore</td>
<td>45,200</td>
<td>2.04%</td>
</tr>
<tr>
<td>Australia</td>
<td>30,280</td>
<td>1.37%</td>
</tr>
<tr>
<td>Thailand</td>
<td>57,832</td>
<td>2.61%</td>
</tr>
<tr>
<td>Italy</td>
<td>21,682</td>
<td>0.98%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>14,097</td>
<td>0.64%</td>
</tr>
<tr>
<td>Spain</td>
<td>22,172</td>
<td>1.00%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>78,570</td>
<td>3.55%</td>
</tr>
<tr>
<td>France</td>
<td>32,518</td>
<td>1.47%</td>
</tr>
<tr>
<td>Germany</td>
<td>43,244</td>
<td>1.95%</td>
</tr>
<tr>
<td>Canada</td>
<td>29,628</td>
<td>1.34%</td>
</tr>
<tr>
<td>U.K.</td>
<td>28,985</td>
<td>1.31%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,213,319</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: 2008 *Hangzhou Statistical Yearbook*

**2.2.2.2 Tourism products undiversified**

Regarding the investments in the inbound tourism market, Hangzhou is too focused on the construction of sightseeing products, lacking in in-depth development of non-sightseeing varieties, and specialty products that could attract overseas tourists for repeat visits. For example, Hangzhou lacks the “Shopping Paradise” image of Hong Kong, which advocates travel and shopping to attract repeat foreign tourists. In an era of economic globalization, high-quality tourist products should highlight participation, entertainment, knowledge and enjoyment for tourists. Hangzhou has not fully exploited these characteristics in developing its inbound tourism products. There is a gap between the quality of tourist products Hangzhou provides and the high-quality products foreign tourists expect. As a result, personalized and diversified requirements of inbound tourists are not satisfied. Hangzhou’s undiversified tourist products are detrimental to the development of its inbound tourism industry.
2.2.2.3 International tourism enterprises not up to the standard

As one of China’s famous tourist cities, Hangzhou is quite mature in the domestic tourist market (see Figure 4). In 2008, Hangzhou received 45.5167 million domestic visitors. There were 396 domestic travel agents. But, regarding the international tourist market, Hangzhou only received 2.2133 million inbound visitors, which is a huge difference compared with the domestic market. The reason for this is the lack of travel enterprises capable of handling inbound tourists professionally. According to the Hangzhou Statistics Bureau, as of the end of 2008, Hangzhou had 41 international hotels, most of which were quite small, lacked international travel capabilities, relatively unknown, weak in information technology, and low in quality. Unable to compete with large-scale international hotel chains, they are disadvantaged in the inbound tourism market. In addition, the international hotels in Hangzhou are unable to respond promptly to changes in the international travel market.

![Figure 4. Domestic and Inbound Visitors to Hangzhou in 2000-2008](image)

2.2.2.4 Lacking in professional inbound tourism talents

Experiences from developed countries show that the key to developing the inbound tourism industry is the availability of excellent international tourism talents. These countries attach great importance to the nurturing of inbound tourism experts. At present, the lack of inbound tourism personnel is an important factor that jeopardizes the development of Hangzhou’s inbound tourism industry.

Inbound tourism is more demanding on professionals, requiring them to possess a certain degree of cultural aspiration, language competence and management skills. At present, Hangzhou lacks high-caliber professional travel agents that can meet the requirements of inbound tourists. Particularly lacking are good international tourist guides and high-level international hotel managers. As a case in point, at the end of 2007, there were 13,000 trained tourist professionals in Hangzhou, including 9,814 tourist guides. However, there were only 314 international guides, an extremely small group among all tourist guides in the city. This shows inbound tourist professionals are in short supply, unable to meet the need for multi-talented and high-caliber tourist professionals that is crucial to the inbound tourism industry. A lot has to be done on the road to internationalization.
From another standpoint, most inbound tourism personnel have only technical specialty training and relatively low education. We understand most tourism workers in Hangzhou have high-school or lower education, followed by secondary and tertiary education. Few people have undergraduate degrees. Therefore, the needs of international inbound tourism are difficult to satisfy.

2.2.3 Opportunity

2.2.3.1 Government policy support

First was the implementation of free admission to the West Lake scenic area. In 2003, the Hangzhou government implemented free admission to the West Lake area, the first of such policy nationwide. Free admission is a great incentive to inbound tourists. In 2004, Hangzhou’s inbound tourists reached 1.2341 million persons, an increase of 43.3% year over year and an increase of 16.8% over the historical high in 2002. Hangzhou’s inbound tourism income also increased because of the increased inbound visitors. In 2004, foreign exchange earnings from tourism were US$ 597 million, 41.5% more than the previous year. The “West Lake free admission” strategy is effective in raising Hangzhou’s attractiveness to inbound visitors and has become a huge advantage for inbound tourism.

Second was the distribution of shopping coupons in foreign languages to overseas visitors. During the first half of 2009, taking advantage of overseas promotion channels, Hangzhou distributed discount shopping coupons to some tourist source countries (Japan, Korea, Malaysia, Singapore, Hong Kong, etc.). This generated strong interest overseas and produced good results.

2.2.3.2 Rapid development of international exhibition tourism

Following the advancement of economic globalization, international exchange and cooperation have intensified. Frequent business activities have injected new impetus to international tourism, particularly international exhibition tourism which brings opportunities to Hangzhou’s inbound tourism industry. As a renowned Chinese leisure tourist city adjacent to Shanghai-China’s most economically prosperous city, Hangzhou could leverage Shanghai’s mature international exhibition industry to increase the number of its inbound visitors. In 2008, Shanghai hosted 294 international exhibitions with a total exhibition area of 5.97 million m². Shanghai is going to hold the World Expo soon which will attract countless foreign visitors. If Hangzhou could take advantage of the resources of Shanghai’s international exhibition industry and attract Shanghai’s overseas workers or visitors to come to Hangzhou to host exhibitions or visit, then Hangzhou’s inbound tourism market will be greatly improved.

2.2.4 Threat

There is strong competition in the inbound tourism market in the Yangtze River Delta. As a service industry with great potentials, inbound tourism has the attention of a number of cities in the province. Ningbo received 756,776 inbound tourists in 2008, an increase of 14.2%. At the same time, Ningbo’s foreign exchange earnings from inbound tourism increased by 13.8%, to US$ 468.74 million. With all measurement indicators closely trailing Hangzhou, Ningbo ranked second in Zhejiang province. Wenzhou, also a Zhejiang city, saw its inbound tourism developing rapidly in recent years. The inbound tourist count in 2008 was 318,230, an increase of 10.1%. Foreign exchange earnings increased by 12.58% to US$ 161.09 million. As it stands, inbound tourism in peripheral cities is developing well. Hangzhou is having a hard time creating a competitive advantage because it shares the same resources and tourist source countries with competing cities.

In summary, based on the domestic export market share indicator of the inbound tourism industry, Hangzhou has an
advantage over Ningbo. But compared with Shanghai and Beijing, its competitiveness is undoubtedly weaker. From the SWOT analysis, Hangzhou’s inbound tourism industry has problems in terms of competitive disadvantage and threats. These problems are unfavorable to the development of Hangzhou’s inbound tourism industry. The following will elaborate on the tactics to increase the competitiveness of Hangzhou’s inbound tourism industry.

3. Suggestions to improve the competitiveness of Hangzhou’s inbound tourism industry

Based on the above analyses, we believe the competitiveness of Hangzhou’s inbound tourism industry can be enhanced using the following six tactics:

(1) Strengthen promotions in international tourist markets and actively cultivate international tourist source markets.

a. Utilize domestic and overseas mainstream media to strengthen the promotional intensity. Focusing on the traditional tourist source markets of Japan, Korea, Hong Kong, Macau and Taiwan, intensify the cooperation with mainstream media. At the same time, conduct strategic cooperation with famous domestic and overseas media, such as making use of TV advertising and releasing special articles, to promote Hangzhou’s image in the source countries, stimulate the desire of overseas travelers to visit Hangzhou, and attract, solicit more overseas visitors.

b. Attract overseas tourists by hosting internationally influential social, cultural, economic and trade activities (such as West Lake Expo). At the same time, hold other events such as the International Tourism Fair to attract more overseas media and tourism entrepreneurs to come to Hangzhou.

c. Actively participate in travel product fairs overseas. Participate in renowned international tourism exhibitions such as the Berlin International Tourism Exhibition, Moscow International Tourism Fair, Frankfurt Incentive Travel Exhibition, Arabian Travel Exhibition and Chicago Incentive Travel Exhibition. Hold tourism promotional events in Hangzhou to promote its rich tourist products to overseas tourism entrepreneurs and develop new international tourist source markets.

(2) Highlight specialty tourist products to promote diversification.

In terms of inbound tourist market development, Hangzhou should integrate traditional sightseeing products and tourist products with modern cultural characteristics. Transform from the undiversified natural and cultural sightseeing products to theme products, leisure vacation products, and individualized products that can satisfy multiple requirements. Heavily promote the construction of leisure travel business districts like the Lakefront, Wushan and Nanshan. Change from singular sightseeing tourism to multi-dimensional tourism that encompasses sightseeing, leisure holidays and international exhibitions. Focus on excavating the cultural connotations of the resources, exquisitely packaging tourism products, providing added value, establishing unique themes, and developing innovative travel routes.

(3) Enhance the competitiveness of international tourism enterprises by jointly developing tourist source markets with related industries.

a. Using the establishment of a common market as goal and through joint mergers and acquisitions of existing tourism enterprises, cultivate a batch of cross-regional, cross-departmental and cross-domain large-scale tourism enterprise groups according to the requirements of diversification and economy of scale. This will optimally deploy resources, increase efficiency and sharpen the focus. Through union of strengths, leverage management and personnel advantages to create internationally renowned tourism enterprises in order to set a sound foundation for the inbound tourism industry.
b. Developing tourist source markets jointly with related industries can supplement and benefit one another. In-depth cooperation with large airlines could strengthen the competitiveness of Hangzhou’s tourism industry. In 2010, Hangzhou cooperated with All Nippon Airways of Japan to promote a five-day Expo tour using Hangzhou as hub. It also cooperated with Taiwan’s EVA Air to launch the North America-Taiwan-Hangzhou series of routes in the North American market.

(4) Expedite the nurturing of international tourism talents
   a. Encourage high-education institutions to establish the international tourism faculty to nurture management personnel who are competent in foreign languages and skilled in the inbound tourism business.
   b. Provide planned and structured training for existing operations managers and related personnel in the inbound tourism industry to elevate the quality of inbound tourism workers. Learn from management experiences overseas and cultivate international tourism practitioners. Based on the requirements of Hangzhou’s inbound tourism market, nurture tourist managers, senior tourist guides, minor-language guides, intermediate tourist guides and guided-tour reception managers.

(5) Implement cooperative strategies with peripheral tourism regions
   Dismantle regional administrative boundaries and conduct joint tourism planning and product development. Collaborate with peripheral cities like Ningbo and Jiaxing and consolidate tourism resources with nearby Shanghai and Jiangsu province which already have developed their inbound tourism industry. Conduct joint promotions to transform threats to opportunities. Jointly expand the competitive advantage and promote Yangtze River Delta as a tourism region with international significance.

(6) Target different overseas tourist source markets and formulate a workable tourism development strategy.
   Cultivate overseas tourist source markets with focus, goals and methodology. Integrate tourism specialty products and promote sightseeing routes that are most suitable for the target market. For example, Japanese and Korean tourists are interested in Hangzhou’s traditional culture, tea culture, temples and Buddhist culture. Based on this, a route can be designed that highlights tea production and temple visits. European and North American visitors prefer to stay longer. Therefore, Hangzhou’s fabulous nightlife is a highlight to them. In summary, Hangzhou’s inbound tourist market should satisfy the different needs of tourists from different countries and regions by offering them appropriate sightseeing routes.

CONCLUSION AND RECOMMENDATION

Under the influence of global economic integration, tourism service, as an important component of the trade-in service, is developed rapidly. Within the tourism industry, inbound tourism services have great growth potential and will develop into a major economic industry. Based on the analysis of the competitiveness of Hangzhou’s inbound tourism services industry, this paper provides suggestions for Hangzhou’s tourism authority and operators to improve its tourism competitiveness.
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THE EFFECT OF INTERNATIONAL HOTEL EMPLOYEE LOYALTY ON CUSTOMER BEHAVIORAL INTENTION

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ABSTRACT

When it comes to customer satisfaction, employee loyalty seems to be an obscure contributor. However, there is evidence suggesting that employee satisfaction positively affect customer satisfaction and loyalty. We can see in literature that researchers debate on the effects of employee loyalty. Most literature suggest that employee loyalty is beneficial that it reduces turnover intention and burnout, and increase organizational commitment. Employee loyalty is also proved connected to customer satisfaction and loyalty. Service profit chain theory explains that how employee loyalty within a high-contact service context facilitates higher service quality and performance, and makes good impression on customers exhibiting by high level of customer satisfaction and loyalty. However, will employee loyalty also affect customers’ behavioral intention is rarely discussed. This study attempts to clarify this connection by conducting survey. Questionnaire is distributed to both employees and customers of high-class restaurants. Data is collected and analyzed with SPSS 20.0 package software. The results illustrate a positive relation between employee loyalty and customer behavioral intention. Restaurant managers can refer to this result and take measures to improve the level of employee loyalty to earn more profit.

Keywords: International hotel, Employee loyalty, Behavioral intention

INTRODUCTION

In the recent development of hospitality industry, businesses such as international hotels have suffered from a high turnover rate of service personnel. International hotels in Taiwan increasingly use part-time workers and internship students as main sources of first line service providers. Practitioners argue that this strategy is going to lower labor costs and to improve overall profit, while scholars have warned that this approach is likely to reduce competitiveness if experienced workers were gratuitously lost (Hinkin & Tracey, 2000). Employee loyalty is a recognized predictor of turnover intention and behaviour. As suggested by Davidson, Timo, and
Wang (2010), turnover problem is a great challenge to human resource strategy and organization performance, and the stake of turnover is high. The approach of practitioners greatly contradicted to theory. Therefore, the question we are trying to clarify in this study is whether hotel managers should hire more part-time employees to lower labour costs and regard high turnover rates as the inevitable, or make some changes to retain experienced employees, as this would help improving customer satisfaction and loyalty, and the profit in the future. If managers can have a clarified view on this issue, they would make better decision strategically and by this improving profitability of hotels.

Employee satisfaction is defined as “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969). According to Oxford Dictionary Online, ‘loyal’ is defined as “giving or showing firm and constant support or allegiance to a person or institution”, and ‘loyalty’ is defined as “a strong feeling of support or allegiance”. Customer satisfaction is an evaluation that concludes the experience was at least as good as it was supposed to be (Hunt, 1977), and determined by expectations and other pre-experience standards, product-service performance, and factors affecting the customer’s actual perception of the service (Barsky & Labagh, 1992). Employee loyalty can display in forms of employees’ extra effort in executing their tasks, respecting company value and supervisors’ order (Costen & Salazar, 2011; Matzler & Renzl, 2006). Customer loyalty is illustrated when customers show repeat patronage, spread good word-of-mouth of companies (Cronin Jr, Brady, & Hult, 2000; Dick & Basu, 1994). The theory of service profit chain which links these pieces together (Heskett, Sasser, & Schlesinger, 1997) clearly elaborates how companies turn internal service quality into employee satisfaction, and then into customer satisfaction, loyalty, and financial performance. Researchers have debated over the service profit chain first proposed by Heskett et al. (1997) of whether viewing from different perspectives or the missing pieces of the theory. For instance, Homburg, Wieseke, and Hoyer (2009) proposed a social-identity perspective of service profit chain and compared it to conventional service profit chain path from employee satisfaction to customer satisfaction and loyalty. The effect of new service profit chain path was clearly more significant than the conventional one. Some empirical examinations of applying service profit chain to various businesses and industries are available. Gelade and Young (2005); Loveman (1998) both verified the links of service profit chain in retail banking, and found the result generally support the relationships of employee satisfaction and loyalty to customer satisfaction and loyalty to finally financial performance of a company. Another positive study of Brazil banks made by Kamakura, Mittal, de Rosa, and Mazzon (2002) proved that branch managers will obtain higher level of performance if they can manage to maintain high level of employee satisfaction. Silvestro and Cross (2000) investigated the effect of service profit chain in retailing grocery company of UK. They found a ‘mirror effect’ between customer and employee satisfaction and proved that service profit chain indeed works in retailing businesses. Kassinis and Soteriou (2003) explored the positive effect of environmental management in European hospitality industry on the service profit chain and how it influenced company performance. These studies confirmed the significance of service profit chain, but there is still lack of empirical evidences from hospitality industry in Asia region. This study will be able to fill this gap by investigating the effect of service profit chain within international hotels in Taiwan.

Therefore, for first line service providers in international hotels, we propose the following hypotheses assuming the work content of part-time and formal employees are identical:
H1: Satisfaction of part-time employees differs from formal employees.
H2: Loyalty of part-time employees differs from formal employees.
H3: Employee satisfaction has direct effect on employee loyalty.
H4: Employee loyalty has direct effect on customer satisfaction.
H5: Customer satisfaction has direct effect on customer loyalty.

METHODOLOGY

To reduce the possibility of common method bias, data were collected respectively in two steps from employees and customers of the international hotels. Prior to the survey, consent was acquired from the managers of three selected international hotels in Taipei, and a questionnaire was distributed to 30 randomly selected first-line service employees at each hotel, totally 90 employees were surveyed. These employees include both part-time and formal employees. Researchers guaranteed to the participants that the questionnaire will be completely anonymous and not be used in any circumstances other than scientific purposes. The employees answered the questionnaire to express their satisfaction and loyalty regarding the target hotel. Researchers then distribute another questionnaire to customers passing through the hotel lobby to measure customer satisfaction and loyalty about the target hotel.

Questionnaires assessing employee satisfaction and loyalty were hand distributed by the researchers to 90 first-line service employees at three international hotels located in Taipei. Upon completion, researchers checked the questionnaire for missing answers and apparent biased answering patterns. Participants were asked to clarify their answers immediately at the scene, therefore all employee questionnaires returned were eligible to statistical processing. To measure customers’ satisfaction toward the most recent service they received from the target hotel and how would they describe their loyalty to the target hotel, a questionnaire was administered to customers passing through the hotel lobby. After eliminating defective questionnaires, the final total we can use for further statistical processing is 183 customer responses (of 90.7% was successfully recovered). A total of 90 employees and 183 customers responses comprise the data and were used to test the hypotheses.

We arranged the measures in this study into five categories: employee satisfaction, employee loyalty, customer satisfaction, customer loyalty, and demographic characteristics. The survey instrument used to measure employee satisfaction, employee loyalty, customer satisfaction, and customer loyalty included a 5-point scale: “How much do you agree or disagree with these statements?” (1: strongly disagree to 5: strongly agree). We measured employee satisfaction by deploying abridged job descriptive index (JDI), which was initially proposed by Smith, Kendall, and Hulin (1969), and then extensively implemented, examined, revised and modified in literature (Ironson, Smith, Brannick, Gibson, & Paul, 1989; Kinicki, McKee-Ryan, Schriesheim, & Carson, 2002; Roznowski, 1989; Stanton, Bachiochi, Robie, Perez, & Smith, 2002). JDI measures job satisfaction using 5 facets and 30 items: work on present job, present pay, promotion opportunities, supervision, and coworkers. We measured employee loyalty with four items adapted from McCarthy (1997), namely intention to stay, willingness to perform extra work, sense of belonging, and willingness to take up more responsibility. Customer satisfaction was measured by four items based on Bitner (1990); Fornell, Johnson, Anderson, Cha, and Bryant (1996). Items in the scale included “I really enjoyed myself at the hotel”, and “Overall, I am satisfied with my experience at this hotel.” In addition, customer loyalty was measured by four items developed by Cronin Jr et al. (2000);
Zeithaml, Berry, and Parasuraman (1996). Items in the scale included “I will keep an ongoing relationship with this hotel” and “I will put out good word-of-mouth of this hotel.” Part four of the questionnaire contained questions eliciting demographic information from the customers (e.g., age, gender, and education level) and employees’ information (e.g., age, gender, education level, job tenure, and job status).

Descriptive statistics were performed to profile employees’ and customers’ demographic characteristics. To test our hypotheses, we applied t-test to examine if there are significant differences of employee satisfaction and employee loyalty between part-time and formal employees (H1 and H2). Finally, we implemented regression analysis to find causal effects between each variable (H3, H4 and H5).

### RESULTS AND DISCUSSIONS

The demographic characteristics are presented in Table 1. The employees (N=90) are mostly of age 20-29 years and under 20 years. Employees under age 20 are all intern students from cooperated colleges or vocational schools, in which the majority of employees (62.22%) completed college/vocational school programs. The remaining employees have bachelor degrees in university, and only 3.33% of employees have master degrees. Male employees are the majority (60.00%) in our investigation, and most employees have tenure 1-3 years and part-time contracts. For customers demographic characteristics, most customers have age 30-39 (44.81%) and older than 40 (34.97%) and possess bachelor degrees (59.56%). More than half of the customers are female (58.47%).

<table>
<thead>
<tr>
<th>Table 1. Demographic characteristics</th>
<th>Employee (N=90)</th>
<th>Customer (N=183)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Percentage</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under 20</td>
<td>31</td>
<td>34.44%</td>
</tr>
<tr>
<td>20-29</td>
<td>45</td>
<td>50.00%</td>
</tr>
<tr>
<td>30-39</td>
<td>14</td>
<td>15.56%</td>
</tr>
<tr>
<td>Older than 40</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>College/Vocational school</td>
<td>56</td>
<td>62.22%</td>
</tr>
<tr>
<td>Bachelor degree</td>
<td>31</td>
<td>34.44%</td>
</tr>
<tr>
<td>Master degree</td>
<td>3</td>
<td>3.33%</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>54</td>
<td>60.00%</td>
</tr>
<tr>
<td>Female</td>
<td>36</td>
<td>40.00%</td>
</tr>
<tr>
<td>Tenure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-3 years</td>
<td>61</td>
<td>67.78%</td>
</tr>
<tr>
<td>4-6 years</td>
<td>20</td>
<td>22.22%</td>
</tr>
<tr>
<td>More than 6 years</td>
<td>9</td>
<td>10.00%</td>
</tr>
<tr>
<td>Job status</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time</td>
<td>57</td>
<td>63.33%</td>
</tr>
<tr>
<td>Formal</td>
<td>33</td>
<td>36.67%</td>
</tr>
</tbody>
</table>
The results of t-test between formal and part-time employees focusing on employee satisfaction and employee loyalty are illustrated in Table 2. For employee satisfaction, formal employees have an average score of 3.57, and part-time employees 3.01. The t-value is 2.51 (significant level $p<0.05$). This supports our hypothesis 1 that formal and part-time employees have different levels of employee satisfaction. As for employee loyalty, the situation is similar with employee satisfaction. Formal employees have an average score 3.43 in employee loyalty, while part-time employees have only 2.91. The t-value is 2.94 (significant level $p<0.01$). Therefore, hypothesis 2 is supported.

Table 2. T-test for employee satisfaction and loyalty

<table>
<thead>
<tr>
<th></th>
<th>Avg.(Std.)</th>
<th>t</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee satisfaction</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal employee</td>
<td>3.57(0.88)</td>
<td>2.51*</td>
</tr>
<tr>
<td>Part-time employee</td>
<td>3.01(1.07)</td>
<td></td>
</tr>
<tr>
<td>Employee loyalty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Formal employee</td>
<td>3.43(0.95)</td>
<td>2.94**</td>
</tr>
<tr>
<td>Part-time employee</td>
<td>2.91(1.16)</td>
<td></td>
</tr>
</tbody>
</table>

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

To confirm the causal relationships between major variables, we built three regression models each with dependent variables employee loyalty (model 1), customer satisfaction (model 2), and customer loyalty (model 3). Table 3 presents the standard beta coefficients of the independent variables and adjusted R2 of the model. Model 1 suggests employee satisfaction positively affects employee loyalty ($b=0.35$, $p<0.01$), therefore, hypothesis 3 is supported. Model 2 shows employee satisfaction ($b=0.19$, $p<0.05$) and employee loyalty ($b=0.28$, $p<0.05$) are both statistically significant predictors of customer satisfaction, and so hypothesis 4 is supported. We can see that in Model 3, customer satisfaction significantly affect customer loyalty ($b=0.41$, $p<0.01$), but not employee satisfaction and employee loyalty, thus supporting hypothesis 5. The adjusted R2 of three proposed models are 0.31, 0.23 and 0.39. All are fair and acceptable to concluding good models. All of five hypotheses are supported with statistical evidences.

**CONCLUSION AND RECOMMENDATION**

This study examined the effect of employee loyalty on customer satisfaction and loyalty based on service profit chain. While hiring part-time employees as the main sources of first line service providers may save labor costs, it is harder for hotels to maintain or improve service quality of these part-time employees because of the high turnover rate. According to the result of this research, it is best for hotel managers to hire formal employees with full pay grade, and improving work conditions of employees. Although the suggested approach will add to the labor costs, the improved employee satisfaction and loyalty will help employees’ retention and service quality, and then improves customer satisfaction and loyalty. This enables a virtuous circle and allows companies to grow competitiveness i.e. experienced and loyal employees.
The main contribution of this study is pointing out the contradiction between current hotel practices in Taiwan and empirical evidence. Cost down strategy does not have a positive influence on employee loyalty and thus cannot establish the path of service profit chain. Hotel managers should reevaluate their human resource strategy on how to retain the best employees instead of treating them as expandable and replaceable tools. In terms of future studies, researchers can attempt to find the causes of employee loyalty and to improve these criteria to achieving better customer responses. This study is constrained to a smaller sample size and singular geographic region. Future studies can consider expanding the span of the research to obtain a more generalized result.

REFERENCES


THE RELATIONSHIPS BETWEEN WORK-LEISURE CONFLICT AND WELL-BEING: THE ROLES OF LEISURE PARTICIPATION AND JOB BURNOUT

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ABSTRACT

The work-leisure conflict (WLC), which is possessed by the employees of the hospitality industry, results from their job characteristics and affects their attitude toward work and personal life. The study focuses on the relationship between work-leisure conflict and leisure participation, job burnout and well-being. A total of 488 valid questionnaires were collected from a sample of hospitality employees (including the food & beverage industry and travel agency), and analyzed by Partial Least Squares (PLS). The results show that: (1) WLC has positive influence on job burnout and negative influence on leisure participation and well-being; (2) Leisure participation works positively on well-being, but the effect of burnout on well-being is the opposite; (3) Leisure participation and job burnout play a mediated role in full model. Finally, the study can provide a reference for the management of travel agency and food and beverage industry.

Keywords: Work-leisure conflict (WLC), Travel agency, Role conflict, Job burnout, Well-being

INTRODUCTION

A career in tourism is labor-intensive, and frontline personnel face huge demands. When customers are enjoying leisure time, touring, or shopping etc., tourism employees’ work in much the same way as service provider (Wong & Lin, 2007), which such a contrast is known as anti-social work hours (Law, Pearce, & Woods, 1995). Also, Frone, Russell, and Cooper (1992) indicated that this kind of work that requests personal time and energy causes work to interfere with non-work, which, therefore, become much more common for the employees in the hospitality industry than those in other different occupation. There were many researches in the study of conflict of work-family and family-work (Noor, 2002; Kinnunen, Vermulst, Gerris & Makikangas, 2003; Noor, 2004). Recently, researchers focus on the relationship and conflict of work-leisure (Wong & Lin, 2007), a further study based on the work-family conflict, and proves that people spend less time on family life and entertainment while involving
in work excessively. We will discuss the influence of the work-leisure conflict in two directions to figure out whether it may cause the decrease of leisure time or the increase of job burnout to diminish the satisfaction and well-being of life.

This study investigates the employees in the hospitality industry to analyze the relationship among work-leisure conflict, leisure participation, job burnout and well-being and to discuss the moderating role of social support. We hope that the results can offer solid solution for human resource management and leisure participation.

LITERATURE REVIEW

Work-leisure conflict

The conflict between work and non-work happens when roles perform disproportionately at work and in life (Greenhaus & Beutell, 1985), and increases for time distribution of individuals is not adequate in each area, like work, family, and leisure Quotation (Thompson & Bunderson, 2001). As an extension of work-family conflict, work-leisure conflict signifies that employees in hospitality industry spend more time on work role than other aspect of life, and causes exploitation of energy because of the decrease of time, vitality and opportunities for leisure (Wong & Lin, 2007). Therefore, mental pressure triggered by the struggle of work role and life role shall motivate the work-leisure conflict.

Well-being

Well-being is a positive emotion, a subjective feeling of an individual’s own life experiences (Andrews & Withey, 1976), and he/she can develop potentiality to meet his/her needs and to gain the sense of achievement and value. (Argyle, 1987). In cognitive dimension, to evaluate personal life quality contains satisfactions in life and specific items; in emotional dimension, positive emotion is regarded as pleasant emotional experiences, and negative emotions as grievance and discontent (Diener, 1984; Diener & Lucas, 1999). Moreover, previous researchers considered pleasantness, life quality, life satisfaction as the concepts of well-being (Gilbert & Abdullah, 2004). Well-being is not just about the mental reaction, but can be dominated by the external surroundings, which includes the interaction with friends and co-workers, and an assessment of satisfaction and feelings in life with the examination of the personal experiences and requirements.

The purpose of this study emphasizes the effect of work-leisure conflict on well-being in two dimensions: work and leisure. This study analyzes whether work-leisure conflict caused by the decrease of leisure time may deprive the employees of opportunities for leisure activities, and lower life satisfaction and well-being; in the meantime, it also examines whether work-leisure conflict caused by work overload may enhance job burnout, even spillover to the ordinary life, and lower life satisfaction and well-being.

Relationship between WLC and well-being

Leisure

WLC occurs, as long as individuals cannot balance the time at work role or leisure role. Leisure is a certain life-situation, a relatively freedom free of the stress of cultural and realistic environments (Godbey, 2003); therefore, individuals can follow their inner request to pursue pleasant experiences or conditions worthy of experiencing (Godbey, 2003). Ragheb and Griffith (1982) indicated that leisure participation is the frequency and type of certain leisure activities that individuals spend time on, which Regheb (1980) sorted into six categories: mass media, outdoor activities, cultural events, sports activities, social activities and hobbies activities.

Work and non-work interference, which means work demands exploit personal time and energy (Frone et al., 1992), enhances the
inequality among lives at work, family and leisure, shifting work-family conflict to work-leisure conflict. In other words, work-leisure conflict is the mental stress accumulated from the exceeding work life without sufficient time, energy and chances for leisure (Greenhaus & Beutell, 1985). As mentioned above, the decrease of leisure activities has negative influence on personal life. Based on these studies, the first hypothesis is in the following:

H1: Work-leisure conflicts of the employees will significantly and negatively affect leisure participation in hospitality industry.

Leisure may allow individuals to take a break from a stressful problem, and also, leisure provides an opportunity to enhance positive mode or reduce negative mode (Iwasaki & Mannell, 2000) to cope with stress and to elevate well-being. Haines, Robinson, and Wagner (2007) demonstrated that there is a positive relativity between happiness and healthy lifestyle. Apparently, life satisfaction can be multiplied with more leisure participation (Mannell & Kleiber, 1997). Accordingly, individuals participate in leisure activities to refresh work, life or health, which elevates satisfaction of life, as well as well-being. Based on these studies, the second hypothesis is in the following:

H2: Leisure participation of employees will significantly and positively affect well-being in hospitality industry.

Work

WLC can also have influence on work. The discussion on the effect of workload is mainly about the variables, such as job burnout, job satisfaction and etc. “Job burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and ineffectivity” (Maslach, Schaufeli & Leiter, 2001), which is usually related to the area of “people-work” (Maslach & Jackson, 1981). In addition, job burnout can be regarded as a mental or physical “erosion of engagement of the job” with three features of exhaustion, fatigue, and lack of achievement, which adopts the passive, taunting attitude toward customers, and appears “unpleasant and unfulfilling” (Maslach & Leiter, 1997).

Former studies indicated proves that job burnout is due to job demands, work overload, confusion of work role, lack of social support, role conflict, and etc. (Kim & Lee, 2009; Schaufeli, Bakker, Heijden, & Prin, 2009). Furthermore, based on the Conservation of Resource theory, considered that job burnout is affected by work-family conflict that threatens individuals’ resources or causes the loss of resources when they deal with work and family roles at the same time (Karatepem, Sokmen, Yavas & Babakus, 2010). Almad (2010) testified with the same theory to explicate that stress and emotional exhaustion happens when individuals are incapable of performing work and family roles. In other words, job burnout occurs once the resources of time, physical and mental energy are exploited by work, and cannot be restored by leisure activities. In regard to the research of Maslach and Jackson (1981), job burnout is a chronic stress that is not coped with properly, and also an outcome that results in negative influence of the decrease of leisure time. Based on these studies, the third hypothesis is in the following:

H3: Work-leisure conflict of employees will significantly and positively job burnout in hospitality industry.

Schaufeli et al. (2009) realized job burnout associates with well-being, which, examined with spillover model, transmits from work experience to another domain in life. Besides, Hombrados-Mendieta and Cosano-Rivas (2011) found that job burnout has negative influence on job context, job satisfaction, and even individuals’ lifestyle. According to the previous researchers, with symptoms of emotional exhaustion and depersonalization, job burnout can be related to ordinary life, personal emotion, and life
satisfaction, which causes decrease of well-being. Based on these studies, the fourth hypothesis is in the following:

H4: Job burnout of employees will significantly and negatively well-being in hospitality industry.

Role conflict between work and leisure includes negative influence in physical, mental, social aspects and etc. Rice et al. (1992) indicated that work-leisure conflict would influence work and leisure satisfaction. By spillover mode, inter-role conflict influences well-being negatively when it transmits from one domain (work) to another domain (home and family) (Schaufeli et al., 2009). In the dimension of leisure, work-leisure conflict can reduce individuals’ leisure time causing so that they cannot gain the sense of well-being. On the other hand, in the dimension of work, work-leisure conflict can threaten or consume resources, causes job burnout, spillovers to the ordinary life, and lowers well-being. Based on these studies, the fifth hypothesis is in the following:

H5: Work-leisure conflict of employees will significantly and negatively well-being in hospitality industry.

The model of hypothesis is presented in Figure 1.

---

**Figure 1. Initial model and hypotheses**
METHODOLOGY

Sample

The subjects of this study are permanent employees who have worked for more than one year in hospitality industry (travel agencies and food & beverage industry) ratified by Tourism Bureau, R.O.C. Based on the rule of 10, the estimated valid sample is about 10 times of the measuring variable, so that 33 measured variables require 330 cases at least. To be exact and secured in this survey, 650 questionnaires were distributed by internal post to employees and kept confidential. 523 responses were collected with 35 invalid questionnaires. The total valid sample is 488, and the effective response rate is 75%.

Within the sample, 69.88% of respondents are female, with about 49.59% at the age of 21 to 30. Most respondents earned the average monthly salary of 20,001 to 40,000 dollars (61.27%). About half respondents have college/university degree (50.41%), and work experience is less than 3 years in 57.17%. 42.21% of respondents are service providers at front stage in hospitality, 22.34% are of office staff in travel agency, and 20.49% are sales & marketing representatives.

Measure

The work-leisure conflict scale (Wong and Lin, 2007) is adapted from “the work-family conflict scale” by Anderson, Coffey, and Byely (2002), with five major measures. In reference of “leisure participation scale” by Ragheb and Griffith (1992), there are six types of activities to testify the participation frequencies of subjects, containing six measures: mass media, outdoor activities, cultural events, social activities, sports activities, and hobbies activities, which are ranked by the subjects’ participation in activities in the past three months. Maslach Burnout Inventory which is written by Maslach and Leiter (2008) and modified by Babakus, Yavas, and Ashill (2009), with the dimensions of emotional exhaustion and depersonalization, has 6 measures. With three dimensions adopted from Positive and Negative Affect Schedule (Diener and Emmons (1984), the life satisfaction scale (Hultell and Gustavsson (2008) has a total of 12 measures in 7 words for emotions. As for the negative emotion which is regarded as opposite measures, it will be in the assessment of reverse score in the follow-up study.

Data analysis

In the study, PLS (partial least squares) estimation is proposed to assess the relationship between the constructs, which avoids many restrictive assumptions of multivariate normality and large sample size, and is appropriate to analyze small sample size with both the reflective and formative indicators to obtain better estimation and explication (Diamantopoulos & Winklhofer, 2001; Pirouz, 2006). The approach for analyze and interpret PLS model is to evaluate the reliability and validity of the model and then the significance and prediction of path coefficient in structural model (Chin, 2010).

RESULTS AND DISCUSSIONS

Measurement model

To assure the reliability and validity of questionnaires, initial measurement model has been evaluated with all effective 448 samples and examined by PLS results were used to eliminate possible problematic-items, which presents that standardized factor loading of measures reaches the level of significance between 0.55 and 0.94, and proves item reliability. Construct reliability in dimensions is examined by composite reliability, which is 0.80
to 0.94 bigger than 0.70 and proves fine internal consistency. Moreover, in the assessment of convergent and discriminant validity, the average variance extracted of each dimension, is 0.59 to 0.83 bigger 0.50, except for leisure participation, which the root mean square is also bigger the relation among each dimensions (Fornell & Larcker, 1981; Hair, Black, Babin & Anderson, 2010). Finally, convergent and discriminant validities were assessed by stipulating that the square root of the average variance extracted (AVE) by a construct from its indicators should be at least 0.7 (i.e., AVE> 0.5) and should be greater than that construct’s correlation with other constructs. (Table 1).

Table 1. Correlation ships between of the constructs

<table>
<thead>
<tr>
<th>Construct</th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. WLC</td>
<td>0.66</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>B. Leisure participation</td>
<td>-0.11</td>
<td>0.40</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Emotional exhaustion</td>
<td>0.56</td>
<td>-0.08</td>
<td>0.76</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>D. Depersonalization</td>
<td>0.41</td>
<td>-0.11</td>
<td>0.48</td>
<td>0.76</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E. Life satisfaction</td>
<td>-0.23</td>
<td>0.19</td>
<td>-0.24</td>
<td>-0.09</td>
<td>0.59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>F. Positive affect</td>
<td>-0.28</td>
<td>0.33</td>
<td>-0.35</td>
<td>-0.26</td>
<td>0.58</td>
<td>0.83</td>
<td></td>
</tr>
<tr>
<td>G. Negative affect</td>
<td>-0.38</td>
<td>0.02</td>
<td>-0.03</td>
<td>-0.39</td>
<td>0.26</td>
<td>0.36</td>
<td>0.71</td>
</tr>
</tbody>
</table>

Note: Square root of the AVE on the diagonal; WLC: work-leisure conflict.

Structural model

In this study, we apply bootstrapping of 500 samples to calculate “t” with resampling standard deviation and parameters, attempting to comprehend the significance of construct coefficients. In the analysis of full model, work-leisure conflict is exogenous latent variables, and leisure participation, job burnout, and well-being are endogenous latent variables. With a better GOF (goodness-of-fit) of 0.36 in full model (Wetzels, Odekerken-Schröder, & Van Oppen, 2009), the following analysis proves the result as follows: work-leisure conflict has significant influence on leisure participation, job burnout, and well-being, and the standardized regression coefficients are -0.13(t=2.67, H1), -0.58(t=18.05, H3), and 0.41(t=7.75, H4). Also, both leisure participation and job burnout have significant influence on well-being, and the standardized regression coefficients are 0.15(t=3.29, H2)-0.15(t=2.64, H5). (Fig. 2)
Overall, work-leisure conflict of employees in hospitality industry can be discussed in two dimensions: work and leisure. In the dimension of leisure, excessive involvement in work can cause work-leisure conflict, because of the decrease of participation in family life or leisure opportunities (Greenhaus & Beutell, 1985). First reason is the mental stress resulted in the inter-role conflict, which leads to unpleasant emotion and unwillingness to join leisure participation. On the other hand, work overload caused by work role or long work hour decreases leisure time. Therefore, the employees who suffered from work demands and work overload are obliged to work in long hours, increasing the work and non-work conflict and eventually, unable to participate in leisure activities.

In the dimension of work, work-leisure conflict influence job burnout negatively. Loss of resources or energy and time is due to role overload, and according to Conservation of Resources (COR), increased levels of work-family conflict results in higher levels of job burnout (Ahmad, 2010). Frontline employees who cannot manage work and family responsibilities heighten burnout (Karatepe et al., 2010). In this study, the result presents that employees in hospitality industry appear job burnout when they serve customers of get along with co-workers because of work-leisure conflict caused by accumulated stress and disproportion of work-leisure roles.

Moreover, work-leisure conflict influence well-being negatively, being identical with the
study of Rice et al (1992); however, based on the spillover mode, the qualitative job demands are likely to spill over to the non-work domain (Schaufeli et al., 2009), which means work and non-work conflict results in the interference of different domain in life, and influences individuals’ attitude and behavior (Staines, 1980). Many researches on the intra-roles conflict prove that the roles’ incompatibility can have negative influence on individuals’ life satisfaction and emotions (Parasuraman, et al., 1989; Chiu, 1998). Therefore, work-leisure conflict of employees in hospitality industry can spill over to ordinary life and influence well-being negatively.

Leisure participation influences well-being, which is also identical with previous studies, meaning that employees in hospitality industry can release stress by leisure participation to heighten positive emotion or lower negative emotion, improving mental and physical health, moderating stress, and enhancing well-being (Coleman & Iso-Ahola, 1993; Iwasaki & Mannell, 2000; Trainor, Delfabbro, Anderson & Winefield, 2010). To be occupied in leisure activities, such as mass media, outdoor activities, cultural activities, sports activities, social activities, and hobbies activities, can obtain leisure effect and well-being. Otherwise, as a mediator of work-leisure conflict to well-being, leisure participation is illustrated by Iwasaki (2006) that individuals can stabilize mentality and emotion to deal with stress, and is proven in this study that leisure participation can cope with stress.

Job burnout influence well-being negatively, which is identical with the study of Morris and Feldman (1997) that it also influences work satisfaction. According to Schaufeli et al. (2009), job burnout is in negative relation to well-being, life satisfaction and emotions. In addition, Hombrados-Mendieta and Cosano-Rivas (2011) suggested that job burnout is considered as resources’ consumption of work context and satisfaction and lowers individuals’ life quality. It is verified in this study that Job burnout caused by job demands can spill over to non-work domain and have negative influence on life satisfaction, quality and emotions. As a mediator, job burnout causes work-leisure conflict and influences well-being indirectly. In other words, due to work demand or work overload, employees in hospitality industry cannot manage the roles between work and leisure properly, which can be turned into stress, then become job burnout and lower the life and emotional satisfactions.

CONCLUSION AND RECOMMENDATION

Based on the result in this study, we suggest that human resource department should establish leisure schedule to hold leisure activities and set up group for life-family balance, and promotes the importance of work-leisure balance, and helps employees decrease work-family-leisure conflict, which can encourage leisure participation in the hospitality industry to soothe work stress and negative emotion, and improve work performance of employees. Since work-leisure conflict can influence well-being negatively, employees should take part in proper leisure participation held by companies of other organizations, such as going to movies, mountain climbing, gardening, information technology exhibition, dating, photography, and etc. In this case, they not only develop habits and gateway to leisure, but acquire energy and common goals at work, which influence positively on life and emotional satisfaction.

Moreover, the study is examined by quantitative research method, unlikely to be conscious of further thoughts of some subjects. Depth interview is suggested in future studies, and cooperation with enterprises can also help observe employees’ work situation. In addition, disproportional roles causes work-leisure conflict, which has shown a significant influence in this study, and suggests a further discussion on work experience, position and leisure
experience to deliberate this topic. According to previous studies, work-leisure conflict is affected by work stress, workload, work involvement and work holism, which can be included in the following researches.

REFERENCES


A STUDY ON HUMAN RESOURCE MANAGEMENT COMPETENCIES OF MIDDLE MANAGERS FOR HIGH-TECH INDUSTRY

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ABSTRACT

The competition in technology industries have moved from capital toward talents. The department managers play the key roles as high efficient executives to create competitive advantages for the enterprises. This study summarizes human resource management competencies of middle managers for high-tech industries in “Business Management”, “Human Resources Management”, “Objective and Action Management” and “Employee Relations” four dimensions. The four dimensions come with thirteen key factors which are ranked according to the Delphi technique. This study proposes a simple, clear and practical “4P concept”. The 4P concept stands for “Performance”, “Plan”, “Potential” and “Process”. The concept would be helpful to make middle managers better in management in addition to technical expertise. The concept may also be a critical base for enterprises to appraisal and improve the human resource management competencies of middle managers.

Keywords: High-tech industries, Middle managers, Human resources management, Competence, Delphi technique

INTRODUCTION

The high tech industries of Taiwan have grown rapidly with the value of the output ranked in third place in the world once, and it has created the high tech miracle. In recent years, the developments of the high tech industries in Taiwan have faced many significant challenges and one of the major challenges is the lack of scientific and technological talents.

Business managers know clearly that human resource is the greatest asset of organizations. However, they always believe that human resource management is the duties of the personnel department and ignore the fact that the heads of departments should also be the very
responsible positions within the human resources management. Except for the traditional personnel routines management, the heads of departments are the real keys to the human resource management in the points of views in the practical sides.

From Huang, Tung-Chun’s (2000) findings based on the survey from domestic outstanding enterprises shows, the line managers highly involve in human resource management is the very important characteristic in the human resources policies and programs of the outstanding enterprises. The larger the size of the organization, the more human resource management has been transferred to the managers of the departments in the organization. Actually most managers have deeply participated in the human resource management activities such as recruitment, selection, training, developments, incentives, team building and appraisal. This study explores and analyzes the characteristics of the competencies of human resource management based on this trend.

LITERATURE REVIEW

Middle manager and human resource management in high tech industries

The environment of the high tech industry changes rapidly and the life cycle of product of the industry is short. And, the industry needs constant investments of substantial funds in R&D in order to enhance the technical abilities. Also the industry puts practical use and commercialization as its development focus.

Based Robbins’s (2001) definition about middle managers, they are the managers between front-line managers and top managers and are responsible for the transfer of the goals set by top managers to the executable detailed objectives done by other related managers in lower levels. They are the transmitter of the organization and faithfully pass on knowledge within the organization and achieve the goals (Clegg & McAuley, 2005). In the structure of the organization, middle managers are in the operation level and should have the execution power to implement the goals of the organization (Du, 2009).

Larsen and Brewaster’s (2000) study pointed out there are five important elements about the activities of human resource management as following: (1) to reduce of the costs (2) to bring out more extensive and proactive management thinking (3) to give more significant management responsibility to line managers in human resource management (4) to accelerate the speed in the decision-making (5) the alternatives of the outsourcing of the functions of human resource management. As the continuous expansion in the scale of business organization, the activities of human resource management must be done through the cooperation of heads of the departments in cross-unit, cross-plant and even in the constant changes of the internationalization (Martell & Carroll, 1995). Therefore, the human resource department is mainly responsible for the implementation of the HR processes and the design of the system. Regarding to the leadership and management of the staffs obviously are the duties of the functional managers.

Competency of human resource management

Human Resource Management is the scientific methods to make the most appropriate coordination between people and works in the enterprises, to bring out the most effective manpower and to promote the maximization of enterprise benefit and the long-term developments. Based on the concept proposed by Spencer and Spencer (1993), there are three competencies to achieve higher performance of human resource management as following (1) the management skill in objectives and actions (2) the management skill in human and personnel (3) the skill in conceptualization or cognition. Ulrich, Brockbank, Yeung and Lake (1995)
believed the important competencies of the human resource professionals can be divided into three elements as following (1) the knowledge of business management (2) the development of human resource (3) the change management.

From the study model about the competencies of human resource professionals developed by Lin Wen-cheng (2001) it identified seven must have professional knowledge, skills and abilities for human resource professionals as following (1) the knowledge of business management (2) strategic human resource management (3) advanced human resource management (4) functional human resource management (5) communication and negotiation (6) organizational diagnosis and counseling (7) self-development.

Tsai Ming-Tien, Chuang Li-Ming, and Hsieh Wei-Ping (2003) believe that the strategy and planning of human resource and team management are more important activities among all strategic human management activities. Wu Zung-Hua (2004) also expresses middle managers are the important cornerstones for developing and supporting subordinates, problem solving and team building. From Huang Shiou-Yi (2007) shows, middle managers put more emphasis on change management and are the leaders for the actions of the organization.

The key factors of human resource management

This study has combined many researches and discourses from various scholars and applied the study results from Tsai et al. (2003); Wu (2004) and Huang (2007) to calculate the weight ratios of the dimensions and factors of the literature reviews by using analytic hierarchy process. It brings out considerable four dimensions and thirteen key factors for the competencies of human resource management that middle managers should have (see Table 1). And it is the basis for the design of the indicators and for the reference for the Delphi Technique experts’ reviews.

Table 1. The definition of key factors of human resource management competencies

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Key factor</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business management</td>
<td>Business management professional</td>
<td>Have general business management knowledge and can plan, manage and evaluate the alternatives of the organizational changes and also can correctly use indicators and data for the organization operation and to execute business strategy truly.</td>
</tr>
<tr>
<td>Human resource planning</td>
<td>Plan ahead, take concrete and effective actions, provide appropriate candidates in a timely manner, ensure that the manpower supply sufficient within the organization and achieve the goals based on organizational growth and development requirements.</td>
<td></td>
</tr>
<tr>
<td>Strategic planning</td>
<td>Can understand the competitive environment of the industries and related regulations and implement the strategies met company’s requirements and conduct human resource management activities.</td>
<td></td>
</tr>
<tr>
<td>Recruitment and appointment</td>
<td>Plan recruiting activities, job analysis, developing the criteria of the selection, designing and using various selection tools, the decision making of the employment.</td>
<td></td>
</tr>
<tr>
<td>Training and development</td>
<td>Training requirements analysis, training methods and curriculum design, learning theory, training assessment, staff development, career development.</td>
<td></td>
</tr>
<tr>
<td>Compensation management</td>
<td>Job appraisal, salary structure design, employee benefits design, variable salary and bonus design, personnel budget and payroll distribution.</td>
<td></td>
</tr>
<tr>
<td>Organization development</td>
<td>Organizations, teams and employee performance diagnosis, organizational restructuring, human resource management mechanism reform, the change management, organization theory, knowledge management</td>
<td></td>
</tr>
<tr>
<td>Knowledge and skills</td>
<td>Training, development, human resources information systems, payroll, benefits and other professional knowledge and the abilities of the application of knowledge and skills.</td>
<td></td>
</tr>
</tbody>
</table>
A Study on Human Resource Management Competencies of Middle Managers for High-Tech Industry

**METHODOLOGY**

This study uses the degree of the importance and the frequency of the use of the competency indicators as the spindles of the investigation and analysis. And by using modified Delphi technique, the study seeks the final consensus from the practical senior managers in the high tech industries. The targets for the submission of the questionnaire of this study are the experienced senior middle managers and top managers in the high tech industries (i.e. excellent middle managers at present, top managers promoted from middle managers with the experience of being the positions of middle managers).

The first stage of the sample survey of this study consists of 5 people with experts in academic and senior top managers in the industries. The second stage of the expert survey consists of 12 people with top managers and senior middle managers in the industries. All of the hired representatives of the survey are presently working in the high tech industries with the competencies of human resource management, professional knowledge and rich practical experience.

This study is based on the research tool including “expert validity questionnaires” and “Delphi questionnaire”. There are four rounds in total. This study uses the literature analysis to calculate the weights of the four dimensions and the weights of the competency key factors (Table 2) and they are the reference as the design of the questionnaire.
Table 2. The weight analysis of the competency key factors of human resource management

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Key factor</th>
<th>Weight</th>
<th>Weight of dimension</th>
<th>Number of indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business management</td>
<td>Business management professional</td>
<td>7%</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Human resource planning</td>
<td>6%</td>
<td>26%</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Strategic planning</td>
<td>13%</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Human resource management</td>
<td>Recruitment and appointment</td>
<td>2%</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Training and development</td>
<td>7%</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Compensation management</td>
<td>3%</td>
<td>26%</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Organization development</td>
<td>8%</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Knowledge and skills</td>
<td>6%</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Objective and action</td>
<td>Performance appraisal</td>
<td>8%</td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>management</td>
<td>Team leadership</td>
<td>10%</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Self management</td>
<td>13%</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Employment relations</td>
<td>Communication and negotiation</td>
<td>12%</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Incentive and guidance</td>
<td>5%</td>
<td>17%</td>
<td>3</td>
</tr>
</tbody>
</table>

The experts participating in the research come from nine different companies (they are all international companies and six of them are public listed companies). There are five different job sectors of the positions of these experts. They are heads of business groups with the average of 10 years in management of the career.

The structure of the questionnaire is based on Likert scale, and the Likert items from 1 to 5 represent the degree of the importance and the frequency of the use in practical. The questionnaire is modified successively and is processed repeatedly in order to make these experts take other experts’ opinions as reference and use it as the reference basis when responding until the differences of opinions among these experts become stable and consistent. When the study survey reaches the third round, there are 89% of the average numbers of the indicators reaching the steady state. The indicators with the highly consistent in the quartile deviation are accounted for 100% of all the indicators. Therefore, by using modified Delphi technique, this study takes the results of the questionnaire in the third round as the basis of the expert analysis.

RESULTS AND DISCUSSIONS

The analysis on the dimensions and key factors

The comprehensive weight of the “strategic planning” is ranked in the first place of all key factors and it is also the most important factor in the dimension of the business management. The average number of the degree of the importance is 4.83 for the indicators of “be able to plan the functions of the departments and bring out the integrated functions of various departments”, “be able to do job planning within the departments based on the goals of the company clearly”. It shows these indicators are the most important indicators from the experts’ points of views. Regarding to the average number of the frequency of use, the experts think that the frequency of use is lower.

“Communication and negotiation” is the most important key factor under the dimension of employee relations, and its comprehensive weight is ranked in the second place of all key factors. The average number of the degree of the
importance is 4.83 for the very important indicator of “be able to express clearly and orderly”. The average number of the frequency of use is high for the indicator of “be able to exchange the points of views with staffs and to communicate effectively”. And, the average numbers of the frequency of use are ordinary for the other indicators. 

“Self management” and “team leadership” are the most important and the second important key factors under the dimension of objective and action management, and its comprehensive weights are ranked in the third and fourth places of all key factors respectively. The results show the objective and action management is the most important dimension from the experts’ points of views. The average numbers of the degree of the importance are very high for the indicators of “be able to know and own the power in personnel decisions, personnel suggestions and personnel executive” and “be able to promote successful building, development, operation of the team and to construct a common vision for the team”. The average numbers of the frequency of use are between 3.0~3.92 for these indicators, it shows the frequencies of practical use of these two factors are from ordinary to high.

“Organization development” is the most important key factor under the dimension of human resource management professional, and its comprehensive weight is ranked in the fifth place of all key factors. The average numbers of the degree of the importance are more than 4.5 and the indicators are very important of “be able to do job planning within the departments based on the goals of the company clearly” and “be able to expand specific goals of the departments and set the work items”. It shows the experts believe the development policies and strategies for the departments of the middle managers are strongly associated with the best performance of the companies. However, the average numbers of the frequency of use are between 2.0~2.83 for these indicators, only reach ordinary to low degree.

The comprehensive weights of the rest key factors like “performance appraisal management”, “business management”, “human resource planning”, “knowledge and skills”, “incentive and guidance” and “training and development” are between 7.79% and 5.52% with little difference. The comprehensive weights of “compensation management” and “recruitment and appointment” are 4.5% and 1.92% respectively. It shows the experts believe the competencies of compensation, recruitment and appointment used within the organization by middle managers are less important and less used. The weights of the key factors from the results of the questionnaire of the study are shown in Table 3.
Table 3. The comprehensive weights of the key factors from the study

<table>
<thead>
<tr>
<th>Key Factor</th>
<th>Weight</th>
<th>Rank</th>
<th>Dimension</th>
<th>Key Factor</th>
<th>Weight</th>
<th>Rank</th>
<th>Dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic planning</td>
<td>12.32%</td>
<td>1</td>
<td>Business management</td>
<td>Business management professional</td>
<td>7.79%</td>
<td>7</td>
<td>Business management</td>
</tr>
<tr>
<td>Communication and negotiation</td>
<td>11.97%</td>
<td>2</td>
<td>Employment relations</td>
<td>Human resource planning</td>
<td>6.26%</td>
<td>8</td>
<td>Business management</td>
</tr>
<tr>
<td>Self management</td>
<td>11.82%</td>
<td>3</td>
<td>Objective and action management</td>
<td>Knowledge and skills</td>
<td>5.99%</td>
<td>9</td>
<td>Human Resource management</td>
</tr>
<tr>
<td>Team leadership</td>
<td>10.41%</td>
<td>4</td>
<td>Objective and action management</td>
<td>Incentive and guidance</td>
<td>5.75%</td>
<td>10</td>
<td>Employment relations</td>
</tr>
<tr>
<td>Organization development</td>
<td>7.98%</td>
<td>5</td>
<td>Human Resource management</td>
<td>Training and development</td>
<td>5.52%</td>
<td>11</td>
<td>Human Resource management</td>
</tr>
<tr>
<td>Performance appraisal management</td>
<td>7.79%</td>
<td>6</td>
<td>Objective and action management</td>
<td>Compensation Management</td>
<td>4.50%</td>
<td>12</td>
<td>Human Resource management</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Recruitment and appointment</td>
<td>1.92%</td>
<td>13</td>
<td>Human Resource management</td>
</tr>
</tbody>
</table>

The quadrant analysis

The degree of the importance of the indicators of human resource management is quite concentrated from the results of the study. And it shows the indicators range from important to very important. From the analysis on the results of the frequency of use, the indicators are distributed between low the frequency of use and very high the frequency of use.

In more details about the degree of the importance among all indicators and the relation of the frequency of the use of all indicators, the study explores the meaning and the characteristic of the indicators by the concept of the quadrant are shown in Figure 1.

Figure 1. The quadrant figure for the indicators of the competencies of human resource management
The characteristic of the indicators in the first quadrant is Performance

There are eight indicators of the competencies of human resource management in the first quadrant. The indicators are the most important and frequently used. They are the objective and action indicators such as “the skill of the execution”, “the skill of the division of the labor, job content and process”, “the skill of the integration” to achieve the goals. Therefore, we take the characteristic of the indicators in the first quadrant to be “Performance” (see Table 4).

Table 4. The characteristic in the first quadrant

<table>
<thead>
<tr>
<th>Representative Indicators</th>
<th>The first quadrant: “very important” degree of importance and “high” frequency of the use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Be able to expand specific goals of the departments and set the work items.</td>
<td>1. Be able to expand specific goals of the departments and set the work items.</td>
</tr>
<tr>
<td>2. Be able to control the allocation of human resource of the departments and conduct the division of labor and the work cooperation.</td>
<td>2. Be able to control the allocation of human resource of the departments and conduct the division of labor and the work cooperation.</td>
</tr>
<tr>
<td>3. Be able to express clearly and orderly.</td>
<td>3. Be able to express clearly and orderly.</td>
</tr>
<tr>
<td>4. Be able to plan the function of the department and bring out the integrated functions of various departments.</td>
<td>4. Be able to plan the function of the department and bring out the integrated functions of various departments.</td>
</tr>
<tr>
<td>Meaning</td>
<td>The pursuit of brilliance, having a strong ambition, looking for better ways to bring out the functions of the departments in order to achieve high efficiency.</td>
</tr>
<tr>
<td>Characteristic</td>
<td>Performance</td>
</tr>
</tbody>
</table>

The characteristic of the indicators in the second quadrant is Plan

There are ten indicators of the competencies of human resource management in the second quadrant. The consensus from the experts in this quadrant says the importance of the organization plans and strategies in technology industries. Although the frequencies of the use of indicators are not the highest, its degree of the importance definitely relates to the success of the whole department and the overall organization of enterprises. The indicators such as “the skill of the considerations and management of internal and external resources in accordance with its resource planning”, “the skill of the expanding and setting of feasible alternatives based on the company’s vision and action plans” in this quadrant. We take the characteristic of the indicators in the second quadrant to be “Plan” (see Table 5)

Table 5. The characteristic in the second quadrant

<table>
<thead>
<tr>
<th>Representative Indicators</th>
<th>The second quadrant: “very important” degree of importance and “common” frequency of the use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Be able to do job planning within the departments based on the goals of the company clearly.</td>
<td>1. Be able to do job planning within the departments based on the goals of the company clearly.</td>
</tr>
<tr>
<td>2. Be able to understand the competition of the environment and trend development of the business strategies.</td>
<td>2. Be able to understand the competition of the environment and trend development of the business strategies.</td>
</tr>
<tr>
<td>3. Be able to build up and manage the data of the operational indicators of the departments.</td>
<td>3. Be able to build up and manage the data of the operational indicators of the departments.</td>
</tr>
<tr>
<td>4. Be able to understand and apply the skills of incentive and benefit management.</td>
<td>4. Be able to understand and apply the skills of incentive and benefit management.</td>
</tr>
<tr>
<td>Meaning</td>
<td>To implement the company’s core strategies by planning and decision-making, through job planning and job evaluation of the department to make quick and correct decisions.</td>
</tr>
<tr>
<td>Characteristic</td>
<td>Plan</td>
</tr>
</tbody>
</table>
The characteristic of the indicators in the third quadrant is Potential

There are twenty-four indicators of the competencies of human resource management in the third quadrant. This quadrant is the softer, emotional, psychological aspects of human resource management, and can been seen as an organizational character or motivation. That “staff training”, “staff development”, “organization development” and “organization changes” links employees’ long-range goals with the requirements for the growth of the organization. The characteristics naturally formed by the organizations are the core competitiveness of enterprises and business culture. And, they are inherent abilities of the organization, and are not easy to be copied by its opponents. These implicit competencies are latent trait and are not easy to be trained as well. They are important indicators of development of human resource management. There, “Potential” takes the characteristic of the indicators in the third quadrant (see Table 6).

Table 6. The characteristic in the third quadrant

<table>
<thead>
<tr>
<th>Representative Indicators</th>
<th>The third quadrant: “important” degree of importance and “common” frequency of the use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Be able to create a harmonious and good working environment.</td>
<td></td>
</tr>
<tr>
<td>2. Be able to integrate cross-functional team resources and manage to reach a consensus.</td>
<td></td>
</tr>
<tr>
<td>3. Have an enthusiastic attitude to influence employees and create morale and vitality.</td>
<td></td>
</tr>
<tr>
<td>4. Be objective and fair for the recruitment and hiring talent needed.</td>
<td></td>
</tr>
</tbody>
</table>

| Meaning | These are the important skills of human resource management for the team leadership of the department managers. |
| Characteristic | Potential |

The characteristic of the indicators in the fourth quadrant is Process

There are eight indicators of the competencies of human resource management in the fourth quadrant. The indicators relate the results to the speed, the efficiency and the outcome of reaching the goals. They are the important and frequently used indicators of human resource management to middle managers in technology industries. Such as “be able to help employees to review performance and to give feedbacks”, “be able to be flexible to adjust the operation of the organization”, “be able to smoothly operate and manage objectives of the departments”. There, “Process” is the characteristic of the indicators in the fourth quadrant (see Table 7).
Table 7. The characteristic in the fourth quadrant

<table>
<thead>
<tr>
<th>Representative Indicators</th>
<th>The fourth quadrant: “important” and “high” frequency of the use</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Be able to exchange the points of views with staffs and to communicate effectively.</td>
<td></td>
</tr>
<tr>
<td>2. Be able to help employees set clear objectives, to review the performance and to give feedbacks.</td>
<td></td>
</tr>
<tr>
<td>3. Be able to express caring and compassionate, to conduct motivation, authorization, training and other aspects of management.</td>
<td></td>
</tr>
<tr>
<td>4. Be able to give appropriate guidance to assist staffs to achieve the objectives of the jobs.</td>
<td></td>
</tr>
</tbody>
</table>

Meaning
Day-to-day department operations management. To complete the tasks based on organizational processes, corporate culture and professional skills.

Characteristic Process

4P concept and the characteristics of activities

From the analysis and summaries of the study, it concludes and simplifies four important representative characteristics of the competencies of human resource management in high tech industries. They are Performance, Plan, Potential and Process, and they are proposed as 4P concept. The 4P concept can easily help the middle managers in the high tech industries take technical professional as the basis to find out and identify the abilities and activities needed for outstanding performance at work, and give effective management in order to assist the departments or subordinates to enhance outputs.

As further, the effective human resource management for middle managers is the

![Figure 2. 4P concept of the study](image_url)

CONCLUSION AND RECOMMENDATION

Through Delphi technique, this study has conducted the cross-analysis on the degree of importance and the frequency of use of indicators of human resource management and got four significant characteristics. And, 4P concept is represented. It proposes a simple, clear and practical model for middle managers in high tech industries to understand the nature and the objectives of management competencies and can be used as auxiliary concepts. See Figure 3, Figure 4.
As the final outcomes of the implementation of human resource management by middle managers are shown in the performance quadrant. The competencies of the bring-out of team performance are much more important than other competencies. To transfer complex organizational tasks into performance outputs and to use appropriate competencies of 4P concept to help staffs to transfer profession skills to the performance is the value and key of successful middle managers.

REFERENCES


Huang, X. I. (2007). Line managers need to have the human resources management function. (Master thesis), National Sun Yat-sen University, Kaohsiung, Taiwan, ROC.


EMPLOYEES’ SATISFACTION TOWARD TALENT MANAGEMENT IN HOSPITALITY INDUSTRY: A CASE STUDY OF CENTARA GRAND MIRAGE BEACH RESORT PATTAYA, THAILAND

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ABSTRACT

Today’s private and public organizations face increased global competition. In order to gain competitive advantage in global competition, it was believe that talent management can be the best way to create a long-term sustainable competitive advantage. Therefore, the study and evaluate of employee’s satisfaction on talent management program is important for organizations. There are a variety of talent management factors that can influence a person’s level of satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships.

This study attempts to evaluate employee’s satisfaction on talent management program. Hence the research was mainly undertaken to investigate on the significance of factors such as working conditions, benefits and salary, opportunities, development program, and career planning program. The most common way of measurement is the use of rating scales where employees report their reactions to the talent management program.

Keywords: Talent management, Satisfaction, Human resource development

INTRODUCTION

Now we are living in increasingly turbulent and complex times. More than ever the world is in the state of flux, which has resulted in business environment characterized by continuous changes (Drucker, 1992; McCracker & Wallace, 2000). In order to deal with those challenges, the organizations must understand the vital role that learning and development will play in ensuring their survival (Salamon & Butler, 1990). Michael Hitt and his colleagues (1998) have suggested a number of actions that organizations can take to address the uncertainty and turbulence in the environment such as developing employee skills, effectively using new technology, developing new organizational structures, and building cultures that foster learning and innovation. Besides that action, Werner and DeSimone (2009) have mentioned that for organizations to ensure their future success, they must maintain their investment in their workforce. Therefore, the increased performance of employee will
provide a competitive advantage over other organizations.

In today, the private and public organizations face increased global competition and unforeseen events such as turnover rate. The employee turnover is the serious problem in service organizations, especially the hospitality sectors. A high employee turnover rate has a lot of negative consequences that largely explained in terms of direct and indirect costs such as recruitment and selection cost, training cost, team disruption, or operational disruption. To avoid the high turnover rate, human resources department can set the stage of success by hiring and training capable employees. The Talent Management (TM) is a process to help organization to find, develop, and keep its strongest employees. TM processes include workforce planning, talent gap analysis, recruiting staffing, education and development, retention, talent reviews, succession planning, and evaluation.

The study of employees’ satisfaction toward talent management will be beneficial to hotel industry in Thailand. This research may assist to HR department of the hotel industry to serve and retain their employees. Furthermore, sufficient information will be helpful in providing appropriate direction in offering talent management process to service business section.

LITERATURE REVIEW

Employee Turnover

Porter (1990) has noticed that competitive advantage has become an imperative for survival of organization; a loyal, efficient and stable staff is argued to be one of the keys to competitive success. Therefore, organizations are taking their employees as competitive advantages. Managers must recognize that employees as major contributors to the efficient achievement of the organization’s success (Abbasi & Hollman, 2000). In today, organizations continue to develop products and provide services which are based on strategies created by employees.

However, employee turnover can hurt the overall productivity of a company and is often a symptom of other difficulties. The employee turnover has defined by Abassi and Hollman (2000) as the rotation of workers around the labor market; between firms, jobs, and occupations; and between states of employment and unemployment. As same as Price (1997), the employee turnover is the ratio of the number of organizational member who have left. Turnover is costly is terms of time and effort required to recruit, select, orientation, and train new employees. Similarly to John (2000), the costs of turnover include the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit. As Woods (1995) has mentioned, each time a position is vacated, a new employee must be hired and trained.

There are several reasons why employee quits from one organization to another or why employee leaves organization. Panwar and colleagues (2012), has noticed that the main reasons for employees leaving company are

• interests change
• better opportunity in other companies
• low compensation

According to the study of Mobley et al. (1979), age, tenure, overall satisfaction, job content, intentions to remain on the job, and commitment were all related to employee turnover. Milkovich & Newman (1999) concluded that an individual incentives lead to higher turnover among high performers. There are variety factors on employee turnover; seniority, job security and satisfaction, compensation, institution quality, gender, and ethnicity (Zhou & Volkwein, 2004); autonomy, communication, role conflict, satisfaction, and organizational commitment (Dec & Daly, 2006).
professional priorities and rewards, administrative relations and support, job satisfaction and quality of benefits and services, personal well-being, institutional commitment, and engagement in work (Johnsrud & Rosser, 2002). However, there is no standard framework for understanding the overall employee turnover factors. It could be differentiate causes of employee turnover in different industries. Therefore, a different business sector may lead a different reason.

Employee Turnover in Hotel Industry

Keeping employees for longer periods is an important challenge for firms, especially the hotel industry which has longer working hours, lower pay scale and smaller rewards than other service businesses (Panwar et al., 2012). As similar as Buam (1996) and Wood (1997), they mentioned that employees in tourism and hospitality industry have low status job with low payments and poor working conditions. It is not only one reason that caused hotel employees to leave the industry but rather a combination of factors such as unsuitable working hours coupled with poor remuneration, a working environment and career advancement opportunities, stress in organization, routine job activities, and lack of recognition (Pavesic & Brymer, 1989; O’Leary & Deegan, 2005).

Talent Management

In many business corporations, talent management is now more than just a competitive advantage; it is a fundamental requirement for business success (Silzer & Dowell, 2010). Davies and Davies (2011) suggested that talent management is increasingly seen as a critical factor developing successful organizations and is strategic priority for business. There are varieties of definition for talent management (Lewis & Heckman, 2006); Lawler (2008) has indicated that talent management provides employees with the kind of development experiences that build the organization’s capabilities and core competencies so they retain the right talent. The talent management in meaning of Wellins et al. (2006) is the recruitment, development, promotion, and retention of people, planned and executed in line with the organization’s current and future business goals. Gubman and Green (2007) describe talent management as a programmatic approach to managing talent in an organization. It is about designing, and implementing talent processes and systems. While Woodruffe (2003) has considered that talent management is about identifying the talented people, pay them well so that they become the source of competitive advantage. However, it was believe that talent management can be the best way to create a long-term sustainable competitive advantage (Heinen & O’Neill, 2004).

Satisfaction

Satisfaction has been described in so many ways by researchers. Oliver’s (1981) description tends to provide a clear meaning: “the emotional reaction following a disconfirmation experience which acts on the base attitude level and is consumption specific”. Furthermore, Locke (1976) defined that satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s experience”. Byrne (2001) mentioned that satisfaction is a theoretical construct that cannot be observed directly which similar to Diener and Suh (1997), satisfaction constitutes positive and negative feelings. Satisfaction is cognitive judgments and evaluations that an individual makes about his or her life’s experiences.

Oliver (1981) emphasized two core elements of satisfaction that included expectation and its confirmation process. For example, finding a radio station to listen to in the car by Kinicki & Kreitner (2009), they mentioned that you cannot optimize because it is impossible to listen to all stations at the same time. You thus stop searching for a station when you find one playing a song you like or do not mind to hearing. Therefore,
satisfaction is a chosen solution that meets some minimum qualifications, one that is “good enough” which is opposed to optimal. It is the ways to respond to problems and opportunities rather than trying to make the optimal decision (Jones & George, 2011). Besides, Lee and Trail (2011) noticed that the status of one’s satisfaction with a product is determined when relative product attributes are compared and appraised in accordance with one’s prior experience with the product. It is concluded that satisfaction is some minimum qualifications, one that is good enough of something.

Satisfaction is a theoretical construct that cannot be observed directly, and it must be measured indirectly based on operational definitions (Byrne, 2001). According Neugarten and colleagues, (1961) theoretical framework provided an operational definition of the latent variable of life satisfaction, which consists of the following five observed variables: zest versus apathy; resolution and fortitude; congruence between desired and achieved goals; self-concept, and mood tone.

As Lee and team mentioned that employee satisfaction not only ensures customer service quality, but also contributes to employee retention and commitment, hence adding to the human assets quality of a firm and elevating its competitiveness in the market (Lee et al., 2006). Moreover, Karl and Peluchette (2006) found that satisfied employees believed that their organization provided customer service that was reliable, responsive, and empathetic, and that employees were knowledgeable and able to instill confidence in customers. Therefore, given the importance of job satisfaction for service quality and organizational commitment, it is essential for service firms to understand the drivers behind employee job satisfaction. A review of the literature indicates a general satisfaction by members or people who involved with the program, so this research is focusing on the satisfaction of hotel’s employees regarding talent management process which are recruitment, training and development, promotion, and evaluation.

**Resort Hotel**

The Centara Grand Mirage Beach Resort Pattaya is set to become one of Thailand’s most talked about resort hotels. The new Centara Grand Mirage Beach Resort Pattaya is located on Wong Amat Beach & Naklua Beach, North Pattaya, and is actually built on the original beach front land of the former Central Wong Amat Beach Resort Centara Grand Mirage Beach Resort Pattaya is a 5-star beach resort designed to be the first truly themed hotel in Thailand, this stunning 18-story property features 555 rooms and suites, all facing the ocean. Unlike other hotels & resorts in Pattaya, Centara Grand Mirage Beach Resort Pattaya is the only 5-star themed resort that has a direct beach access to the stretch of 230 meters of white sand beach complete with an extensive beachfront water park.

The unique and exciting Lost World themed hotel is a true destination in its own right and will offer several specialty restaurants, a trendy bar, Asian restaurant, all day dining, large and versatile convention and meeting facilities, SPA Cenvaree, and a great variety of facilities for all members of the family including several swimming pools and water play areas in the exciting water park.

**METHODOLOGY**

The purpose of this research was to explore the employees’ satisfaction on talent management by using descriptive survey research design. Data were collected by the distribution of questionnaires among 180 employees of Centara Grand Mirage Beach Resort Hotel. The frequency analysis and t-test were used for statistical evaluation.
There were two parts of questionnaire. The first was personal demographic and the second part was 5 rating scale on employees’ satisfaction toward talent management process. The questionnaire was designed on a 5 rating scale. The scale of 1-5 with 5 as “strongly agree” to 1 as “strongly disagree”. The meaning of each level is as following: 4.50-5.00 means strongly agree, 3.50-4.49 means agree, 2.50-3.49 means moderate, 1.50-2.49 means disagree, and 1.00-1.49 means strongly disagree. Attributes which were considered and assessed included recruitment, training and development, promotion, and evaluation.

RESULTS AND DISCUSSIONS

Regarding to the demography of respondents, it was found as following information:

1. Demographic characteristics of the employees by gender: the 57 percent of total respondents were male and the rest of them (47 percent) were female employee.
2. Demographic characteristics of the employees by age: both male and female were in the age bracket of 25 to 30 years followed by 31 percent in the age bracket of between 31-40 years. The figure also shows that 23 percent of the respondents were less than 25 years old and only five percent were over 40 years old.
3. Demographic characteristics of the employees by level of education: The results show that, 51 percent of the respondents had diploma certificates while 43 percent were degrees holders and only 6 percent had post graduate qualifications.
4. The employees’ satisfaction toward talent management: It was found 3.43 for recruitment, 4.68 for training and development, 4.46 for promotion, and 3.41 for evaluation. The below table summarizes findings on employees’ satisfaction toward talent management process.

Table 1. Employees’ satisfaction toward talent management process

<table>
<thead>
<tr>
<th>Process of TM</th>
<th>Mean</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment</td>
<td>3.43</td>
<td>Moderate</td>
</tr>
<tr>
<td>Training and development</td>
<td>4.68</td>
<td>Strongly agree</td>
</tr>
<tr>
<td>Promotion</td>
<td>4.46</td>
<td>Agree</td>
</tr>
<tr>
<td>Evaluation</td>
<td>3.41</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

CONCLUSION AND RECOMMENDATION

In conclusion, the training and development is highest aspect of TM on employees’ satisfaction, promotion is high aspect of TM on employees’ satisfaction, recruitment is moderate aspect of TM on employees’ satisfaction, and evaluation is moderate aspect of TM on employees’ satisfaction.
REFERENCES


DO HOTELS’ “GREEN” ATTRIBUTES CONTRIBUTE TO GUESTS’ SATISFACTIONS? FACTOR AFFECTING THAILAND’S HOSPITALITY INDUSTRY

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ABSTRACT

This paper aims to examine how “green” attributes contribute to hotel guests’ overall satisfaction. A qualitative study helped generate a list of the attributes that contribute to overall satisfaction with hotel services. It is necessary to maintain a high level of performance for “green” attributes. Moreover, it would be preferable not to inform guests about environmental initiatives in order to limit the risk of being unfavorably evaluated on these attributes. It would seem worthwhile for a hotel to invest in service attributes that are respectful of the environment, even if they do not promote these attributes directly to the guests.

The future of the hotel industry will be shaped by a number of major forces, including the ability to attract investment to meet growing capital needs, the use of state-of-the-art information technologies (mainly the internet as a distribution channel) and marketing based on the accurate identification and analysis of the guests’ needs and expectations through the use of adapted Customer Relationship Management (CRM) techniques (Dumas et al., 2002). A desire for improved well-being has emerged as an important expectation among hotel guests (Olsen, 1999). For a growing number of guests, knowing that their chosen hotel actively contributes to the preservation of its environment is important to their well-being. As a consequence, many actors of the hotel industry now recognize the need to adopt a strategy that integrates the principles of sustainable development.

Keywords: Attributes, guests’ satisfaction, Environmental management, Green marketing, Hospitality industry

INTRODUCTION

A key factor in the field of environmental management is the green concepts and practices. In general, business ethics and social responsibility, and specifically environmental management, should be taken into account by decision makers. In fact, companies and communities are paying increasing attention to the idea of CSR or Corporate Social Responsibility, where the green concepts and practices are play important role (Lamond, 2007, 2008). The
concern about negative impacts of hotels continually grows. The hospitality industry does not count amongst the great polluters such as the metallurgical or chemical industry. However, the size and rapid growth of the industry make it clear that environmentally sustainable action is necessary in hotel management (Stipanuk, 2002). Furthermore, the researcher maintains that pursuing a ‘green’ strategy has great business potential particularly in highly competitive industries such as the hospitality industry. As different industries and businesses adopt ‘greener’ strategies, the hospitality industry will have to follow, simply because those companies will also request their business partners to adopt a ‘greener’ attitude (Go & Pine, 1995).

The primary aim of this research paper is to explore the factors which influence the guests’ attitude and behavior towards going green concepts and practices in the resort hotels in Thailand and also to explore the guests’ intentions to pay for these concepts and practices. A quantitative and qualitative research methodology using a questionnaire along with secondary research has been proposed. A structured questionnaire will be used using convenience–sampling techniques from some resort hotels of the tourists’ attractions in Thailand. Correlation and factor analysis will be used to explore guests’ attitudes and behavior towards green concepts and practices of the resort hotels in Thailand and also to explore the guests’ intentions to pay for these concepts and practices. A quantitative and qualitative research methodology using a questionnaire along with secondary research has been proposed. A structured questionnaire will be used using convenience–sampling techniques from some resort hotels of the tourists’ attractions in Thailand. Correlation and factor analysis will be used to explore guests’ attitudes and behavior towards green concepts and practices of the resort hotels in Thailand. The guests using hotel services are conscious about environmentally friendly concepts and practices. They patronize the resort hotels that have adapted green concepts and practices though not compromising on service quality. The guests would prefer to use the resort hotels that follow these practices but are not willing to pay extra for these services. However, the resort hotels in Thailand have the competitive advantage over similar products if they follow green concepts and practices. Therefore, the resort hotels in Thailand may need to invest in environmentally friendly concepts and practices and look at long-term gains. Thai’s government needs to acknowledge and institutionalize the concepts and practices by instituting rewards and offering benefits may be in reducing of the taxes. The hospitality industry is not the first one would imagine when considering pollution, waste, greenhouse gases and environmental hazards. The heavy industries such as manufacturing, energy production, steel industry, oil production or chemical industry spring more quickly to mind. Grove, Fisk, Pickett, and Kangun (1996) support this assumption when stating that the demand for greening is much more acute in industries where the pollution is actually visible. Individual hotels, especially major hotel chains, which constitute a large percentage of rooms worldwide, have a significant potential to decrease their impact on the environment. Moreover, large hotel brands have the financial capacity to invest in technology. Additionally, hotel chains have the opportunity to introduce environmental policies on a corporate strategic level and therefore reduce the environmental impact on a large scale (Bohdanowicz, 2005).

Generally, the resort hotels use a great deal of resources. These resources are enjoyed by less than a third of the tourist population–only those who can pay the high tariff. However, it is imperative to conserve these resources. This research aims to make a study of the steps taken by five star resorts such as Rayavadee Resort & Spa and Layana Resort & Spa both in Krabi Province, Thailand for controlling pollution and conserving scarce resources; the study acquires greater significance because Rayavadee Resort & Spa and Layana Resort & Spa are situated at Krabi, Thailand, known for its pristine beauty and untouched beaches. The focus of this research will be how the resorts have conserved resources and controlled pollution or being green resorts by applying green concepts and practices.
LITERATURE REVIEW

According to Chan (2009), the environmental management system across the world has recently been more recognized in the hotel industry. An environment management system is a way for management to deal with aspects that impact on the environment. It allows an organization to control the impact of its activities, products or services on the natural environment. Therefore, many hotels applied the concept of sustainability and practices for conservation and pollution control in order to become “green hotel”. Nowadays, this aspect has become popular as Stipanuk (1996) stated, that almost all hotels have implemented their in-house environmental management system or used efforts on protecting the environment in hotels with varying degrees of intensity in the past few decades. The “greening” of the industry is an issue which has been increasing in importance since 1980s (Gray, Bebbington and Walters, 1993; Sadgrove, 1992). Although the chemical and oil industries were initially the focus of attention for environmentalists due to the visible nature of their environmental impact, the service industries will find themselves under scrutiny (Elkington, 1990; Elkington, Knight and Hailes, 1991). However, Elkington and Hailes (1992) mentioned further that they are perhaps less visible in their environmental impact, it is increasingly being recognized that they too have a responsibility to reduce what impact they do have. The hospitality industry will no longer be able to ignore its environmental responsibilities as it will have to respond to a number of pressures. For example, the “green tourist” will demand “green accommodation”; legislation with regard to the disposal of waste has implications for the hospitality industry; and the continued increase in energy costs will necessitate reductions in usage. As Olsen (1999) stated that a desire for improved well-being has emerged as an important expectation among hotel customers. Furthermore, Robinot and Giannelloni (2010) supported the view that for a growing number of customers, knowing that their chosen hotel actively contributes to the preservation of its environment is important to their well-being. As a consequence, many actors of the hotel industry now recognize the need to adopt a strategy that integrates the principles of sustainable development. However, due to its very specific operating characteristics and the services it provides, the hotel industry consumes substantial quantities of energy, water and non-durable products. Therefore, as Rada (1996) clarified that the environmental impacts of hotel facilities are thus greater than those caused by other types of buildings of similar size. It has been estimated that 75% of all environmental impacts created by the hotel industry can be attributed to the excessive consumption of local and imported non-durable goods, energy and water, followed by emissions released in air, water and soil (APAT, 2002). In recognition of environmental degradation, governments, along with the green movement within the hotel and tourism industry and travelers, have become increasingly aware of the need for more effective measures to protect the environment (Robinot and Giannelloni, 2010). Moreover, Chan and Lam (2001) described that the action plan for sustainable development, Agenda 21, adopted in the “Rio’s Earth Summit 1992” has been regarded as a key factor in driving the hotel industry to recognize the importance of environmental management. After the summit, the green movement has gained more recognition in hotels worldwide through efforts made by various associations. This green campaign was reinforced by the International Hotels Environment Initiative (IHEI) and the Prince of Wales Business Leaders Forum in 1993. The International Hotels Environment Initiative (1993) mentioned that a total of 11 international hotel chains agreed to work together and initiated the development of manuals and guidelines to advance fuller environmental performance in the hotel industry. Then Mackie (1994) mentioned
further that in the following year, another 16 hotel groups echoed this campaign and formed the Asia Pacific Hotels Environment Initiative. Furthermore, Anon (1994) revealed that in the same year, the Hotel & Catering Institute Management Association joined the World Travel Tourism Council’s environmental management awareness program called “Green Globe” that was so popular and accomplished by many hotels until today. According to Krik (1995) the hospitality industry is an interesting case in that it exposes many of the conflicts which arise when implementing environmental policies. First, many hotels and restaurants are situated in areas of outstanding natural beauty, in historic cities and in areas with a delicate ecological balance. The addition of new hospitality facilities may attract visitors to areas which already suffer from too much tourism. For this reason there are often serious planning constraints when developing a new hospitality facility. Second, many of the customers who seek hospitality services do so expecting to be pampered, with lashings of hot water, high-pressure showers, freshly laundered linen, an ample supply of towels, copious supplies of food and drink, the availability of swimming pools and saunas and the limousine to take them to the airport. Clearly, whatever is done to reduce waste can only be done either with the consent of the customers or in such a way that they do not notice any deterioration of service. Third, the customer visits the location of the hospitality operation, which is fixed by customers’ needs and therefore cannot always, be sited where there will be minimal effect from traffic, cooking smells and the noise of the disco. However, the hospitality industry is not one which causes gross environmental pollution nor does it consume vast amounts of non-renewable resources and therefore it may not be in the front line for environmental concern. It is made up of a large number of small operations, each of which consumes relatively small amounts of energy, water, food, paper and other resources, and each of which adds only a small amount of pollution to the environment in terms of smoke, smell, noise and chemical pollutants. In the increasingly competitive environment, hotels must make an attempt to attract business from markets that are pro-green practices. The “green” hotel business is a growing niche because not only do these establishments differentiate themselves from the similar non-green hotels, but they also fulfill a need in the market for less environmentally damaging hotels. Eco-friendly hotel and green hotel are the terms that are referred to a lodging establishment that has made a commitment to various ecologically sound practices such as saving water, saving energy, and reducing solid waste (Manaktola and Jauhari, 2007). Nowadays, as people are becoming more aware of the damage caused to the environment by regular business activities, it has become increasingly obvious that the hotel industry does more than its share in harming and wasting environmental resources. As a result, more and more guests are looking for hotels that follow practices to protect environment. Becoming a green hotel can be the foundation for a great marketing strategy and the first step in marketing is providing consumers with what they want or need. A growing consumer base exists for green hotels and marketing the green practices of a hotel can help to position it distinctly in the market place. According to Foster, Sampson and Dunn (2000), the hospitality and tourism industry is under pressure to become more environmentally friendly from the following forces: consumer demand; increasing environmental regulation; managerial concern with ethics; customer satisfaction; maintenance issues related to the physical plant; and the need for aesthetics. Roarty (1997) discussed two others that should be added as factors exerting pressure for change: the increase in influence of the “green” investor including banks that want to limit exposure to environmental risk, and the “disproportionate influence on consumer behavior” of environmental pressure groups. In
the hospitality and tourism industry literature on the subject of environmental management, environmental pressures for change are often cited, but most emphasis is placed on reducing costs and saving resources to abate future cost issues.

However, the last relevant issue is facilities management considered to be of particular importance to service industries, including the hospitality industry, because it is characterized as the business of providing guests with “a harmonious mixture of food, beverage, and/or shelter, a physical environment, and the behavior and attitude of people” (Cassee and Reuland, 1983). The tangible aspects, such as the condition and suitability of the constructed facilities and the intangible aspects, such as environmental ambience, are important not only because of working efficiency, but also because they form a major part of the product package sold to customers. Managing facilities well, therefore, “helps to improve a hotel’s efficiency and adds value to their performance and services” (Okoroh, 2002). The popular appearance of ecotourism in the late 1980s was a panacea to all tourism-related problems at destination areas. Its popularity (Blamey, 2001; Orams, 2001) claimed to be associated with the general search for natural attractions during a holiday, eagerness to achieve sustainable development by any means, potential employment opportunities in natural areas, and shift towards planning in protected areas. This popularity has also been translated into an increase of visits for ecotourism related purposes, which, it is claimed, accounts for around 20% of total tourism arrivals (WTO, 1998). At the ecotourism summit in Quebec in Canada, numerous issues were discussed that reflect the importance of the concept both at the national and local levels. There are, however, a number of pitfalls with ecotourism, most of which are associated from its position within the tourism spectrum, its similarities with other “green” tourism products as well as its effective application (Orams, 2001).

More specifically, ecotourism was first defined as “traveling to relatively undisturbed or uncontaminated natural areas with the specific objective of studying, admiring, and enjoying the scenery and its wild plants and animals, as well as any existing cultural manifestations (both past and present) found in these areas” (Ceballos-Lascurain, 1987). Swarbrooke (1998) mentioned that the hospitality industry has been a leading sector in the development of more environmentally friendly operational management practices. Chains such as Inter-Continental and Canadian Pacific have been pioneers in the field. Their activities led to the creation of the very influential International Hotels Environmental Initiative. Furthermore, Horner and Swarbrooke (1996) clarified that there are many hotel operators have been carrying out environmental audits and have then taken a range of initiatives designed to “green” the operation including seven main functions as follows:

- Developing recycling systems for packaging materials, paper, bottles and organic waste
- Using recycled supplies like stationery and toilet paper
- Installing water-saving devices in showers and toilets
- Only using low energy light bulbs
- Making full use of energy-conservation measures such as insulation
- Using unbleached and un-dyed fabrics.
- Developing solar-powered water heating systems.

It is interesting to note that almost all of the actions outlined above also bring cost reductions for the hospitality organizations. This may be the main motivating force behind the decision to undertake such actions.

However, Swarbrooke (1998) also mentioned further that there are other aspects to sustainable operational management in the hospitality sector, namely as follows:
Purchasing practices and the idea that, whatever possible, hotels and other accommodation establishments should source supplies they need from local suppliers, to maximize the economic benefits of tourism, for the local economy.

- Being a good neighbor to the local community, minimizing noise and litter, as far as possible, for example.

Thailand and Malaysia are the dominant ecotourism destinations. Both countries contain or are near major international gateways (Bangkok in Thailand, Kuala Lumpur and Singapore relative to Malaysia) and are thus well established as the major recipients of inbound tourists within the region. As two of the most prosperous countries in South-East Asia (only Singapore and Brunei have larger per capita GNPs), Thailand and Malaysia also possess relatively well-developed internal road and air networks that facilitate access by inbound tourists and emergent domestic eco-tourist markets to well-developed public protected area networks (Weaver, 2001).

In 1991, the Toledo Ecotourism Association (TEA) initiated the construction of guest houses in six indigenous villages (of the Kekchi, Mayan and Garifuna indigenous groups) in the district of Toledo in the south of Belize. Each guesthouse sleeps eight visitors, and is built in traditional style, using local materials. As extras, concrete floors, water tanks, screened windows and private shared bathroom facilities are also included (Mowforth and Munt, 2009). Therefore, traditional style with of using the local materials indicated the application of ecotourism sustainability to the accommodation. For hotels and other forms of holiday accommodation a key issue for designing and landscaping buildings is the extent to which they blend into and respect the local environment and minimize environmental impact. Apart from the capacity of the chosen location to absorb the number of people to be provided for, this includes technology for the efficient use of energy and water, and control of waste (Middleton and Hawkins, 1998). Conservation and pollution control considered being a critical part for the hospitality industry since the 19th century but during that period, the accommodation businesses did not much concentrate and skipped for practicing properly. As Middleton and Hawkins (1998) summarized that the key issue for accommodation businesses, even though comparatively few have formally recognized it at the present time, is that the future value of their capital assets as well as their earning potential is at risk in a deteriorating environment. Since 1991, through the International Hotels Environment Initiative and World Travel & Tourism Council (WTTC), the large international corporations have begun to demonstrate their awareness through mission statements, environmental audits of operations and implementation of environmental programmes. Most accommodation businesses have been reluctant to involve clients in their environmental programmes, fearful that guests may perceive they are being offered a reduced level of service.

**METHODOLOGY**

The spot interviews of hotel’s guests were taken at Rayavadee Resort & Spa and Layana Resort & Spa, Krabi, Thailand by distributing a questionnaire. Therefore, 230 questionnaires has been distributed but tabulated the results of only 200 questionnaires which had been completed. The questionnaires were distributed and filled from 14 May, 2013-9 June, 2013. Furthermore, in-depth interviews of the departmental managers are also applicable in order to give an indication of the efforts made by management in various areas to ensure guest satisfaction. The questionnaires distributed to the hotel’s guests were designed on a scale of 5-1, with 5 as “strongly agree” to 1 as “strongly disagree”. 
While distributing questionnaires, the attributes which were considered important and which were assessed included land, water, electricity, pollution, oil, energy, housekeeping, food and beverage, noise reduction, communication to customers and communication to outsiders. When interviewing the departmental managers, the attributes which were considered important and which were assessed included energy, water, waste, chemicals, housekeeping, food and beverage, backstage, front of the house.

RESULTS AND DISCUSSIONS

Eight percent of our respondents were between the age of 21 and 30, while 21% were between the years of 31 and 40, and 35% were between 41-50, the last group 44% were between 51 and above years of age.

- 35% of the respondents were male tourists and rests 65% were female tourists.
- Regarding the characteristics of tourists 88% were international tourists, and the rest 12% were domestic tourists.
- About 80% of the tourists had visited the Resorts only once, 14% had been there twice and the rest 6% had been there more than twice.
- Regarding electricity and energy savings, 81% said they strongly agreed that the Resorts had implemented electricity and energy savings programs. However, 17% agreed and from the rest only 2% were neutral.
- Regarding water saving, 75% strongly agreed that the Resorts had implemented a water saving campaign. However, 22% agreed and the rest only 3% were neutral.
- Regarding clean environmental surroundings, 79% strongly agreed that the Resorts had clean environmental surroundings. However, 15% agreed and the rest only 6% were neutral.
- Regarding whether the beach is clear and clean, 73% said strongly agreed that the beach in front of the Resorts has clean and clear water. However, 21% agreed and from the rest only 6% were neutral.
- Regarding waste water treatment, 61% strongly agreed that the Resorts operated waste water treatment every day. However, 35% agreed and of the rest only 4% were neutral.
- Regarding sports tourism and ecological factors, 12% strongly agreed that the Resorts provide sports tourism that affects the used of the ecological factors. However, 17% agreed, and then 10% were neutral, followed by 24% who disagreed and the rest 37% strongly disagreed.
- Regarding food and beverage, banquet, conference, convention and exhibition, the ecological factors used, 14% strongly agreed that the Resorts provide food and beverage, banquet, conference, convention and exhibition that affect the use of ecological factors. However, 15% agreed, and 9% were neutral, followed by 24% who disagreed and the rest 38% strongly disagreed.
- Regarding re-cycling of waste matters, 44% strongly agreed that the Resorts have re-cycling of waste matters. However, 42% agreed and from the rest only 14% were neutral.
- Regarding use of solar energy, 35% strongly agreed that the use of solar energy is applicable to the Resorts. However, 45% agreed and of the rest only 20% were neutral.

Furthermore, the researcher spoke to the managers from each department of Rayavadee Resort & Spa and Layana Resort & Spa which are well-known and luxury resorts and spas in Krabi, Thailand. A total of 7 departmental managers including Food and Beverage, Human Resources, Training and Development,
Housekeeping, Front Office, Engineer, Sales, Marketing and Communications managers were interviewed. As a result, all the respondents said that the number of guests who were concerned about sustainability in the hotel had dramatically increased due to the effects of global warming.

CONCLUSION AND RECOMMENDATION

Regarding the many attributes about which we questioned them, their answers revealed that the various attributes contributed significantly to their satisfaction. However, the fact which is significant here is that performance is an intrinsic part of the attributes. Therefore, just having the attributes is not enough. Contributions to the satisfaction of the performance regarding these attributes also need to be clarified. Most of the guests seemed to be educated, realized and fully supported the conservation and pollution control aspect which is done by the Rayavadee & Layana Resorts. A large number were also satisfied with electricity and energy saving program. Similarly, water saving, recycling of waste matter and solar energy aspects were significant factors. Moreover, several guests also supported the sports activities, food and beverage, banquet, conference, convention and exhibition there were not harmful to the ecological factors. The study therefore revealed that the Rayavadee & Layana Resorts form a significant part of being green resorts in Krabi province the area which the researcher had selected. Some guests had visited the resort more than once and a good number were satisfied with the conservation and pollution control aspect they had perceived.

REFERENCES


CULTURE TOURISM POTENTIAL MANAGEMENT WITH COMMUNITY PARTICIPATION IN LAMPHUN MUNICIPALITY, LAMPHUN PROVINCE, THAILAND

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ABSTRACT

Cultural Tourism Potential Management with Community Participation in Lamphun Municipality, Lamphun Province, Thailand. This study were used the concepts with Cultural Tourism, Tourism Attraction Standard, Tourism Potential Management Concept and Community Participation and Empowerment, which were the purpose of this research. The process was as follows 1) Descriptive of community context with history, tourism activity, economic, traditional and culture follow with motto of Lamphun; the City Merit Making of Lanna. 2) Assessment the tourism attraction standard according for the culture tourism potential management in Lamphun Municipality, Lamphun Province. 3) Analysis the approach for the cultural tourism potential management with community participation in Lamphun Municipality, Lamphun Province.

Respondents in this study consisted of chief executive officer of Lamphun Municipality and Cultural Council of Lamphun for 5 representatives by Non-Probability Sampling with Purposive Sampling, the private sectors expertise in the field of tourism for 7 representatives by Non-Probability Sampling with Purposive with research instrument was used to collected data from depth interview and questionnaires. The locales of the study for 4 communities in Lamphun Municipality, as Sun Ba Yang luang community, Ban Tha -Tha Nang community, Tha hkham-Ban Hom community and Jamadevi community. This have population of 583 families and was used cluster random sampling for representative of the population the total of sample equal 237, the research instrument was used to collected the data from questionnaires was implemented from September 2012 to April 2013.

Data collected for the personal characteristic, society and economy to study was founded that people in the 4 communities with the majority (85.20%) were female and (41.80%) were male, which show that peoples in the 4 communities are female more than male, the average of age for 30-39 years and mean age was 36.00 years, that the majority (45.60%), are perfect of marriage, the majority (53.60%), graduated for the Bachelor degree, the majority of the people in the community (24.10%) for trade and business, the majority (33.33%), average monthly income of the family from 11,901 Baht to 19,800 Baht, with the average monthly income is 15,000 Baht.
Potential of cultural tourism attraction to study was founded in the 4 communities based on the principles of the 5 elements of the tourism potential with the attraction, accessibility, accommodation, amenity and activity. The agreement with potential for the attraction has score with majority is strongly agree level (3.29), potential for the accessibility is agree level (3.09), potential for the accommodation agree level (3.04), potential for the amenity is agree level (3.06) and potential for the activity is agree level (3.16) therefore, concluded that the potential of cultural tourism attraction from 4 communities in Lamphun Municipality with the level these agree from agreement in local community participation.

Potential of cultural tourism with community participation and empowerment the based on the 5 process with the community to contribute by information process, consultation process, deciding together process, acting together process and the supporting community interests. The information process is agree level (3.14), consultation process is agree level (3.13), deciding together process is agree level (3.10), acting together is agree level (3.11) and supporting with the interest is agree level (3.09) therefore, concluded that with community participation and empowerment the based on the 5 process from 4 communities in Lamphun Municipality have the level these agree from agreement in local community participation.

The assessment of cultural tourism attraction standard has extremely correlation significant with the process for implementation community participation that results for cultural tourism potential management with community participation. The research result were consisted in community development plan and strategic plan in Lamphun Municipality to approach for development of tourism in the community with appropriate direction in the community emphasize with people in the community to contribute every skill incurred by the power of the local participation.

Keywords: Cultural tourism, Tourism attraction standard, Tourism potential management, Community participation, Empowerment

INTRODUCTION

The sovereign nation with a culture and tradition as long as their descendants centuries this is because our ancestors their sacrifice and dedication body and mental capacity to accumulate these things to us. We must treat them as permanent become the heritage of future generations, Royal words; King Bhumipol the Great. (Ministry of Culture, 2011: 1). Culture is the official tourism resources that are important and play a role in attracting tourists from all territories. Travel to each other quite a bit since different people around the world have different ways of life. Multicultural nation that they can fly together to create a clear identity of each nation is different. In the words of one anthropologist said the phrase. Cultural diversity of each nation is a challenge to people curious. Would like to see the difference and encourages travelers to learn the culture of other races to build their own life experiences other than for leisure travel. Travel demand model is called cultural tourism so many countries around the world have the unique distinction of race cultural tourism is an important resource. Presented their own culture to tourists in order to obtain the knowledge and experience it fresh at the source location. (Bunlert Jittungwattaana, 2005: 16)

The original charm and beauty of civilization was the most famous pottery this can be seen from here includes a well-known town of Lamphun survival and only a small area planted with longan this is the fruit good taste in the world (Baramet Wannasai, 2012: 5). Although there are over one thousand three hundred years
ago but modern culture cannot be inserted deep into the cultural heritage of the county. County continues to maintain the heritage of the ancestors are going to be strong and spared nothing left. Lamphun is the Buddhist religion that has many old temples and there is something a priest is a saint of multiple images. The power of government and agencies and the private sector has created a new form of tourism development to present the identity of the Lanna culture in order to maintain a civilization and empire always important. Imperial county town of Lana favors for them (Direk Konkleep, 2011: 2). The matter of fact is to maintain cultural traditions, way of living and public virtues of a culture that spread widely. And recognized in the beautiful city it can be considered as a valuable wealth of culture Lamphun is an ancient city. The historical development due to the current millennium are still outstanding and the historical evidence. The development and preservation of cultural heritage value of these core subjects. Factor of success in the development and preservation of historical value as a sustainable existence is to create knowledge (The Office of National Buddhism, 2006: 46). Understanding and cooperation from all sectors of society including the government or private sector as well as the surrounding community to maintain the value these arts and culture continue.

**OBJECTIVES OF THE STUDY**

The purpose of this research on the cultural tourism potential management with community participation in Lamphun Municipality, Lamphun Province

1. Descriptive of community context with history, tourism activity, economic, traditional and culture follow with motto of Lamphun; the City Merit Making of Lanna.

2. Assessment the tourism attraction standard according for the culture tourism potential management with community participation in Lamphun Municipality, Lamphun Province.

3. Analysis approach for the cultural tourism potential management with community participation in Lamphun Municipality, Lamphun Province.

**LITERATURE REVIEW**

Cultural Tourism refers to travel the world to learn their cultural traditions, way of life and rituals vary in their depth our focus is on the way to the community the awareness of the culture to remain. (Department of Tourism: 2012: 6)

Tourism Attraction Standard refers to cultural attractions with 5 A’s elements namely the potential to attract tourism potential to support the tourism and management to use for standard of cultural attractions as well. (Tourism Western Australia, 2009: 20)

Community Participation refers to this provides a summary of a new guide to effective participation which offers a comprehensive framework for thinking about involvement empowerment and partnership. (Marjorie Mayo and Gary Craig, 2004: 6)

Tourism Potential Management refers to tourism management is also a proactive approach to the regulation and the development of tourism in a specific region is based on a plan adopted by regional or local authorities and stakeholders. (Tourism in Europe (ETE), 2008: 12)
CONCEPTUAL FRAMEWORK

Assessment the Tourism Attraction Standard

1. Attraction
2. Accessibilities
3. Accommodation
4. Amenities
5. Activities

Communality Participation

1. Information process
2. Consultation process
3. Decision together process
4. Action together process
5. Contribution for community interests process

Cultural Tourism Potential Management with Community Participation

Figure 1. Conceptual Framework
Hypothesis

The assessment of the cultural tourism attraction standard has correlation with the community participation that resulting effect for cultural tourism potential management.

METHODOLOGY

Locale of the Study

Lamphun has the potential of cultural tourism the important point is link path to get to the major religious distance is not far away. Visitors can travel to the surrounding and more convenient to do so, the province has two types of support that focuses on the culture and the sports which are distinguished. The locales of the were study for four communities in Lamphun Municipality, as Sun Ba Yang luang community, Ban Tha-Thai Nang community, Tha Hkham-Ban Hom community and Jamadevi community. These have population of 583 families due to the large number and the appropriateness of the research costs in order did research. The time conducted for the research and to achieve the most accurate research used to select the subject of the entire population.

Population and Sampling

This research used cluster random sampling was representative of the population with questionnaires. Step 1. The sample size calculated base on a sample size of Pagaso, Garcia and Leon (1978) cited in Weerapon Thongma (2010: 127) at 95 percent confidence level using the formula.

\[
n = \frac{N}{1 + N (e)^2}
\]

When

- \(n\) = sample size
- \(N\) = total population
- \(e\) = parameter

Here

\[
n = \frac{583}{1 + 583 (0.05)^2}
\]

\[
= 237
\]
Step 2. Each of village has a population less the same to randomly representative from each village to calculated in proportion to the population of each village used the formula Negtalon cited in Weerapon Thongma (2004: 45)

$$n_i = \frac{nN_i}{N}$$

When

$n = \text{total of samples}$

$N = \text{total of population}$

$N_i = \text{total of population in each village}$

$n_i = \text{total of samples in each village}$

<table>
<thead>
<tr>
<th>Community</th>
<th>Total of population</th>
<th>Total of sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Ba Yang Luang Community</td>
<td>189</td>
<td>77</td>
</tr>
<tr>
<td>Ban Tha – Tha Nang Community</td>
<td>127</td>
<td>52</td>
</tr>
<tr>
<td>Tha Kham – Ban Hom Community</td>
<td>149</td>
<td>60</td>
</tr>
<tr>
<td>Jamdevi Community</td>
<td>118</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>583</strong></td>
<td><strong>237</strong></td>
</tr>
</tbody>
</table>

Source: Lamphun Municipality, Lamphun Province, Thailand
Step 3. When calculated the number of samples in each village. The researcher used randomly with the results of the sampling frame derived from the information gathered by one person per one household, the number of households that appear to exist in four communities.

RESULTS AND DISCUSSIONS

The research for cultural tourism potential management with community participation in Lamphun Municipality, Lamphun Province focused on the people in the community to participate in the management of tourism in the community for the activities and services to the tourism. The results should be a guideline for the tourism development plan in the community with appropriate direction to travel in the community to emphasize to people in the community to contribute every skill incurred by the power of the local people. In addition researchers have used qualitative research method and combine quantitative research follow the three objectives of the research. 1) Descriptive of community context with history, tourism activity, economic, traditional and culture follow with motto of Lamphun; the City Merit Making of Lanna. 2) Assessment the tourism attraction standard according for the culture tourism potential management with community participation in Lamphun Municipality, Lamphun Province. 3) Analysis approach for the cultural tourism potential management with community participation in Lamphun Municipality, Lamphun Province. The details of the findings are presented in the form of a narrative and sort out the sections below.

Section 1. Community context with history, tourism activity, traditional and culture follow with motto of Lamphun; the City Merit Making of Lanna.

Section 2. Personal characteristics, social and economic of the respondents in Lamphun Municipality, Lamphun Province.

Section 3. Tourism attraction standard according for the culture tourism potential management with community participation in Lamphun Municipality, Lamphun Province.

Section 4. Potential for cultural tourism with community participation in Lamphun Municipality, Lamphun Province.

Section 5. Correlation between the assessment of the cultural tourism attraction standard and community participation for cultural tourism potential management.

Section 6. Approach for the Cultural Tourism Potential Management with Community Participation by the interviewed from respondent and community management plan meeting.

Lamphun is the goal of the project area for the Twin Cities; Chiang Mai-Lamphun which is a key component of government policy in the development of Chiang Mai and Lamphun as the center of economic, social and environmental services as well as management of the Mekong sub-region. In addition the county also has great potential for the participation of community organizations and individuals in the local development and sustainable development of tourism in Lamphun Municipality. Invoked by the Haruphunchai Kingdom is a metropolitan creeks afforded city living and promote the well-being of Lanna culture and local wisdom for the green space in urban areas improve the environment and reduce the pollution of the environment better. Population earns just enough and well-being to reduce the number of unemployed and organization of the community is strengthened and participate in the development
of the local population. People feel secure in life and property enhances career and increasing revenue for the county including the city’s tourism promotion in a systematic and sustainable.

**Section 2.** Personal characteristics, social and economic of the respondents in Lamphun Municipality, Lamphun Province.

Data collected for the personal characteristic, society and economy to study was founded that people in the 4 communities with the majority (85.20%) were female and (41.80%) were male, which show that peoples in the 4 communities are female more than male, the average of age for 30-39 years and mean age was 36.00 years, that the majority (45.60%), are perfect of marriage, the majority (53.60%), graduated for the Bachelor degree, the majority (33.33%), net income of the family from 11,901 Baht to 19,800 Baht with the average monthly income is 15,000 Baht.

**Table 2.** Number and percentage of the population by personal characteristics, social and economic conditions of the population in the community

<table>
<thead>
<tr>
<th>personal characteristics, social and economic</th>
<th>Sample (n=237)</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>99</td>
<td>41.80</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>138</td>
<td>85.20</td>
<td></td>
</tr>
<tr>
<td>Age (Years)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-29</td>
<td>48</td>
<td>20.25</td>
<td></td>
</tr>
<tr>
<td>30-39</td>
<td>99</td>
<td>41.77</td>
<td></td>
</tr>
<tr>
<td>40-49</td>
<td>64</td>
<td>27.00</td>
<td></td>
</tr>
<tr>
<td>50-59</td>
<td>19</td>
<td>8.01</td>
<td></td>
</tr>
<tr>
<td>60-69</td>
<td>7</td>
<td>2.97</td>
<td></td>
</tr>
<tr>
<td>$\bar{x} = 36.00$</td>
<td>S.D. = 9.32</td>
<td>R = 20 - 69</td>
<td></td>
</tr>
<tr>
<td>Status</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Single</td>
<td>71</td>
<td>30.00</td>
<td></td>
</tr>
<tr>
<td>personal characteristics, social and economic</td>
<td>Sample (n=237)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>---------------</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Marriage</td>
<td>108</td>
<td>45.60</td>
<td></td>
</tr>
<tr>
<td>Divorced/Separated</td>
<td>37</td>
<td>15.60</td>
<td></td>
</tr>
<tr>
<td>Refers</td>
<td>21</td>
<td>8.90</td>
<td></td>
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</tbody>
</table>

**Education level**

<table>
<thead>
<tr>
<th>Level</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary school</td>
<td>5</td>
<td>2.10</td>
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<tr>
<td>Secondary school</td>
<td>9</td>
<td>3.80</td>
</tr>
<tr>
<td>High school</td>
<td>40</td>
<td>16.90</td>
</tr>
<tr>
<td>Diploma</td>
<td>47</td>
<td>19.80</td>
</tr>
<tr>
<td>Bachelor’s degree</td>
<td>127</td>
<td>53.60</td>
</tr>
<tr>
<td>Master’s degree</td>
<td>9</td>
<td>3.80</td>
</tr>
</tbody>
</table>

**Occupation**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government officer</td>
<td>45</td>
<td>19.00</td>
</tr>
<tr>
<td>Agriculturist</td>
<td>14</td>
<td>5.90</td>
</tr>
<tr>
<td>Private business</td>
<td>53</td>
<td>22.40</td>
</tr>
<tr>
<td>Employees</td>
<td>55</td>
<td>23.20</td>
</tr>
<tr>
<td>Student</td>
<td>13</td>
<td>5.50</td>
</tr>
</tbody>
</table>

**Income**

<table>
<thead>
<tr>
<th>Income</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>4,000 – 11,900</td>
<td>75</td>
<td>31.64</td>
</tr>
<tr>
<td>11,901 – 19,800</td>
<td>79</td>
<td>33.33</td>
</tr>
<tr>
<td>19,801 – 27,700</td>
<td>42</td>
<td>17.72</td>
</tr>
<tr>
<td>27,701 – 35,600</td>
<td>33</td>
<td>13.92</td>
</tr>
<tr>
<td>35,601 – 43,500</td>
<td>8</td>
<td>3.39</td>
</tr>
</tbody>
</table>

\[ \bar{x} = 15,000 \quad \text{S.D} = 20,000 \quad R = 4,000 – 43,500 \]
Section 3. Tourism attraction standard according for the culture tourism potential management with community participation in Lamphun Municipality, Lamphun Province.

The assessment for the tourism attraction standard according for the culture tourism potential by agreement from the representatives in the communities is high assessment (total average 3.14) with the potential of the cultural tourism attraction based on the principles of the 5 elements of the tourism potential. The assessment with potential for the attraction by the people in the community is high assessment (average 3.29). The assessment with potential for the accessibility from the people in the community is high assessment (average 3.09). The assessment with potential for the accommodation from the people in the community is high assessment (average 3.04). The assessment for the potential of the amenity from the people in the community is high assessment (aggregate 3.06). The assessment for the potential of the activity from the people in the community is high assessment (average 3.16).

Section 4. Potential for cultural tourism with community participation in Lamphun Municipality, Lamphun Province.

Potential for cultural tourism with community participation is high participation for the cultural tourism management (total average 3.12). The potential for the information process is high participation (average 3.14). The potential for the consultation process by the community participations is high potential (average 3.13). The potential for the decision together process by the community participations is high participation (average 3.10). The potential for the action together process by the community participations is high participation (average 3.11). The potential for the contribution for community interest process by the community participations is high participation (average 3.09).

Section 5. Correlation between the assessment of the cultural tourism attraction standard and community participation for cultural tourism potential management.

The assessment for the potential of the attraction has magnitude correlation low level (0.216**) and has the positive direction with information process of the community participation. The both of variables have variance explained with 5 percent. The assessment for the potential of the accessibility has magnitude correlation medium level (0.307**) and has the positive direction with consultation process of the community participation. The both of variables have variance explained with 9 percent. The assessment for the potential of the accommodation has magnitude correlation medium level (0.343**) and has the positive direction with decision together process of the community participation. The both of variables have variance explained with 11 percent. The assessment for the potential of the amenity has magnitude correlation medium level (0.475**) and has the positive direction with action together process of the community participation. The both of variables have variance explained with 21 percent. The assessment for the potential of the activity has magnitude correlation medium level (0.462**) and has the positive direction with contribution for the community interest process of the community participation. The both of variables have variance explained with 21 percent.
Table 3. Correlation between the assessment of tourism attraction standard and community participation (Pearson Product Moment Correlation Coefficient)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Attraction</th>
<th>Accessibility</th>
<th>Accommodation</th>
<th>Amenity</th>
<th>Activity</th>
<th>Information</th>
<th>Consultation</th>
<th>Decision</th>
<th>Action</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attraction</td>
<td>1.00</td>
<td>0.216**</td>
<td>0.361**</td>
<td>0.417**</td>
<td>0.274**</td>
<td>0.216**</td>
<td>0.183**</td>
<td>0.253**</td>
<td>0.296**</td>
<td>0.236**</td>
</tr>
<tr>
<td>Accessibility</td>
<td>1.00</td>
<td>0.539**</td>
<td>0.455**</td>
<td>0.386**</td>
<td>0.313**</td>
<td>0.307**</td>
<td>0.297**</td>
<td>0.474**</td>
<td>0.436**</td>
<td>0.436**</td>
</tr>
<tr>
<td>Accommodate</td>
<td>1.00</td>
<td>0.771**</td>
<td>0.418**</td>
<td>0.321**</td>
<td>0.312**</td>
<td>0.343**</td>
<td>0.476**</td>
<td>0.476**</td>
<td>0.445**</td>
<td>0.445**</td>
</tr>
<tr>
<td>Amenity</td>
<td>1.00</td>
<td>0.477**</td>
<td>0.348**</td>
<td>0.346**</td>
<td>0.429**</td>
<td>0.475**</td>
<td>0.475**</td>
<td>0.482**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>1.00</td>
<td>0.324**</td>
<td>0.391**</td>
<td>0.396**</td>
<td>0.503**</td>
<td>0.462**</td>
<td>0.462**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information</td>
<td>1.00</td>
<td>0.613**</td>
<td>0.468**</td>
<td>0.468**</td>
<td>0.487**</td>
<td>0.385**</td>
<td>0.385**</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consultation</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.429**</td>
<td>0.391**</td>
<td></td>
</tr>
<tr>
<td>Decision</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.541**</td>
<td>0.478**</td>
<td></td>
</tr>
<tr>
<td>Action</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0.554**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution</td>
<td>1.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed)
Section 6. Approach for the Cultural Tourism Potential Management with Community Participation by the interviewed from respondent and community management plan meeting.

Approach for community management plan with the cultural tourism potential management with community participation.

From community management plan meeting with the peoples in four communities that have agreement’s community participation for the approach for community management plan to consistent with the vision, policy of the state with the executive authority of the country and Lamphun Municipality as well as took part in the operation of the public in all areas of Lamphun Municipality (Lamphun Municipality, 2013: 4-10). Requirements and can be submitted by those guidelines in determining a management and cultural tourism development that the following.

1. The society and quality of life

The development of proactive public health to promote prevention for health of people in the community. Care for the elderly and disadvantaged children born with medical thoroughly and provide a senior center standardized physiotherapy center in the municipality. Provides a 24 hour shuttle patients and public service delivery in the municipality added the ability to serve the public health system enable. The agency to provide health promotion and a preliminary clinical efficiency and quality to provide medical diseases such as diabetic bone. The medical system is a combination of two systems of modern medicine and alternative medicine focused visits to cover all areas.

2. Arts, education, religion, culture and local wisdom

Promote education to meet international standards the religion, culture and local wisdom by providing the following operations. Improve the quality of public school education to meet international standards and strive for academic excellence. Support to promote quality basic education for all students under 12 years of age and over expand educational opportunities for diverse Promote learning outside the classroom and managed lifelong learning works sufficiency. Expand educational opportunities for schools in the municipality classes by high school or vocational etc.

3. Economy and tourism and the development

Promote conservation and cultural development of the area as a tourist center in the municipality to link the upper north. Tourism Development in the old town by the public transport system in the city as a systematic and comprehensive services including bicycle to electric tram service in and out of the country. Promote continue publishing community life such as culture, traditions and dialects revive the atmosphere of the old town of ancient temples etc. Economic and career promotion the core of economic development and the promotion of professional development are to enhance revenue and expanding. Market for the community to provide the public with revenue increase better quality of life with sustainable economic development which has the following guidelines.

4. Environment system

Planning and development of public utilities in municipal infrastructure in a systematic and standardized continue the campaign and create awareness on environmental sustainability to the public. Promote awareness of the people in solid waste management, waste water and adequate sanitation has been the expansion of the city in the future. Improve the environment safe from all the pollution and promote the campaign to reduce and save energy by developing alternative energy the use of bicycles. Development of urban restructuring the dam wall was built to prevent flooding along the municipality. The water in the cylinder and provide support. Flood protection system including disaster relief experts and experienced.
CONCLUSION AND RECOMMENDATION

Tourism industry in Lamphun has a very important role in the economies of Thailand for result in investment, employment; income distribution caused to public groups both urban and rural areas extensively. The channels and cultural exchange it also has a good physical infrastructure development, facilities But the growth of tourism in the area has caused problems, whether it is the destruction of natural resources and environmental issues with historical archeology, architecture, art, culture and values impairment or destruction. Because no plan guiding development but have a plan or inappropriate inconsistent with the social and economic environment. Virtual microscopy procedures to meet the country’s leading to the tourism development need to focus on the local community.

The community to tourism management in the community by local governments to development of local history. The community by collecting historical data and develop a database and can be searched by the tourists management with strategic human resource management and development has the following guidelines to training of community leaders and local government representatives to develop for approach to history and establish an organization to coordinate and support the development of tourism in the history of Lamna civilization with Lampang, Lamphun and Chiang Mai. For the future study should have to development for approach to history and establish an organization to coordinate and support the development of tourism in the history of civilization, Lanna, Lampang, Lamphun and Chiang Mai with cultural rout tour.

REFERENCES


Tourism Western Australia. (2009). 5A’s for Tourism. Tourism Western Australia, Australia.

BEIJING RESIDENTS AND PERCEPTIONS OF NEW ZEALAND

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³ Beijing Union University, China

ABSTRACT

China has attracted the attention of many countries as a potential source of tourists, and over time the relaxation of visa controls has meant that Chinese outbound tourists to any given country have grown significantly in numbers in a short period. New Zealand exemplifies this and in 2012 China became the second source of inbound tourists in terms of numbers of visits. In 2013 China surpassed the United Kingdom to become second only to Australia in both numbers and gross expenditure.

This growth in numbers also displays a growing maturation of the market as it evolves from tour group based groups to independent free tourists characterised by self-drive tourists and also groups associated with visiting friends and relatives as it becomes easier to visit members of the Chinese diaspora.

Studies in New Zealand have noted this change, and one such study is that of Sun and Ryan (2013). This is another study and is based on a sample of 302 Beijing residents who had a record of taking overseas holiday trips and frequent domestic holiday-taking. The purpose was to assess their perceptions of New Zealand and their preferences when holidaying. This sample represents those who visit New Zealand as for many New Zealand is not their first choice of an overseas destination. One implication of this is that when holidaying in New Zealand these Chinese tourists have commenced on a travel career.

The sample were provided with information about New Zealand, and then asked what to them would be the attributes of New Zealand that would most attract them. The list was primarily taken from the work undertaken by Minghui Sun in her analysis of Chinese blogs about New Zealand.

The results of the study indicate a need for both familiarity and safety. The study also reflects the nature of the city in which respondents live. Beijing has long been known for its poor air quality, and while this survey was undertaken prior to the extended duration of extremely poor air quality the city experienced in January and February of 2013, the findings clearly show that the clean air, clear nights and freshness of New Zealand represent significant assets with which to attract the Chinese tourist market.

Keywords: Beijing residents, Perceptions
INTRODUCTION

There is significant interest among many countries in the outbound tourism that emanates from China for the simple reason that China is one of the fastest outbound markets in terms of current and, for at least a decade, future growth. Consequently many countries seek to better understand the market in order to better promote their own countries.

The purpose of this paper is therefore simply pragmatic. It results from a market study commissioned from the authors by tourism organisations in New Zealand that wished to better assess the perceptions that Chinese in Beijing had of New Zealand-Beijing being one of the major cities that generate tourists for New Zealand, and, at the time of the commissioning of the report, direct flights existed between Beijing and Auckland-the airline involved being Air New Zealand. At the time of writing such flights are now offered through Hong Kong by the Star Alliance members Air New Zealand and Air China.

It is generally known that Tourism New Zealand has, since about 1996, been promoting New Zealand on the tag line of 100% Pure New Zealand and more recently has been identifying New Zealand as the home of Middle Earth based on the world wide success of the Lord of the Rings trilogy of films, and the current trilogy of The Hobbit—both of which are strongly identified with New Zealand through the work of Peter Jackson—the film director—and his use of the New Zealand landscape as the setting for the sagas.

Given this background the research was designed to assess to what degree the traditional tourism product of New Zealand would appeal to the urban market of Beijing.

METHODOLOGY

Given this a questionnaire was designed to simply record just how important to respondents might the prompt item be when they were considering a holiday. Given that it was thought that some may be unfamiliar with New Zealand and some of the terminology such as ‘jet boats’ the informants were first presented with an information sheet—that way arguably in influencing respondents in their replies, but equally—again arguably—obtaining a more considered response by having asked the respondents to become aware of the nature of the tourism product. This process seeks to move the respondent beyond the simple salient in their thinking toward a consideration of ‘importance’ and even possibly ‘determinance’ in their consideration of New Zealand as a tourism product.

Filter questions were used to determine whether or not the respondent had taken holidays in the preceding 12 months—the target population being those who had actually taken an overseas trip. Table 1 shows that relatively high frequent travellers were obtained, and a sample of 302 respondents was obtained. Table One describes the sample in terms of their holiday taking activities.
Table 1. Number of Holidays Taken Overseas in the Last Five Years

<table>
<thead>
<tr>
<th>No. of Holidays</th>
<th>Frequency</th>
<th>Per cent</th>
<th>Valid Per cent</th>
<th>Cumulative Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>41</td>
<td>13.6</td>
<td>14.4</td>
<td>14.4</td>
</tr>
<tr>
<td>2.00</td>
<td>125</td>
<td>41.4</td>
<td>43.9</td>
<td>58.2</td>
</tr>
<tr>
<td>3.00</td>
<td>91</td>
<td>30.1</td>
<td>31.9</td>
<td>90.2</td>
</tr>
<tr>
<td>4.00</td>
<td>22</td>
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<td>7.7</td>
<td>97.9</td>
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</tr>
<tr>
<td>7.00</td>
<td>1</td>
<td>.3</td>
<td>.4</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>285</td>
<td>94.4</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing data</td>
<td>17</td>
<td>5.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>302</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 2 shows the country that they had most enjoyed on a holiday trip that had been taken in the last five years.

Table 2. Countries Enjoyed Most in the Last Five Years of Over-seas Holiday taking

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Per cent</th>
<th>Valid Per cent</th>
<th>Cumulative Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Kong</td>
<td>21</td>
<td>7.0</td>
<td>7.3</td>
<td>7.3</td>
</tr>
<tr>
<td>Singapore</td>
<td>24</td>
<td>7.9</td>
<td>8.4</td>
<td>15.7</td>
</tr>
<tr>
<td>Taiwan</td>
<td>17</td>
<td>5.6</td>
<td>5.9</td>
<td>21.7</td>
</tr>
<tr>
<td>Korea</td>
<td>29</td>
<td>9.6</td>
<td>10.1</td>
<td>31.8</td>
</tr>
<tr>
<td>Japan</td>
<td>65</td>
<td>21.5</td>
<td>22.7</td>
<td>54.5</td>
</tr>
<tr>
<td>Thailand</td>
<td>59</td>
<td>19.5</td>
<td>20.6</td>
<td>75.2</td>
</tr>
<tr>
<td>Australia</td>
<td>31</td>
<td>10.3</td>
<td>10.8</td>
<td>86.0</td>
</tr>
<tr>
<td>Canada</td>
<td>19</td>
<td>6.3</td>
<td>6.6</td>
<td>92.7</td>
</tr>
<tr>
<td>USA</td>
<td>10</td>
<td>3.3</td>
<td>3.5</td>
<td>96.2</td>
</tr>
<tr>
<td>New Zealand</td>
<td>3</td>
<td>1.0</td>
<td>1.0</td>
<td>97.2</td>
</tr>
<tr>
<td>Mainland Europe</td>
<td>7</td>
<td>2.3</td>
<td>2.4</td>
<td>99.7</td>
</tr>
<tr>
<td>Britain</td>
<td>1</td>
<td>.3</td>
<td>.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>286</td>
<td>94.7</td>
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<td></td>
</tr>
<tr>
<td>Missing</td>
<td>16</td>
<td>5.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>302</td>
<td>100.0</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
RESULTS AND DISCUSSIONS

Table 3 presents the results in a descending order of importance. The table represents a need for both familiarity and safety, but also reflects the nature of the city in which they live. Beijing has long been known for its poor air quality, and this survey was undertaken prior to the extended duration of extremely poor air quality the city is experienced in January and February of 2013.

Residents of such a city, and a place that experiences high level of night time light pollution would rarely have the opportunity to see a star lit sky, and this item features highly, thereby confirming Minghui Sun’s findings about not only clear skies, rainbows and the night sky, but also goes some way to explaining the emergence of an enthusiastic taking up of photography by Chinese tourists to take home photographs of ‘natural’ landscapes.

It can be noted that a preference for group travel in 11th place. That this preference does not rate higher is reflective of an evolving maturation of the Chinese outbound market.

The questionnaire also used as an analytical technique the posing of a series of alternative choices that subsequently permit the use of Saaty’s analytical hierarchical process. One of these questions posed the choice of independent travel as against tour group travel. The preference was almost equally shared using unweighted data. In fact, travelling independently just shaded the preference, with the preference for tour groups being scored at 95 per cent of that of independent travel.

Other choices that were examined included preferences for types of accommodation, and one such choice compared preferences for farmstay/home stay accommodation as against budget hotels and what were classified as ‘good hotels’. Budget hotels emerged as the preferred option with ‘Good class hotels’ scoring 80 per cent of the budget score, with farm/home stay just behind at 79 per cent of the budget score.

Grouping Attractions

In an attempt to assess whether a grouping of attractions might be found that represented certain themes within the different forms of attraction a multiple dimensional scaling. The results of this are shown in Figure 1 and indicate the possibility of four cells derived from two dimensions. It is suggested that each cell can be described thus:

Cell 1

These represent outdoor activities that are physically safe-and include playing golf, looking at scenic places, going jet-boating (which while often regarded as a an adventure product is essentially passive as the tourist is a passenger-and on large lakes or areas such as the Auckland harbour-take place in large open spaces-and may be related to being on a theme park ride). On the other hand the items jet boating and bungy jumping in the questionnaire relate to the ‘hard’ adventure components and it is suggested that represent an ‘extreme’ element of risk taking within the horizontal dimension.

Cell 2

These activities may be classified as ‘comfort’ activities or those that offer a sense of the familiar such as dinning in Chinese restaurants.
Table 3. Ratings of New Zealand

<table>
<thead>
<tr>
<th>Activity</th>
<th>N</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safety</td>
<td>290</td>
<td>5.61</td>
<td>0.97</td>
</tr>
<tr>
<td>Chinese food</td>
<td>300</td>
<td>5.33</td>
<td>0.97</td>
</tr>
<tr>
<td>Clear night skies covered with stars</td>
<td>301</td>
<td>5.05</td>
<td>1.02</td>
</tr>
<tr>
<td>Bars and Restaurants</td>
<td>300</td>
<td>4.75</td>
<td>1.16</td>
</tr>
<tr>
<td>To visit places that say something about the country’s heritage</td>
<td>298</td>
<td>4.74</td>
<td>1.05</td>
</tr>
<tr>
<td>To go shopping in modern shopping malls</td>
<td>297</td>
<td>4.56</td>
<td>0.94</td>
</tr>
<tr>
<td>Seeing rainbows after showers of rain</td>
<td>302</td>
<td>4.55</td>
<td>0.96</td>
</tr>
<tr>
<td>To stay in good quality hotels</td>
<td>302</td>
<td>4.44</td>
<td>0.95</td>
</tr>
<tr>
<td>Taking photographs</td>
<td>301</td>
<td>4.29</td>
<td>1.16</td>
</tr>
<tr>
<td>Good wine that can be directly purchased from wineries</td>
<td>299</td>
<td>4.27</td>
<td>1.02</td>
</tr>
<tr>
<td>Travelling as part of a group of Chinese tourists</td>
<td>299</td>
<td>4.08</td>
<td>1.13</td>
</tr>
<tr>
<td>To visit a winery and taste wines</td>
<td>297</td>
<td>4.03</td>
<td>1.15</td>
</tr>
<tr>
<td>Seeing volcanic scenery with silica colours and bubbling pools</td>
<td>302</td>
<td>3.99</td>
<td>1.11</td>
</tr>
<tr>
<td>To lie on a beach</td>
<td>299</td>
<td>3.93</td>
<td>1.05</td>
</tr>
<tr>
<td>Being able to travel independently</td>
<td>302</td>
<td>3.93</td>
<td>1.08</td>
</tr>
<tr>
<td>To have a massage</td>
<td>288</td>
<td>3.77</td>
<td>1.10</td>
</tr>
<tr>
<td>Walking and hiking through unspoilt forest</td>
<td>293</td>
<td>3.76</td>
<td>1.18</td>
</tr>
<tr>
<td>Bathing in a hot pool</td>
<td>295</td>
<td>3.74</td>
<td>1.18</td>
</tr>
<tr>
<td>Going skiing</td>
<td>301</td>
<td>3.71</td>
<td>1.22</td>
</tr>
<tr>
<td>Digging a hot pool for yourself at a beach</td>
<td>301</td>
<td>3.68</td>
<td>1.21</td>
</tr>
<tr>
<td>Hearing stories of film making such as at Lord of the Rings, The hobbit, Harry Potter and other films</td>
<td>296</td>
<td>3.67</td>
<td>1.14</td>
</tr>
<tr>
<td>Visiting places of Maori (local ethnic people) culture</td>
<td>302</td>
<td>3.57</td>
<td>1.21</td>
</tr>
<tr>
<td>Gaming at a casino</td>
<td>297</td>
<td>3.57</td>
<td>1.29</td>
</tr>
<tr>
<td>Staying at a farm- or home-stay and having a meal cooked by your hosts and sharing a table with them</td>
<td>300</td>
<td>3.45</td>
<td>1.33</td>
</tr>
<tr>
<td>Seeing a cave roof full of glow worms looking like stars in the sky</td>
<td>301</td>
<td>3.41</td>
<td>1.11</td>
</tr>
<tr>
<td>Playing golf on uncrowded golf courses in beautiful landscapes</td>
<td>302</td>
<td>3.29</td>
<td>1.21</td>
</tr>
<tr>
<td>Taking scenic flights or helicopter rides</td>
<td>302</td>
<td>3.25</td>
<td>1.22</td>
</tr>
<tr>
<td>Night clubs</td>
<td>300</td>
<td>3.18</td>
<td>1.28</td>
</tr>
<tr>
<td>Swimming in clear rivers</td>
<td>299</td>
<td>3.08</td>
<td>1.15</td>
</tr>
<tr>
<td>Having the thrill of a bungee jump (jumping into a ravine with a rubber cord attached to your feet)</td>
<td>300</td>
<td>2.89</td>
<td>0.99</td>
</tr>
<tr>
<td>To go jet boating up a river close to banks and cliffs</td>
<td>299</td>
<td>2.88</td>
<td>1.01</td>
</tr>
</tbody>
</table>
Cell 3

This cell represents activities that possess small degrees of challenge—either physically or psychologically as the visitor goes beyond the comfort of a cultural group to interact with New Zealanders or to take some form of accepted risk. Hence in this call are found visiting a casino, a Maori site, a farm-stay or visiting a volcanic area. All are very much within the ambit of a New Zealand context with the possible exception of the casino.

Cell 4

This cell seems to relate to sensuous activities and include visiting a bar and restaurant (i.e. relating to food and cuisine), gazing at rainbows, luxuriating in hot pools and digging a hot pool at a beach. And associated with this is the taking of photographs.

It can therefore be suggested that the dimensions relate to axes of, from right to left on the horizontal plane, comfort to degree of discomfort, and vertically from contemplative nature to interaction in natural settings.
In interpreting the data it is emphasised that the results are atheoretical and statistically not as rigorous as might be wished for. The usual tests of reliability such as split half coefficients and cronbach alpha scores tended to be approximately 0.75 to 0.80 and not at the 0.9 level as is usually desired. On the other hand the stress tests are quiet acceptable with normalised raw stress being 0.021 (indicating that that estimated distances from similarity data approach those distances existent in the original data). For the record the amended stress and 2 results are 0.146 and 0.290. Tucker’s Congruence fit equals 0.98, indicating an almost equal identity between calculated and actual data sets. A number of reasons may account for these, some being cultural as described by Yang, Ryan and Zhang (2012) in their paper on Chinese attitudes toward the completion of questionnaires. However, a statistical basis for the discrepancies between the actual and the desired results are indicated from analysis of residuals as evidenced in Figure 2. This indicates high levels of fit at the higher end of the scale and less better fit at the low end of the scale. That the Tucker Coefficient of Congruence is such a good fit is thought to be due to the small number of low scorers, and the generally acceptable mean/σX ratio.

Figure 2. Residual Analysis
CONCLUSION AND RECOMMENDATION

From the descriptive scores it is evident that safety concerns matter most to the Chinese tourists, and this is supported by a wish for the familiarity of Chinese food. What is also very clear is the emphasis given on being able to see the stars at night-something that has been supported by other research in New Zealand (Sun & Ryan, 2013). Bungy jumping and jet boating close to the cliffs are, however, give scores that tend to reinforce the notion of Chinese tourists being risk averse when faced with the more ‘hard’ adventure type of product.

The apparent dimensions of comfort-discomfort and the contemplative-interactive mirror some other findings, including those by Ryan and Cave (2005) in their study of perspectives of Auckland by both domestic and international tourists in that the international market tended to the ‘softer’ sides of image of place when compared by a domestic market that produced more complex images that included the ‘harder’ edges.

The products that seem to appeal to the Chinese relate not only to the images of “100% Pure NZ” but to images of comparison with the daily realities of urban dwelling in Beijing. Clear starlit skies, seeing the rainbows appeal, but the Chinese visitors also want the urban comforts of shopping malls, good bars and restaurants that offer fine food and social companionship while the growing interest in wine can be noted.

In themselves the results are possibly unsurprising, but they do reveal that New Zealand does offer product that would be appreciated by this growing market, especially, it is thought by an emergent FIT market segment.

REFERENCES


THAILAND ECOTOURISM STANDARDS: DISSONANCE BETWEEN TOURISM OPERATORS AND GOVERNMENT AGENCIES IN CHIANG MAI

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ABSTRACT

In 2004, the Department of Tourism launched the Thailand Tourism Standards (TTS) in order to improve the tourism product in Thailand. Nine of the standards are directly related to ecotourism activities. Chiang Mai is the main tourist destination in northern Thailand and is considered to be the economic and cultural center of the region. The Tourism Authority of Thailand (TAT) is the government body for promoting tourism and more specifically ecotourism in the Chiang Mai region. Both of these government agencies are represented in Chiang Mai. Currently, the quality of ecotourism products and services in the region are inconsistent and therefore, ecotourism development in Chiang Mai needs to move beyond conceptualization to be fully implemented as a high quality product; the TTS are seen as the vehicle for improvement. Delivering this agenda has many challenges for both local ecotourism organizations and government agencies; consequently, the aim of this research is to discuss the dissonance between ecotourism companies and government agencies in respect of ecotourism standards in Chiang Mai, Thailand. This research takes a qualitative case study approach. The methods used were documentary analysis and semi-structured interviews with local government agencies and ecotourism tour operators. Initial analysis suggests: there is a lack of consensus among industry participants concerning the definition and scope of ecotourism; government’s role in ecotourism development is unclear; there are difficulties of demonstrating the effectiveness of ecotourism standards as being cost effective and improving performance between certified and uncertified companies. Moreover, the majority tourism operators are currently choosing to remain uncertified; SME’s indicate that achieving ecotourism TTS is time consuming, confusing and onerous to comply with. Despite this, many of the ecotourism companies have an awareness of environmental conservation and ensuring local community benefits.

Keywords: Sustainable development, Ecotourism standards
INTRODUCTION

Thailand is a prime tourism destination consisting of numerous natural attractions and cultural and historical sites reflecting traditional Thai culture and civilisation. Thailand’s tourism industry is one of the most profitable industries providing significant national income. However, the rapid growth of tourism industry has shown challenges and impacts on the environment, culture and economics in several tourist attraction provinces in Thailand. According to a government report (Department of Tourism [DT], 2013) in 2012, the international tourist arrivals to Thailand reached 22.35 million, an increase of 16.24%, while tourism revenue was almost 1 trillion baht. In order to meet the future challenges of tourism development, the Thai government decided to apply the principles of ecotourism and sustainable tourism to all forms of tourism development (TAT, 2010).

The Thai Government tourism development strategies have focused on promoting cultural and environmental conservation in the tourism industry. Since 1997, the concept of ecotourism has been applied to develop national policies and strategies on ecotourism and development in Thailand (Thavarasukha, 2002). It is suggested (Wanichanugorn, 2002; Stem et al, 2003; Braden & Prunitkovo, 2008) that these strategies can be used as conservation tools to enhance potentials in Thailand’s ecotourism and to provide local benefits while maintaining natural resources.

The key strategy to promote tourism in Thailand is to create a public perception of the area’s uniqueness (TAT, 2010). In northern Thailand, for example, tourism development relies heavily on ecotourism (Lasher, 2008). Chiang Mai is the main tourist destination in northern Thailand and is also seen as a gateway to other provinces in the North, where natural attractions and indigenous hill tribes enhance Chiang Mai’s distinctive diversity. Chiang Mai has, therefore, been promoted as an ecotourism and adventure hub of the northern region by the Tourism Authority of Thailand (TAT). However, the quality of ecotourism products and services in the region are currently inconsistent, in order to minimize these challenges the relevant key stakeholders in ecotourism development in Chiang Mai need to move beyond the ideal concepts and implement actions to provide consistent, high quality products.

The aim of this research is to discuss the dissonance between ecotourism companies and government agencies in respect of ecotourism standards in Chiang Mai, Thailand.

The paper is divided into five sections after the introduction. The first section commences with an examination of literature, pertaining to ecotourism and Thailand. Section two gives an overview of the Thailand Tourism Standards (TTS); this is followed by the research methods section. The forth section outlines the findings from six key themes identified from the data analysis. The fifth and final section concludes the paper.

LITERATURE REVIEW

Ecotourism Development in Thailand

Definitions of Ecotourism

The fundamental principles of ecotourism focus on sustainability and sustainable development (Higham, 2007). The World Wildlife Fund (WWF) adds that sustainable tourism and its associated infrastructure should be concerned with the effective conservation of natural resources, minimising the tourist footprint in ecological areas, and the contribution of proper benefits to local people (Synergy, 2000). Additionally, Mycoo (2006) defines sustainable tourism as a concept that is designed not to stop tourism but to manage it in the interests of all parties involved in the host habitats, local communities, tourists and the industry itself. It can be said that sustainable tourism not only seeks to balance development and conservation, but also finding the best form of tourism for an area taking into account its
ecology and its culture (Mowforth & Munt, 2008). Whilst in the literature the two terms (sustainable tourism and ecotourism) are often used interchangeably; there is evidence to indicate differences. Mycoo (2006) points out that sustainable tourism covers all kinds of areas and landscapes including urban and rural, and calls for changes in tourists’ attitude both at home or in the places visited; whilst Higham (2007) and Diamantis & Westlake (2001) view ecotourism as a subcomponent of sustainable tourism.

The literature highlights various definitions of ecotourism from different schools of thought. The International Ecotourism Society defines ecotourism as ‘a responsible travel to natural areas that conserves the environment and sustains the wellbeing of local people’ (UNEP, 2002, p.9). It has been widely accepted and used as a reference when discussing ecotourism (ED, 2009). Ashoka Trust for Research in Ecology and the Environment, on the other hand, views ecotourism as a fine balance between maintaining the economic returns and the conservation of the host countries’ culture and ecological resources (ATREE, 2006). It has been argued (Buckley, 2009; Black & Crabtree, 2006) that ecotourism is a force within the industry that aims to minimise negative impacts while maximising positive impacts from tourism development. Based on various ecotourism definitions illustrated, this paper defines ecotourism as responsible traveling in natural and cultural areas that provides benefits to locals and their communities with minimal impacts on local environment and culture. Ecotourism involves three main stakeholders, namely tourists, tour operators and host communities, working collaboratively to raise awareness in environment and sustainability for local communities where they visit (Blamey, 2001; UNEP, 2002; ATREE, 2006; Fennell, 2008).

**Ecotourism Movement in Thailand**

In 1992, the Thai government participated in the Earth Summit in Rio de Janeiro, Brazil organised by the United Nations Conference on Environment and Development (UNCED). The outcome of this summit was a comprehensive program of actions adopted by 182 governments known as Agenda 21. The Agenda 21 provided a blueprint to secure the sustainable future of the planet from 1992 towards the 21th century (UNEP, 2002). The principle objectives of the Agenda 21 were to identify the potentials within the host communities leading to long-term sustainable development (GG21, 2004). As part of the Agenda 21, the action plan related to the Travel and Tourism Industry known as Agenda 21 for the Tourism and Travel Industry (WTO 1996), was designed to raise awareness among stakeholders and to adapt the program for local implementation. Thailand, as a member of the United Nations, needed to integrate the Agenda 21 framework for sustainable development into its national policy (TAT, 2001).

In the early 1990s, the Tourism Authority of Thailand (TAT), was the government agency that had sole responsibility for tourism development and worked towards the development of the National Ecotourism Policy. Later in 1997, the focus of the policy changed to sustainability in tourism. TAT established the National Ecotourism Council, consisting of representatives from the governmental, private, academic and non-governments sectors, to monitor the development of the National Ecotourism Policy and Action Plan. Subcommittees on difference aspects of ecotourism management were also established (ATREE, 2006).

During the International Year of Ecotourism (IYE) in 2002, the TAT representing Thailand attended the World Ecotourism Summit collaboratively organised by the United Nations Environmental Programme (UNEP) and the World Tourism Organisation (WTO). Delegates achieved the agreements and signed Quebec Declaration on Ecotourism recommending the development of ecotourism activities in the context of sustainable development (UNEP, 2002). There were five distinct criteria being
used to define ecotourism, namely nature-based product, minimal impact management, environmental education, contribution to conservation and contribution to community (Fennell, 2008).

To successfully raise awareness on responsible tourism and environment, TAT promoted tourism development in Thailand by working with all tourism stakeholders to ensure that they become more responsible and respectful to the host communities and environment as well as by promoting more green campaigns (TAT, 2010). Focusing on public education and promoting awareness, the new concept for tourism development in Thailand is anticipated to reduce impacts on the environment and wastage of natural resources (DT, 2011).

Certification and Accreditation in the context of ecotourism development

The terms, certification and accreditation, were outlined and discussed at the 2002 World Ecotourism Summit held in Quebec (Buckley, 2002a). These two terms are confusing as the characteristic difference between certification and accreditation is considered as jargon by Buckley (2002b). Eco-Desinet Network (2009, p.12) define certification in the context of tourism in the Handbook of Ecotourism Labelling Criteria and Good Practice in Europe as ‘a procedure that assesses, monitors, gives written assurance, and awards a marketable logo to a business, attraction, destination, tour, service provider, process, or management system that meets specific standards’.

Accreditation, on the other hand, is a high-level process that involves with program and institutions whereas certification distributes to the individual professional (Buckley, 2002a; Fennell, 2008). Morrison et al (1992 cited in Fennell, 2002, p.120) clearly differentiate between ‘certification’ and ‘accreditation’. Certification is defined as ‘a process by which an individual is tested and evaluated in order to determine his or her mastery of a specific body of knowledge, or some portion of a body of knowledge’. Accreditation is, in fact, ‘a process by which an association or agency evaluates and recognises a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions and their programs of study or their services’.

Since 2000, the global tourism trend has changed its focus to certification programs. This can be seen from the proliferation of sustainable tourism and ecotourism specific certification programs. Eco-certification involves several aspects. In tourism, the eco-certification is a type of eco-label in the sense of international trade (Buckley, 2002b). It focuses on consumer knowledge and awareness in tourism areas as well as the consensus regarding issues competing amongst eco-label schemes (Buckley, 2002b; Font, 2002a) to ensure high quality standards of consensuses.

Thus, there is a clearly strong link between ecotourism and certification. Certification is viewed as an important instrument for setting standards for the ecotourism (Honey & Steward, 2002). Ecotourism programs need to be codified. For example, tourism programs that are codified as green certification programs must have a key role.

In addition, ecotourism must provide tangible both socioeconomic and environmental benefits to host communities (CESD, 2003). Buckley (2002b) outlines the linkage between ecotourism and certification systems. For example, in developing countries where there is a significant concern in environment particularly at tourists destinations green certification schemes as a possible solution to address any issues related to environmental conservation (Weaver, 2001). Fennell (2008) defines ecotourism certification as a program that involves businesses, services and products describing themselves involving in ecotourism. Furthermore, ecotourism certification requires criteria for fragile and pristine areas (Honey, 2002). Ecotourism certification programs need to encourage small and medium enterprises to become more respectful of the needs of local
communities and environmental conservation (CESD, 2003). These programs should enhance education about local communities as well as provide economic benefits to those communities.

The United Nations World Tourism Organization (UNWTO) insists that governments have an important role in the operation of certification systems. In 2003, twenty out of the 59-certification schemes were lead by government agencies (WTO, 2003). The major supports come directly from governments directly through finance, marketing, expert know-how in criteria setting, training and technical support, etc. It had been suggested by the UNWTO that certification systems can bring benefits to stakeholders in tourism industry. Government agencies use certification systems to promote national interests, while private sectors apply for certification to upgrade their competitive advantages and marketing benefit (Font, 2002b).

Criticism of ecotourism certification
The criticisms of tourism certification being expensive and time consuming usually focus on hotels or ecotourism providers (Buckley, 2001a). Even though ecotourism certification will affect consumer purchasing decisions on tourism products, the standards may be too low to provide adequate protection for the environment and too high to meet small and medium enterprises in developing countries (Medina, 2005). Ecotourism certification has limited marketing power and the criteria should not only focus on environmental management but environmental performance as well (Synergy, 2000; Font, 2002a). It is difficult to demonstrate the effectiveness of ecotourism certification as being cost effective and improving environmental, social and economic performance of businesses.

Issues regarding quality can now be approached through a legal framework. Similarly, Medina (2005) indicated that there is an overlap between ecotourism development and eco-labeling because both are concerned with environmental degradation and conservation. The response to any eco-label by consumer and other stakeholders depends on their perception of its social, political, and economic context. It should be concerned about consumer knowledge and awareness in such areas as well as the consensus regarding such issues among competing eco-label schemes. This will ensure high quality standards for consensuses (Buckley, 2002b; Font, 2002a).

Thailand Tourism Standards (TTS)
The TAT’s marketing operation involves all activities that lead to sustainable tourism using strategies that focus on supporting and promoting tourism products and services that add value to local communities and environment (TAT, 2010). Despite the implementation of TAT strategies, the Department of Tourism under the Ministry of Tourism and Sports suggests that the tourism industry in Thailand needs to develop standards based on the established acceptable practices.

Tourism standards will benefit the industry to become more sustainable (Font & Bendell, 2002). Tourism standards criteria should address a wide range of issues including social and cultural responsibility, environment issues, economic, quality of products and services, and destination resources conservation (Font, 2002a). Font (2002a) additionally notes that the environmental criteria are often more developed than social and economic criteria. Examples can be seen from some tourism certification programs in the United States, Canada, South America and Europe that provide the quality of tourism products and services. These programs successfully increase business competency and develop green labels that meet the tourism standards of their country.

Concept and process of Thailand Tourism Standards
In 2004, the Department of Tourism under the Ministry of Tourism and Sports announced the first Thailand Tourism Standards (TTS) to be developed in order to improve the quality of
Tourism products and services in Thailand. In 2011, TTS has drawn 38 standards covering all types of tourism activities, products and services, tourist’s destinations and attractions as well as tourism business registration. Tourism stakeholder’s participation was required to develop the TTS. It was supported by Font’s argument (2002b, p.2) that the common purpose gathering of local stakeholders to define standards could help to improve the sustainable tourism in both supply and demand sides.

The TTS supply side involved ecotourism stakeholders from governments at national and regional levels, non-government organisations, development agencies, universities, researchers and local communities. They are interconnected to both mainstream tourism and economic activities and are affected by global and regional events (Wood & Halpenny, 2001; Font, 2002a). This group mainly provided a supportive framework to use the standards and established the standards criteria, experts’ know-how in criteria setting and marketing support. The demand side stakeholders for TTS were representatives from the tourism industry at the destination, tourists and tourism operators.

The TTS comprises of four main standards types, namely: (1) Standards for tourism activities; (2) Standards for tourism services; (3) Standards for tourist’s destination; and, (4) Standards for tourism business registration. Drawing upon the definition of ecotourism used in this paper, nine areas of the TTS are directly related to ecotourism activities in Chiang Mai. They are (1) Trekking Standards; (2) Rafting Standards; (3) Camping Standards; (4) Bird Watching Standards; (5) Butterfly Observation Standards; (6) Flora and Fauna Observation Standards; (7) Canoeing and Kayaking Standards; (8) Elephant Camp Standards; and, (9) Ecotourism Attraction Standards, as detailed in Table 1: Thailand Tourism Standards.

<table>
<thead>
<tr>
<th>Table 1.0 Thailand Tourism Standard (DT, 2011)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standard Types</strong></td>
</tr>
<tr>
<td><strong>Tourism Activities</strong></td>
</tr>
<tr>
<td>2. Rafting *</td>
</tr>
<tr>
<td>11. Diving</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Remarks * = Standards which is associated to ecotourism in Chiang Mai, Thailand
The Department of Tourism appoint the third party committee members, such as development agencies, academic institutes, universities, and researchers in related field of each standard. They must have considerable knowledge associated with criteria of the standard and have understanding of the characteristic of particular services.

The committee will act as a representative of the Department of Tourism, to inspect and certify the quality of products and services by using the TTS criteria. The standards are valid between 1-3 years, depending on the standard type. Additionally, that standard that is related to food services will be valid for one year, while the standards for tourism services or tourist’s destination will be longer to 2 or 3 years.

**TTS maintains the following accreditation procedure:**

Self-assessment and documentation stage: tourism operators must assess their business performance following the TTS guidelines.

Verification stage: Consultant team represented by the Department of Tourism pay a visit to the tourism operators or destinations that need to participate with TTS. The consultant introduces TTS criteria, observes activities if necessary, and give advice how to manage their activities complying with TTS criteria. The criteria are used to determine whether a component of the programme ‘passes’ or needs to be improved.

Auditing and Follow up stage: Audit committee will assess to inspect and certify the quality of products and services. The third party decides whether the tourism operators should receive accreditation.

**METHODOLOGY**

A qualitative case study approach was used for this study (Yin, 2003, 2009). The single case study used was Chiang Mai because of the complexity of the tourism phenomenon in that the ecotourism certification systems were inconsistently managed from both procedural and operational points of view. The qualitative case study was exploratory in nature and the methods used were documentary analysis and semi-structured interviews.

The documentary analysis of the Thailand Tourism Standards (TTS) was carried out to gain a better understanding of the context and the classification of ecotourism products and services, activities and destinations in the research case study area.

Semi-structured interviews were undertaken with nineteen respondents. All respondents in this study were in some way involved in the operation and management of ecotourism certification in Chiang Mai. The respondents were divided into two groups, those from ecotourism industries (13 respondents) and other stakeholders who formed an ‘ancillary group’ (6 respondents), details can be found in Table 2.
The selected sample focused on respondents who were both certified and uncertified by Thailand Tourism Standards in the context of the ecotourism definition, these were from both groups. For example, a national park which is government owned are also certificated under the TTS framework. The semi-structured interview format for Group 1 was based on the ecotourism situation in Chiang Mai, ecotourism knowledge and adaptation in ecotourism businesses, and the needs and perspective of ecotourism certification. The interview format for Group 2 was designed to investigate the following issues: ecotourism policy/planning and implementation associated with certification system, and the implementation of Thailand Tourism Standards that are associated with ecotourism definition in Chiang Mai. Government support in ecotourism development was requested from both groups of respondents in ecotourism industries (G1) and in the ancillary group (G2).

The initial data analysis consists of manual thematic coding of the empirical data set and as such six key themes have been identified. These are presented in the following section.

### RESULTS AND DISCUSSIONS

This section outlines the key findings and discusses the dissonance between ecotourism companies and government agencies in respect of ecotourism standards in Chiang Mai.

#### Lack of consensus among industry respondents concerning the definition and scope of ecotourism

Moreover, there is a lack of consensus among industry respondents regarding the tourism activities in Chiang Mai. Not surprisingly, respondents in Group 1 commented upon a lack of clarity around the governments’ role; in that they do not have enough information related with ecotourism development in terms of training, marketing support, financial support and expert knowhow. The respondents in Group 1, particularly SMEs, lack knowledge regarding the definition and scope of ecotourism and ecotourism certification schemes.

One respondent’s highlighted the issue of government interagency coordination and cooperation with the private sector. The respondent from the ecotourism sector stated that ‘a large problem is that many things are being offered incredibly cheap here. Lots of
tourism companies do not pay taxes. There is a lot of unfair competition. Looking at the trekking industry here is not a good example for other countries. It is unregulated and there is no standard at all. However, tradition is very strong here in Chiang Mai and it goes deeper than just the clothing. Tourists do not want to see something fake or something just for tourists. There are any ways to improve but we have to be creative’.

Government’s role in ecotourism development is unclear

Two main government agencies are directly responsible for ecotourism development in Chiang Mai: the Tourism Authority of Thailand and the Chiang Mai Provincial Office of Tourism and Sports. The Tourism Authority of Thailand is the governing body for promoting tourism and especially ecotourism in Chiang Mai, whilst the main mission of the Chiang Mai Provincial Office of Tourism and Sports, Ministry of Tourism and Sports, is to develop the quality of tourism products and services. Since the tourism industry is a significant source of revenue, other provincial government agencies that have representatives in Chiang Mai also have a responsibility in tourism development.

Focusing on ecotourism activities based on natural resources, conservation and protected areas, there are thirteen national parks located in Chiang Mai. The Department of National Parks, Wildlife and Plant Conservation, Ministry of Natural Resources and Environment all share the role of managing the National Parks. According to the importance of conservation of ecological diversity, National Parks have to maintain natural resource of unique beauty such as waterfall, caves, mountains, or flora and fauna, and create activities for recreation and education (DNP, 2013). Even though ecotourism is a significant source of revenue, and effort in promotion of ecotourism was considerable in Chiang Mai, it is not seen as a primary mission for local government agencies. There are various tourism niches in Chiang Mai that need to be developed, for example, culture tourism, health and spa, sports tourism, agriculture tourism, adventure tourism, etc. Since there is no specialized agency to manage ecotourism in Chiang Mai, the results are a lack of integration between individual parts.

Analysis from the interviews suggests that government role specific in ecotourism development in Chiang Mai is unclear. The respondents in Group 2 were concerned that the annual fiscal year budget was insufficient to facilitate a focus on ecotourism activities. However, the current budget will be allocated throughout the year to support programs that are proposed and approved.

A respondent from the government sector indicated ecotourism development in Chiang Mai that ‘tourism marketing plan was developed within the policy frameworks of the government. Target of market positioning is following the concept to promote Chiang Mai as a tourist destination with quality and a variety of attractions, offering valuable experience. It is not only sustainable tourism and ecotourism development is one of mission to develop tourism industry in northern region, but also has others alternative tours that need to be concerned. As a result, there are so many government agencies involved in tourism development in Chiang Mai. It is difficult to achieve an acceptable compromise among stakeholders in ecotourism industry. Moreover, in Thailand, there is no national ecotourism organization to operate ecotourism development’.

Difficulties of demonstrating the effectiveness of ecotourism standards as being cost effective and improving performance between certified and uncertified companies

Using standards as a tool to improve the quality of products or services may attract tourists who are concerned about the environmental and social issues, however,
tourists can also get confused by the many types of TTS standards and as such the effect is unclear. The respondents in Group 1 indicated from both certified and uncertified companies that they have not been very effective in publicizing their program to tourists. It is also clear that there is a lack of cooperation and consolidation among the certification programs particularly in terms of joint marketing activities.

Ecotourism companies questioned themselves on the necessity of ecotourism standards. They appear more concerned about business competition rather than upgrading the quality of their products and services. One respondent stated that ‘To make Chiang Mai a quality destination there should be a set minimum price for certain things. A local guide is paid minimum wage for very responsible work. This causes low quality of service. And this is what we try to work on it. We try to give people value for their money. We walk a very fine line between wanting to do things differently but it also makes things more expensive and you need to stay competitive’.

The TTS is a voluntary program and launched by government agencies. Currently, the benefit of TTS does not appear to be effectively conveyed to ecotourism stakeholders, especially small enterprises. As such, ecotourism stakeholders have made highly critical comments about the TTS and its lack of project advertisement and the roll out to tourism stakeholders. These negative perceptions have affected tourism companies as to whether or not they are willing to be certified or uncertified.

**Tourism operators are currently choosing to remain uncertified**

The number of certified ecotourism companies in Chiang Mai is still low. One respondent in Group 1 stated that ‘It is difficult to accept that the criteria of the standards are not practical to operate in our business, some criteria is too complicated and also has a lot of gap between the criteria and business environment’.

Moreover, in some ecotourism activities they already have compulsory regulation both national and international standards that they need to be followed. For example, elephant camps need to follow the requirement of the Department of Livestock Development particularly in elephant care. While, a zipline company would be required to work under the regulations related to Safety Standard before they would be allowed to operate.

One respondent argued that ‘I do not expect any support from government. Even we have government agencies responsible in tourism development in Chiang Mai, they cannot give the right information or certainly of annual schedule for tourism activities. I do not know whom I have to have contact with when I want to join provincial tourism activities’. Another respondent in Group 1 highlighted that ‘many government officers in tourism development do not have clear mission on what they need to do about ecotourism development. Policy makers and tourism project planner keep creating top down policy and plan, while tourism stakeholders do not have a chance to involve from the bottom up’; this statement was mirrored by other respondents in Group 1.

**SME’s indicate that achieving ecotourism TTS is time consuming, confusing and onerous to comply with**

Most of the respondent in Group 1 run their business by offering various types of products and services to tourists: namely, camping, trekking, zipline adventure, rock climbing & caving adventures, mountain biking, ATVs (All Terrains Vehicle) riding, white water rafting, canoeing and kayaking and bungy jumping. Whilst many of these activities fall under the ecotourism definition, others are more closely aligned with adventure tourism. Therefore, ecotourism operators questioned how many standards of TTS they needed to be certified in, as the activities and services (listed above) they offer criss-cross between ecotourism and
adventure tourism and it is difficult to understand what is required and clarification is needed. Several ecotourism operators indicated they were not ready to certify by ecotourism standards, in particular the small enterprises; the reason given was predominantly due to there being few workers in their company. In addition, tour operator needs time to understand about the concept and process of TTS, and how to adapt it into their business.

One respondent in Group 1 stated that ‘I am interested in being certified by the standards but I did not get enough information on what TTS is. It would be great if government agency has more advertising on TTS project and also offering appropriate support for training, expert knowhow, and funding to small and medium company’. Most of the uncertified respondent had never heard about TTS, and they have no idea of how to contact or cooperate with the certifying organization.

Moreover, there is no government agency responsible to gather and classify ecotourism operator database. As a result, many of government’s project related to ecotourism development were not published and distributed to the right stakeholders in ecotourism industry.

Ecotourism companies have an awareness of environmental conservation and ensuring local community benefits

Even through tourism companies are lacking in academic knowledge of ecotourism definition and its components, they are clearly concerned about environmental conservation and preservation. The environmental problems in Chiang Mai are obvious and as such, tour operators have made an attempt to control the impacts from their activities.

One respondent from a zipline company expressed their concern regarding environmental conservation ‘According to this business that need to be located real rainforest jungles, we are working hard to help return the forest back to its natural, healthy state. A full 10% of our profits go to important conservation projects, which help rainforest denuded areas. We worked with the National Forest Service to create a robust nursery, which has put us in a position to sustain and increase our reforestation efforts year after year’.

Another important component of ecotourism is focusing on local benefit. Most respondent in this study appear to have good connections with community leaders and local villagers. The local villagers are often employed to be a guide and work in ecotourism business. One respondent expressed their opinion regarding local community participation saying that ‘I would rather pay villages more. We should have a closer relationship with the villages. If we can get the villages more revenue, we can make it an even better experience and not just send people [tourist] there’.

CONCLUSION AND RECOMMENDATION

There is extensive literature around the concept of ecotourism, certification and accreditation, with many countries engaging in the development of standards to improve their tourism offering. The Government of Thailand and its agencies are no exception, and in 2004, they launched the Thailand Tourism Standards as the vehicle to improve the quality of Thai tourism. Chiang Mai is the main tourism destination in northern Thailand, with many of the products and services offered to tourists being related ecotourism. As such, this study, examined the discourses of key stakeholders in respect of the Thailand Tourism Standards and the extent to which there was accordance or dissonance. The findings suggest that there is a lack of consensus among industry respondents concerning the definition and scope of ecotourism; government’s role in ecotourism development is unclear; there are difficulties of demonstrating the effectiveness of ecotourism standards as being cost effective and improving
performance between certified and uncertified companies. Moreover, the majority tourism operators are currently choosing to remain uncertified; SME’s indicate that achieving ecotourism TTS is time consuming, confusing and onerous to comply with. Despite this, many of the ecotourism companies have an awareness of environmental conservation and ensuring local community benefits.

Clearly, there is discord between the development of the Standards and achieving effective implementation. From the findings it is evident that there are many challenges for both the local ecotourism sector and the government agencies in Chiang Mai before the Standards can be used as a vehicle for improving quality. It is also important to acknowledge here, that despite the fact that take up of the standards is minimal in the sector; there is already a will by the local ecotourism businesses to improve quality, enhance the environment and add value to local communities. This knowledge and understanding by the sector could be used as the catalyst to build a bridge between the public and private sector towards framing a coordinated approach to improving the quality of ecotourism in Chiang Mai.

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Font, X. & Bendell, J. (2002). *Standards for Sustainable Tourism for the purpose of multilateral trade negotiations, Studies on trade in tourism service*, Leeds Metropolitan University, UK.


Guide to Authors

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