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# THE ROLE OF ISO14001 IN IMPROVING THE ENVIRONMENTAL PERFORMANCE TO ACHIEVE SUSTAINABLE TOURISM DEVELOPMENT IN EGYPT

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**ABSTRACT**

The need to preserve the world's inherent assets for future generation is becoming a principle goal, not only for tourism but also, for all other industries that used the earth's natural resources. However, tourism, as one of the world's fastest growing industries, has a multitude of impacts, positive and negative, on the environment. Environmental degradation and natural resources depletion associated with tourism activities have sometimes serious problems in natural areas. The management of natural resources and protected area are thus one of the most difficult challenges for governments at different levels.

On the other hand, applications of the principles of sustainability are essential keys especially for the, protected areas include inhabited lands where the tourists go to enjoy the beauty and services available. If not carefully managed, these human activities can have a negative impact on the state of health of, plant, ecosystems and animal species. And thus, protected areas are the ideal places to apply the principles of ISO14001. This paper provides a framework for applying ISO 14001 on protected areas and discusses the results of a practical case study in “Saluga and Ghazal “protected area wherein ISO 14001 was used as a benchmark for evaluating and improving the management plan. The results indicate that the some requirements of an ISO 14001 had not been incorporated into the management plan for the “Saluga and Ghazal “protected area, many of these needed improvements in order fully meet theISO14001 standard.

**Key words:** Tourism, Protected areas, Sustainability, ISO14001 standard.

## 1 INTRODUCTION

Tourism is one of the fastest-growing and biggest sectors of the global economy and has significant economic, social, cultural and environmental effects, both positive and negative (Narendar and Brahmaiah, 2015, p.296). For example, the positive effects of tourism on a country’s economy include the development and growth of various industries directly linked to the tourism industry, such as accommodation, transportation, entertainment and arts (Bethapudi, 2015,p.262).While tourism provides considerable economic benefits for many regions, communities and countries, its rapid expansion can also be responsible for adverse environmental (and socio-cultural) impacts (Yazdi, 2012,p:50).

On the other hand, tourism affects the environment of an area either directly or indirectly. Both tourism and environment have a very complex and interdependent relationship (Thullen,1996).It involves many activities that can have adverse environmental effects. Currently, the quality of the environment, both natural and man-made, is essential to tourism, nevertheless, if unplanned and unregulated, tourism can be extremely harmful to the environment(GhulamRabbany et al., 2013,p.117).Furthermore, there is no single “recipe” for achieving sustainable development, the methods and actions are many to be followed, and these methods can contribute to stimulating awareness and understanding of new ways of dealing with production activities and processes so as to reduce to minimum negative environmental transformations: these include the use of the ISO 14001(Naviglio,2001,p.1). Meanwhile, ISO 14001 certification is a powerful tool for producers wishing to enhance the environmental performance and demonstrate sound environmental performance and sustainability.

Application of the principles of sustainability is important in any type of region. Moreover, it is important when environmental assets are especially significant. This is the case with protected natural areas such as reserves, oases, national parks and regional parks (Naviglio,2001,p.1).Therefore, protected areas are established so as to protect and safeguard especially significant natural, and cultural and historical assets(Secretariat of the Convention on Biological Diversity,2008). For the most part, Protected areas in Egypt have suffered from many shapes of deterioration and phenomena that threaten its safety. Yet, at the same time, it can represent major problems due to the increased numbers of visitors. Additionally, the environmental legislation and environmental management have not fully tackled the issue of conservation of protected areas. (Mozammel,2015) .Therefore, it is important to find tools and standards for managing protected areas especially international standards integrated with the management of all protected areas such as ISO14001. This will ensure that there is a continuous and regular system for improving protected areas management and the overall protection of protected areas environment. The ISO 14001standard in protected areas is as a generic management system standard, this standard includes a collection of items and requirements. Moreover, the application of the ISO 14001 standard in protected areas can provide a flexible and adaptive management system which can be integrated with existing practices as a standardized quality management process designed for the continuous improvement of protected areas management (Thompson et al., 2008).

This study will be an attempt to shed light on the concept of ISO 14001 on the protected areas to study its benefits. Furthermore, it will focus on the requirements of the ISO14001 standard for implementing in protected area.

## 2 METHODOLOGY

The research aims to focus on the application and requirements of the ISO14001 on the protected areas. The theoretical part reviews the benefits of ISO 14001 standards in protected areas and understanding its requirements to improve environmental performance in these areas. The practical study follows the descriptive analytical method as a strategy. The descriptive analytical method is used to obtain information concerning the current status of the phenomena and to describe "what exists" with respect to variables or conditions in a situation. There are three main types of descriptive methods: observational methods, case-study methods and survey methods (Jackson, 2009, p. 89). This research will use the observational and survey methods (interviews).

This paper focused on “Saluga and Ghazal “protected area as study area. “Saluga and Ghazal” Protected Area, two small islands in the Nile at Aswan, support a luxuriant natural vegetation cover including some of the only remnants of natural Nilotic vegetation existing in the Nile Valley before cultivation by man. The Protected Area plays an important role in preserving an exceptionally beautiful natural landscape of the Nile River at Aswan, which has long been one of the city’s primary tourist attractions (Egyptian Environmental Affairs Agency,2006) .

The researcher depended on secondary data sources such as books, reports, journals and case studies, in addition to field visits and interviews held with the manager and employees of “Saluga and Ghazal” Protected Area and the Egyptian Environmental Affairs Agency. The questions in the interviews have been characterized as specific and divided into five axes to cover the ISO14001 requirements, so as to get the most amount of information about the current status of the “Saluga and Ghazal" protected area for all the responsible parties in order to determine the availability of ISO14001 requirements in the reserve.

## 3 STUDY AREA

### 3.1 Saluga and Ghazal Protected Area

Cataract Island (Saluga and Ghazal) is a very small protectorate (0.5 $km^2$) located 3 Km north Aswan Dam on the southern edge of the city of Aswan. It was declared by the decision of prime minister no 928 in 1986. (Hasseb et al., 2004).

The beauty of this protectorate lies between its landscape and location in the middle of the Nile at Aswan. In spite of, the small area of this protectorate it contains incredible vegetation; the recorded flora is 120 species. In addition, to 135 species of birds were recorded; they vary between resident migrants and visitors. All of that makes “Saluga and Ghazal” Protected Area one of the most important regions in Egypt for bird monitoring, and the dense vegetation made diversity for reptiles and insects, like bean sink, Egyptian gecko, Nubian spitting cobra, many species of butter flies and dragonflies (Egyptian Environmental Affairs Agency, undated) .

### 3.2 Reasons for choosing “Saluga and Ghazal protected area

In the beginning, the city of Aswan was selected because it contains many elements of the natural and human attractions. In spite of, this diversity of tourist attractions, it suffers from the unilateral of the tourism product, that more than 98% of the total tourist arrivals to Aswan in order to visit monuments and entertainment.

Aswan city contains a lot of the stunning landscapes that can be exploited for the development of Ecotourism through the development of protected areas, such as the protected areas of “Wadi El Alaqi” and “Saluga and Ghazal” and hence, this protected area was chosen as one of the most important natural tourist reserves in Aswan.

| ISO 14001 specification clause | Status |
|---|---|
| **1.Environmental policy** | **Does not meet** |
| **2.Planning** | |
| **A. Environmental aspects** | **Needs improvement** |
| **B. Legal and other requirements** | **Needs improvement** |
| **C. Objectives and targets** | **Meet** |
| **3.Implementation and operation:** | |
| **A. Resources, roles, responsibilities** | **Needs improvements** |
| **B. Competence, training** | **Does not meet** |
| **C. Communication** | **Needs improvements** |
| **D. Documentation** | **Does not meet** |
| **E. Emergency preparedness and response** | **Does not meet** |
| **4.Checking and corrective action :** | |
| **4.5.1 Monitoring and measurement** | **Needs improvements** |
| **4.5.2 Control of records** | **Needs improvements** |
| **5. Management review** | **Needs improvement** |

Table 1. The gap analysis of ISO14001 requirements where the current proposed management system

The importance of "Saluga and Ghazal" shows through the elements of tourist attractions, that it contains unique environmental diversity along the Nile River and for this it is called the "golden egg". It has many types of plants and natural trees, which represents the remainder of the plants

of Nile Valley. It is also a destination for many rare birds which are qualified it to be a popular destination,
Develop new tourism destinations such as "Saluga and Ghazal" protected area to become one of the new potential tourist sites especially for the environmental tourism.

for the “Saluga and Ghazal” Protected area .Based on our findings the researcher recommend that Saluga and Ghazal Protected area should design strategy for the Implementation of ISO 14001 standard in Saluga and Ghzal protected area ,In order to set strategy it must first :

- Evaluation of ”Saluga and Ghazal protected area current situation
- Determine the target situation
- Plan

**A- Evaluation of ”Saluga and Ghazal protected area current situation**

The evaluation of “Saluga and Ghazal” Protected area depends on analyzing the strengths and weaknesses of the protected area and, it was reached to the following by SWOT analysis depends on the clarification of the strengths points that "Saluga and Ghazal" reserve had it and the weaknesses points which stand in front of Saluga and Ghazal" reserve. in addition to the threats that facing the reserve,and all of that should be controlled through improving ,developing,and applying the ISO14001standard in the reserve.

The following **table 2.** Addresses the internal environment analysis (strengths and weaknesses) and the external environment analysis (opportunities and challenges).

**Table 2. SWOT analysis of " Saluga and Ghazal "Protected Area**

| | Strengths | Weaknesses |
|---|---|---|
| **Internal environmental Analysis** | - Uniqueness location where is a path for birds in addition to its proximity to the city<br>- Good soil and structure of rocks that it is working as a windbreak, to protect the soil and the island from the erosion process.<br>- Rare plants: the islands contain five different kinds of acacia species<br>- The linking between the adjacent islands in the winter: in this time the level of the water is reduced and the two islands are connected with the other adjacent islands, which facilitate the transfer process between them and exchange of the environmental resources such as plants and animals.<br>- The availability of the natural conditions on" Saluga and Ghazal" island and the declaration as a nature reserve by the decision of prime minister without the rest of the other Nile River Islands. | - The movement of boats and launches in the Nile which is threatens the security of the reserve and that because of its location at the mouth of the Nile River.<br>- The topography of reserve: where it is difficult to control in terms of high , low , rocky lands , water and soil that expose the reserve to erosion in some of its parts.<br>- The small space between the two islands (Saluja and Ghazal), which sometimes works to ease the transfer of dangers such as: fires.<br>- The shortages in some specialties and scientific staff such as graduates of Faculties of agriculture and science<br>- The monthly reports that are requested each month are routine and it doesn't add anything.<br>❖ The lack of facilities and services andlack of availability of the publications, pictures and Statistics about protected area |

| External environmental Analysis | Opportunities | Threats |
|---|---|---|
| | - The desire of schools and universities to visit and learn about the protected area and its activities.<br>- The reserve opportunities in the field of eco-tourism.<br>- Investment opportunities: the idea to set up a crocodile farm and planting medicinal plants.<br>- The protected area a good source of plant and animal diversity . | - Slow decision-making by the Egyptian Environmental Affairs Agency in terms of providing basic needs and services to the reserve.<br>- The lack of interest by state bodies about the declared protected area in Aswan.<br>- The large number of encroachments by local residents on the lands and plants of the "Saluga and Ghazal" protected area.<br>- There are some hotels near by the protected area such as:"Isis and Basma" hotels and that may bring some problems as,the fire, which flared up on the" Basma" hotel. |

## A- <u>Target situation</u>

### 1- Development of the environmental policy

- Development of the policy requires that the top management of "Saluga and Ghazal" takes critical decisions on what the protected area aims to achieve, The ISO14001 standard requires the development of the policy is to be suitable for the nature, scale and environmental impacts of the "Saluga and Ghazal " protected area's activities, and services.

The standard also requires the policy to make three commitments :(a) Compliance with all applicable legal requirements, and with other requirements which " Saluga and Ghazal "protected area subscribes relating to its environmental aspects. b) Prevention of pollution. c) Continual improvement.

- To be effective, the policy of Saluga and Ghazal must be communicated with employees , official bodies , local peoples

**2- For the Planning**

**A- <u>Determine the environmental aspects</u>**

- Before “saluga and Ghazal “protected area can manage its environmental issues, it needs to identify how protected area interacts with the environment. The identification of environmental aspects is best done in a systematic way designed to capture all actual and potential impacts.
- Environmental aspects must include those that currently interact with the environment of Saluga and Ghazal , and those that have potential to interact with the environment.
- The results of this process to identify, analyze and evaluate environmental aspects are used to establish environmental objectives and targets.

**B-<u>Activate legal and other requirements</u>**

- In general, protected areas are usually subject to a number of environmental legal requirements through legislation, regulations, permits, and licenses.
- The ISO14001 standard on”Saluga and Ghazal” protected area requires to identify and activate the legal , regulations and other requirements applicable to its environmental aspects.

**C-<u>Objectives and targets</u>**

- Saluga and Ghazal protected area should determine environmental objectives and targets, and those must be consistent with the framework for setting and reviewing, and commitments to the prevention of pollution, compliance with legal and other requirements and continual improvement in the environmental policy.
- When setting objectives and targets, “Saluga and Ghazal “ protected area must

consider its legal and other requirements, its significant environmental aspects, its technological options, its financial, operational and the views of interested parties.

**3- Implementation**

**A- Development of the resources, and services**

- Lack of services and facilities on "Saluga and Ghazal" are considered one of the most important obstacles are facing the application of ISO14001 in Saluga and Ghazal " protected ,there for"Saluga and Ghazal" should provide sufficient resources ,services typically include: the development of sewage systems s, W.C, ambulance station, design and publish the signs , development the Center for tourists and other services .

**B-Activating the training**

- The training component is considered on of the most important element of the ISO14001 requirements, particularly the application of the standard depends on the availability of trained workers and employees should have an environmental awareness Through field study, "Saluga and Ghazal is lacking on the training component . Therefore Saluja protected and Ghazal should activate the training component so that these item is not confined only on the training of fire fighting course , but also should include

**C-Enhancing the communication process**

- Saluga and Ghazal must communicate with different parties such as (employees and external local communities ,stake holders , official bodies .

**D- Emergency preparedness and response**

- Saluga and Ghzal protected area should identify potential emergency situations and potential crisis that can have environmental impact and determine how it will respond to them. From the field study ,it was found that one of the biggest problems and potential crises is the fire crisis .

**4- Checking and Management review**

- It is an opportunity for top management of "Saluga and Ghazal" to monitor , take a holistic and strategic look at the continuing suitability, adequacy and effectiveness of the environmental management system, and approve actions to improve the system, thereby reducing exposure to environmental risk and improving the environmental performance of "saluga and Ghazal protected area .

**B. <u>plan</u>**

| Aim | Implementers | Description |
|---|---|---|
| **1- Development of the environmental policy** | | |
| | **The manager of "Saluga and Ghazal" and environmental researchers** | |
| 2- **Planning** | | |
| Environmental aspects | **The manager of "Saluga and Ghazal" and environmental researchers** | The Environmental aspects typically involves:<br>Systematic identification of all activities undertaken in "Saluga and Ghazal " protected areas, and all services provided.<br>Identification of the environmental impacts associated with the environmental aspects.<br>Analysis of the risks to determine risk levels.<br>Evaluation of the risks to determine which environmental aspects and impacts are significant risks to "Saluga and Ghazal" protected area |
| B- Legal aspects | **The manager of saluga and Ghazal and EEAA** | Determine the legislations and instructions of saluga and Ghazal<br><br>Activating the laws and legislation and draw up minutes for Violators<br><br>Provide rangers to ensure that there are no Contraventions |

| | | |
|---|---|---|
| | | Documentation and preparation of reports of the legal aspects . |
| c- Objectives and targets | **The manager of "Saluga and Ghazal" and environmental researchers** | Determine and improve the objectives and goals by making them more specific and quantitative<br><br>Establish a program or multiple programs for achieving environmental objectives and targets. Such programs are also commonly known as environmental management plans, environmental improvement programs and environmental management programs.<br>Programs must include a designation of responsibility for achieving the objectives and targets as well as means and timeframes. |
| 3- **Implementation** | | |
| Development of the resources, and services | **THE EEAA and manager of "Saluga and Ghazal"** | Should provide a financial resources to develop the infrastructure and other services<br>The development of networks of sewage<br>Banners - Maps – Publications should provide .<br>Ambulance services - visitor center |
| Activating the training component | **Manager of "Saluga and Ghazal"** | Provide different training course to cover all the aspects such as First Aid Courses, Field skills (map reading, GPS…etc) ,English language courses , Computer (office) ,Monitoring Landscape management (for geologists) , Surveying and Sampling and EIA.<br><br>Create a process to identify ongoing training needs for the reserve's management staff. |
| Communication | **Manger and EEAA** | Once the communities are identified, the management of "saluga and Ghazal "should determine what is needed to communicate to them. (What do they need to know about protected areas, operations or management efforts? What are their concerns?)<br>Next, the management should decide how to reach to the different parities to participate in the developing process.<br>Held seminars and meetings with the employees, local |

| | | |
|---|---|---|
| | | peoples , stakeholders, official bodies in order to participate . |
| G) Documentation | **Manger and employees** | The management of "Saluga and Ghazal" must stipulate a minimum list of documentation and records to be included in ISO14001 management system **<u>such as :</u>**<br>Create an electronic database and associated GIS (with backup) for the deposition of the reserve's environmental records<br>Documentation of objectives and targets<br>Records of the number of visits<br>Maps and regular monitoring reports |
| F) Emergency preparedness and response | **The manager of "Saluga and Ghazal" and environmental researchers** | For effective emergency preparedness and response, protected area may already conduct the following tasks that are required by the international standard (ISO14001):<br>Identify potential (environmental) impacts from all possible emergencies and accidents.<br>Devise controls to prevent emergencies and accidents.<br><br>Develop responses to emergencies and accidents that can still happen despite the implementation of controls.<br>Prepare and distribute an emergency preparedness and response plan.<br>Train employees in emergency response, especially those people with key roles.<br>Review and, as appropriate, revise the emergency preparedness and response plan after each test and each actual emergency and accident |
| **Checking and management review** | | |
| | **Manager of "Saluga and Ghazal" and EEAA** | Clearly state how and how often the protected area's management system will be reviewed, revised, and updated. thus there some, questions the top management of saluga and Ghazal protected area should ask it , such as:<br><br>Did "saluga and Ghazal protected area achieve its objectives and targets? If not, why not? Should the |

| | | |
|---|---|---|
| | | management modify these objectives?<br>Is "Saluga and Ghazal "environmental policy still relevant to what we do?<br>Are roles and responsibilities clear, do they make sense and are they communicated effectively?<br>Are we applying resources appropriately?<br>Are the saluga and Ghazal procedures clear and adequate?<br>Do we need other controls? Are the management of "saluga and Ghazal " fixing problems when we find them?<br>Are the management monitoring its EMS (e.g., via system audits)?<br>Do changes in laws or regulations require the management to change some of its approaches?<br>What other changes are coming in the near term?<br>What local community concerns have been raised since the management last review? How are concerns being addressed?<br>Is there a better way? What can the management do to improve? |

## 5 RECOMMENDATIONS

### 1. For the management of protected area

- The study recommends that protected area management should take the subject of ISO 14001 certification in a serious way, to achieve its benefits.
- The protected area management must ensure that the employees have knowledge about ISO14001 systems
- Increase the number of employees and environmental staff within the protected area in order to monitor any environmental changes and conserve the protected area.
- Activate the training programs for the employees and guards.
- The reports, maps, documents and information should be updated.
- The need to raise the level of services and facilities in the reserve for keeping and maintenance it
- Encourage the idea of a local environmental guide in order to publish the environmental awareness in the community.

**2. For the governmental bodies**

- The EEAA and official bodies whose role are to oversee the management of protected areas should hold seminars for employees of protected area to provide them with information about the ISO 14001 and its benefits .
- The need for coordination between the Egyptian Environmental Affairs and the various parties which are related to the protected area, (travel agencies - tour operators - tourism companies - the official tourist bodies) .
- Egyptian Environmental Affairs should establish a competent party which called " ISO 14001 committee "and the role of this committee is for supervising the effectiveness of applying ISO 14001 requirements and thus continuing to work on the review and examination of the environmental performance of protected area
- Design logos for protected areas which intended to implement ISO 14001 system in their protected areas and the media vehicles should announce about those reserves to encourage them.
- Increasing financial resources so that the protected area will be able to make a progress .
- The international cooperation, especially ask help from international experts, who have been applied the ISO 14001 system in their protected areas .

**3. For the local community**

- Raising the level of environmental awareness of the local community to protect the natural reserve
- Environmental education activities must be offered and promote the aims of the ISO14001 certification by:
    - Increasing the awareness of, and care for, the local environment by recreational users and residents.
    - Training personnel and tourist service providers in environmental matters and best practice methods.
    - Promoting sustainable recreation and tourism in the area.

## 6 CONCLUSION

The use of ISO 14001 in protected area management could be a tool in a new internationally recognized standard for protected area management, which is certifiable and.auditable. Adopting this ISO standard will provide a global benchmark for protected area management that can be utilized for identifying weaknesses in the management systems of protected area around the world. As case study of “Saluga and Ghazal “revealed, implementing an ISO 14001 requires, at a minimum, that a management and organizational structure be in place. It would be interesting to apply the EMS Gap Analysis to a well-established protected area to determine if it can be readily certified to the ISO 14001 standard.

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# PERCEIVED INFLUENCE OF RURAL TOURISM ON DEVELOPMENT IN SELECTED FARM SETTLEMENTS IN OYO STATE, NIGERIA

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**Abstract**

The study assessed the perceived influence of rural tourism on farmers (staff) in selected farm settlements in Oyo State, Nigeria. Five farm settlements were purposively selected for their large scale of Agricultural production. The population for the study comprised staff in the farm settlements. Twenty (26) farmers were randomly selected from each settlement making 130 respondents in all. Structured and unstructured interview guides were employed to elicit information from the respondents. The data were analysed using descriptive statistics such as percentages while inferential statistics (Pearson Product Moment Correlation) to test the hypotheses generated for the study. The findings revealed that the identified perceived impetus of rural tourism by farmers were; Low price option (86.9%), Solace in health-friendly tourism assets (94.6%), Desire for peace and tranquillity (63.8%), Interest in natural environment (71.6:%), Nostalgia for their roots on the farm (69.2%), Educational value of Agri-tourism (93.1%), Enjoyment of safe and serene ambience (94.6%). A test of significance between the central relationship of Agri-tourism and development showed significant correlation with Value addition ($r = 0 .198$; $p<0.05$), Alternative agriculture ($r = 0 .183$; $p<0.05$), Community development ($r = 0 .198$; $p<0.05$), and Direct farm marketing ($r = 0 .188$; $p<0.05$). The study recommended that government should form synergy among farmers to equip them with all that it takes to venture into rural tourism and awareness programme should begin in annex to educate individuals and corporate bodies of essentials of Agri-tourism in Nigeria.

**Keywords:** Rural tourism, Farmers, Agri-tourism, Tourism, Value addition, Community development.

**Introduction**

Despite the echelon of development in the era of globalisation across the globe, Nigeria as a developing nation is still characterised with a high number of rural community. According to Adebisi-Adelani and Olowu (2007) several studies have asserted that up to 70-80% of Nigeria population makes up rural areas. Ladele (2005) averred that rural tourism surfaced from combination of series of activities generated by creative human actions backed up by available natural resources for the purpose of development. Tourism as an eye opener has liberated the rural population hence; the dwellers especially farmers are now aware of living other than just existing. Agba, Ikoh, Bassey, and Ushie (2010) adduced that tourism is a business entity that provides places and events to occupy people while they are on holidays. Tourism in rural areas is growing partly because economic developers are gradually embracing tourism and cottage industries as viable means for diversifying their investment and increasing wealth of farmers. According to Countryside Agency, self-employment has been identified as a crucial driver of rural economies, both in terms of entrepreneurial activity and as a source of income and employment for a significant proportion of the rural workforce (Atterton & Thompson, 2015) seizing tourism opportunities that abound in the rural areas. Rural areas also support disproportionately more small businesses, many established by middle-aged in-migrants (Bosworth & Glasgow, 2012). Community members are key stakeholders in any place undergoing development (Ijasan, 2011). The farmer is no longer oblivious of the significant difference between the prices of an agricultural commodity at its source and later in its final processed state at the point of consumption. Just think of the profit value lost in a tonne of cocoa and its final product, chocolate (beverages). Imagine the value difference between raw specialty wool and an exclusive garment.

According to World Tourism Organisation (WTO) tourism has a wide range of activities like: climbing, riding, adventure tourism, educational travel, sport and health tourism, arts and heritage tourism (Negrusa, Cosma, & Bota, 2007).Tourism in the rural areas occurs in non-urban settings where human activity is present (Beeton, 2006). It positions agriculture and farms as the foundation upon which the attraction is built (Knowd, 2001). Any form of tourism that showcases the rural life, art, culture and heritage at rural locations, thereby benefiting the local community economically and socially as well as enabling interaction between the tourists and the locals for an enriching experience can be termed as rural tourism. As against conventional tourism, rural tourism has certain typical characteristics like; it is experience oriented, the locations are sparsely populated, it is predominantly in the natural environment, it networks with seasonality and local events and is based on preservation of culture, heritage and traditions. Rural tourism can be an important source of jobs for local communities, provide extra income for farmers, encourage infrastructural development, halt undue migration of able – bodied youths, etc. Kareem (2008) opined that tourism has continued to drive itself onto the radar of developing countries' policy makers as an important foreign exchange earner.

Agri-tourism includes the human heritage and culture that is linked with growing of crops and rearing of animals. Under the process of agri-tourism the grower sells his or her produce to the final consumer at retail prices as opposed to entering the wholesale market and traditional distribution systems. Today's farmers are looking at a new cash crop to supplement their revenue

from agricultural commodities - tourism, the world's largest export industry and the third largest employer (Travel Industry Association of America (TIAA), 2002) is probably an option. Farm tourism, which is also known as "agri-tourism," has been defined as the opportunities for tourists to "reside and sometimes participate in the working activities of farms and ranches" (Smith & Long, 2000). Rural farms are becoming attractive tourist destinations hence; more tourists are nostalgic of nature bound scenery and adventure. They want to escape the hustling and bustling of city life and connect with natural and cultural heritage and enjoy a richer and authentic leisure experience. The reasons that attract people to the rural area have largely to do with the image of rurality, the traditional, romantic idea of a lifestyle that is both plain and simple, the search for peace and solitude, and the increasing interest in free outdoor activities. Thus, the nostalgia for one's origin, the appeal of the most basic aspects of life and the need to restore old ties with the nature of rural areas prove to be most appealing, especially for those who live urban lifestyle, one which is anonymous, congested, highly organized increasingly complex and inhuman (Krippendorf, 1987).
Nigeria, being characterised as generally rural has many potentials in development of tourism especially rural tourism. However, development of rural tourism in Nigeria is still in its formative stage. There is the need to investigate the perception of farmers on conception of rural tourism in the rural areas of Nigeria.

## Methodology

Five farm settlements were purposively selected for their large scale of production. The population for the study comprised staff in the farm settlements. The farms were Terudee Farms (15), Ajanla Farms (37), Zartech Farms (32), Farm Support Farms (19), and Obasanjo Farms (27) randomly selected from each settlement making 130 respondents in all. Structured and unstructured interview guides were employed to elucidate information from the respondents. Simple random sampling technique was employed to select the respondents; an author constructed questionnaire of 20 items was used along with interview guide to elicit relevant information from the respondents. The data were analysed using descriptive statistics such as percentages while inferential statistics (Pearson Product Moment Correlation) to test the hypothesis formulated for the study.

## Results and Discussion

### Personal Characteristics of Respondents

Table 1 showed the data on selected personal characteristics of respondents. The results revealed that majority (63.85%) of the respondents fell within the age range of 20 and 60 years.

Table 1: Distribution of Respondents based on Personal Characteristics

| | Variable | Frequency | Percent |
|---|---|---|---|
| Age: | below 20 years | 16 | 12.30 |
| | 20 – 60years | 83 | 63.85 |
| | 61years – and above | 31 | 23.85 |
| Sex: | Male | 92 | 70.77 |
| | Female | 38 | 29.23 |
| Education: | None | 25 | 19.23 |
| | Primary | 22 | 16.92 |
| | Secondary | 31 | 23.85 |
| | Tertiary | 11 | 08.46 |
| | Professional | 41 | 31.54 |
| Marital Status: | Single | 17 | 13.08 |
| | Married | 81 | 62.31 |
| | Others | 32 | 24.61 |

*Source: Field Survey, 2015.*

This indicated that economically active individuals dominated the group of farmers in farm settlements. This is expected to influence their quest for development via rural tourism / agri-tourism and subsequent harnessing of farm economy for improved farm settlement livelihood. Table 1 further revealed that majority (70.77%) of the respondents were male while (29.23%) were female. This implied male domination of the farmers group in farm settlements. However, one-third of the male percentage and one-quarter of the entire respondents is an assurance that the various empowerment programmes are impacting positively on gender marginalization of farming. It is therefore expected that more women should be encouraged and empowered to engage in farming related occupation.

Results in table 1 also revealed that majority (80.77%) had one form of education or the other (Primary, Secondary, tertiary, and or Professional/Certificate course). This indicated that the population of farmers in farm settlements is of literate status and this will be an asset to rural tourism development in farm settlement as effective communication and understanding will be promoted between tourists and farm settlers. This is expected to have influence on their understanding of the perceived influence of agri-tourism on the prospective tourists and how this can translate on the farm settlement economy and farmers' livelihood. Majority (86.92%) of the respondents were either married, or once married. This implied that majority of the farmers in farm settlements were individuals with family responsibilities. This may probably influence their desire and urge for agri-tourism that may expose their farm families to other economic activities through engagement in value addition.

Table 2: Distribution of contribution of functional facilities / assets for rural tourism development

**Contribution of Functional Facilities / Assets for Rural Tourism Development**

| | Strong | Moderate | Low | | |
|---|---|---|---|---|---|
| | Freq (%) | Freq (%) | Freq (%) | Mean | Rank |
| Vegetation | 56(43.08) | 72(55.38) | 02(01.54) | 4.1 | 10th |
| Animal husbandry | 36(27.70) | 47(36.15) | 47(36.15) | 2.7 | 17th |
| Plantations | 82(63.08) | 21(16.15) | 27(20.77) | 3.5 | 14th |
| Streams | 39(30.00) | 71(54.62) | 20(15.38) | 3.1 | 16th |
| Spring | 75(57.69) | 42(32.31) | 13(10.00) | 4.0 | 11th |
| Waterfalls | 63(48.46) | 49(37.69) | 18(13.85) | 4.3 | 7th |
| Crop fields | 51(39.23) | 43(33.08) | 36(27.69) | 3.7 | 12th |
| Jungles | 63(48.46) | 31(23.85) | 36(27.69) | 4.2 | 8th |
| Processing workshop | 68(52.31) | 26(20.00) | 36(27.69) | 4.2 | 8th |
| Horizons | 72(55.38) | 46(35.39) | 12(09.23) | 4.4 | 5th |
| Bird viewing | 74(56.92) | 53(40.77) | 03(02.31) | 4.7 | 2nd |
| Village environment | 77(59.23) | 21(16.15) | 32(24.62) | 4.6 | 3rd |
| Culture and folklores | 62(47.69) | 61(46.92) | 07(05.39) | 4.8 | 1st |
| Hunting expedition | 54(41.54) | 22(16.92) | 54(41.54) | 3.2 | 15th |
| Rocky outcrop | 58(44.62) | 13(10.00) | 59(45.38) | 3.7 | 12th |
| Mountains/hills | 73(56.15) | 21(16.15) | 36(27.69) | 4.5 | 4th |
| Indigenous cuisine | 79(60.77) | 19(14.62) | 32(24.62) | 4.4 | 5th |

*Source: Field Survey, 2015.*

Table 2 showed the list of functional facilities / assets functional facilities / assets for rural tourism development that are available in farm settlements for rural tourism development for rural tourism development. From the table it observed that culture and folklore, bird viewing, village scenery, mountain/hills, indigenous cuisines & horizon view ranked first to fifth respectively. The result is in line with Agba *et al,* (2010) that tourism is a business entity that provides places and events to occupy people.

Table 3: Distribution of Respondents based on Perceived Relative Benefits of Rural Tourism on Farm Settlement

| Inherent Benefits in Rural tourism | Frequency | Percentage (%) |
|---|---|---|
| Low Price Option | 113 | 86.9 |
| Solace in healthy-friendly Tourism assets | 123 | 94.6 |
| Desire for Peace and tranquillity | 83 | 63.8 |
| Interest in Natural Environment | 93 | 71.5 |
| Nostalgia for their roots on the farm | 90 | 69.2 |
| Educational Value of Agric-tourism | 121 | 93.1 |
| Enjoyment of Safe and Serene Ambience | 123 | 94.6 |

*Source: Field Survey, 2015.*

Table 3 showed the distribution of respondents based on perceived relative benefits of rural tourism on farm settlement. Low Price Option (87.6%); Solace in healthy-friendly Tourism assets (94.6%); Desire for Peace and tranquillity (63.8%); Interest in Natural Environment (71.6%); Nostalgia for their roots on the farm (69.2%); Educational Value of Agric-tourism (93.1%); and Enjoyment of Safe and Serene Ambience (94.6%). This implied that rural tourism is capable of bringing with it additional benefits that may be very rare with conventional tourism.

**Test of Hypothesis**

Ho: There is no significant relationship between agri-tourism and selected development derivatives.

Table 4: Pearson Product Moment Correlation showing relationship between Agri-tourism derivatives and development

| Variable Remark | r | Coefficient of Determination | Probability | |
|---|---|---|---|---|
| Value Addition | 0.198 | 0.0392 | 0.04 | S |
| Alternative Agriculture | 0.183 | 0.0335 | 0.03 | S |
| Community development | 1.981 | 3.9204 | 0.001 | S |
| Direct farm marketing | 1.881 | 3.5344 | 0.02 | S |

*Source: Field Survey, 2015.*

From table 4 above, the PPMC analysis showed that Value addition (r= 0.198; p<0.05), Alternative agriculture (r= 0.183; p<0.05), Community development (r= 1.981; p<0.05), and Direct farm marketing (r= 1.881; p<0.05) were significantly related to rural tourism in farm settlements. This implied that rural tourism significantly influenced the development variables. The low coefficient of determination shows that a weak relationship exists between development and agri-tourism. The finding is in agreement with Knowd (2001) and Beeton (2006) that emphasized agriculture as the foundation for agri-tourism. The result is further corroborated by Ladele (2005) that rural tourism surfaced from combination of series of activities generated by creative human actions backed up by available natural resources for the purpose of development. Value addition, direct farm marketing, alternative agriculture, and community development are all human action on natural resources.

## Conclusion

The study revealed the perceived inherent benefits of agri-tourism to include; low price option, solace in health-friendly tourism assets, desire for peace and tranquillity, interest in natural environment, nostalgia for tourists' roots on the farm, educational value of agri-tourism enjoyment of safe and serene ambience, and improved infrastructure for farm settlements. The perceived development derivatives identified for agri-tourism around farm settlements were value addition, alternative agriculture, community development, and direct farm marketing. Rural areas nevertheless have a number of important functions in society. This implied that agri-tourism can serve a multifaceted benefit for prospective tourists, who care for natural and serene environment and are bored of regular regimented sites, and farmers who can generate more development opportunities. Based on the finding, it is recommended that sensitisation begins to launch tourists and farm settlers to the possibility and reality of rural tourism.

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# COMMONALITIES BETWEEN ARCHEOLOGY AND TOURISM

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**Abstract**

The present essay review, though shorter than the piece I am accustomed to write, focuses on the commonalities between tourism and archaeology. At a closer look, we are taught tourism is a commercial activity, sometimes hedonist or naïve that entertains lay people. Rather, archaeology signals to a serious academic discipline, enrooted in the quest for truth. Nonetheless, archaeology and tourism shares the similarly-minded cultural values, the reconstruction of past. Our thesis rests on the idea that the tourist gaze searches for the ideological message to remind its superiority over other cultures or peripheral voices. In addition, it is important to note that tourists and archaeologists need from the same degree of exceptionality and novelty to validate their status to others

**Keywords**: Quest, Archaeology, Tourism, History, Past-time

**Introduction**

As a scientific discipline, archaeology has substantially contributed to the maturation of tourism industry (Robb, 1998; Rowan & Baram, 2004). Many archaeological sites and ruins are today recycled as growing tourist attractions. Over years, as a serious alternative archaeology takes the opposite direction respecting to the leisure or entertainment industry where tourism is embedded with. In this essay review, we explore not only into the dichotomy between imagination and self-perception, but on the commonalities tourism and archaeology share. As lay-people, visitors encounter many objects and pieces that belonged to others. The function of these objects remains unknown unless by the discourse of archaeologists. In some extent, tourists are subjects to the story elaborated by experts (Rubio, 2006). The specialized literature reminds that tour guides serve as mediators between expertise and ignorance. Lay-people know further on how past civilisations lived thanks to archaeology (Cohen, 1985).

Discussing the quests for novelty archaeology is tracked with the needs to explore the problem of authenticity. Therefore, this essay review is two-pronged. On one hand, it delves into the roots of western gaze which expropriate the “others” not only according with previous visual allegories fabricated in the centre, but forging what Tzanelli dubbed as “the cosmology of riches” (Tzanelli 2015). On another hand, the concept of authenticity as it was formulated by westerners is being placed under the lens of scrutiny. We are prone to sacralise past thinking the golden age is a better time than the present. This axiom explains not only our quest for authenticity but also why historians are adamantly fascinated by ancient civilizations. Readers who come across with this text will find a critical discussion on the role played by authenticity in our current cosmology.

During XIXth century, the first ethnographers who arrived to colonies not only concerned on the effects of war, the arbitrariness of colonial powers to exploit aborigines or to pillage their wealth, in what they considered would be the disappearance of their cultures and traditions. At time, anthropologists involuntarily documented the aboriginal life the resulted information was passed to colonial officials to strengthen the colonization process. This type of new paternalism, which accompanied anthropology from its outset, was conducive to the European imaginary of the “Otherness” that inspired literature, travel-writings and other literary genre. In parallel, it is important not to lose the sight that one of the missions of colonial order was not only to pacify the colonized regions, but also imposing restrictions over aborigines to make the war with their neighbors. Thought in terms of control, pacification alluded to a necessary instrument to avoid the inter-tribal wars in the colonized overseas territories. As a result of this, the colonial-law accelerated the development of extractive institutions to ship the precious materials to Europe, returning elaborated goods in exchange. In doing so, the war among neighbors should be prohibited. With the advent of decolonization process, this romantic view about heritage and war took opposite channels. Anthropology witnessed how the pacification imposed by European overseas Leviathans in Americas and Africa disarticulated one of tenets of human organization, the capacity to conduct the war (Harrison, 1997; Kelly & Kaplan, 2001).

**Sleeping with the Past**

At a first glance, any archaeologist looks for an object whose signification keeps open but no less true is that the same does not happen with tourists who receive the meaning of the object as previously fabricated. If the former should imagine by finding the evidence to be validated, the latter one does not place the story under the lens of scrutiny. Quite aside from this, both maintain similar functionalities in the capitalist world.

History is witness how science has been ideologically manipulated to support the colonial enterprise (Korstanje, 2012). The first anthropologists departed from their metropolis towards the fieldwork as the protectors of non-western cultures. The European imaginaries introduced the belief that primitive cultures will disappear before the advance of industrialism. The main goal of anthropology was to create a reservoir of non-western cultures which were in bias of extinction. Not only their clothes and objects but also their lore should be preserved to fall into the oblivion. The problem, precisely, was that governors and officials employed the information generated by ethnologists to protect their own interests (Stocking, 1968; Geertz, 1992; Harris, 2001; Korstanje, 2012). The goodwill of social scientists was used by politicians and military forces to know further about the 'noble savages'. This was undoubtedly the context where anthropology and archaeology evolved as academic careers. The situation of these disciplines was a paradox in many senses. At the time there was no discipline that rejected the ethnocentrism as anthropology and ethnology; they inadvertently helped to the consolidation of colonialism (Clifford, 1988).

From its onset, archaeology not only over-valorised the figure of history and pastime, but considered the linear evolution of societies as the only valid paradigm (Boas, 1904). Time was of paramount importance to determine the change of an agrarian society into an industrial one. This discipline paved the pathways for the creation of museum (Korstanje, 2013). For archaeology, every culture was subject to an irreversible change due to the advance of industrialism. To protect them from disappearance, the western paternalism focused on the needs of classifying, collecting and stocking customs of non-western cultures. European paternalism was based on two main ideas: first and most important, the identity and culture marked the superiority of ones over others. Secondly, superior cultures (in this case industrial ones) should show an exemplary behaviour mitigating the negative effects of their advance. This reminds that, at some extent, the needs of protection and paternalism were inextricably intertwined (Guber, 2001). A senior archaeologist as Matt Edgeworth (2006) argued that archaeology was consolidated as a scientific discipline in the ways others cultures are produced, but ignoring its own nesting in the western culture. May we equal the anthropological journey with leisure?.

In a recent book, Charlie Mansfield (2015) professor and ethnographer of Plymouth University UK, observed that capitalism has expanded by cloning objects enlarging a gap between the original and its copycat. Recreating the conditions to imagine specific landscapes, literature paved the ways for the consolidation of heritage. In this vein, three major events were of importance in the consolidation of professional literary networks, which prompted people to travel:

a) From XVth century onwards, the mechanization of book reproduction accelerated not only the times and ciphers of published books, but also the interests of global audiences for inter-continental events.

b) The tradition of story-telling adopted by European Renaissance has been a major issue in the adoption of literary tradition.

c) Lastly, the advance of technologies and breakthroughs in the transport system shortened in a global interconnected world.

Tourism industry and its interests are based on the exploitation of value, producing a satisfactory experience on visitors. This suggests that the concept of place branding has been characterized the policy makers goals and the potentiality for literature, and above all, French literature. The European Novel not only represents a new type of socialization enrooted into a romantic view of nation, even in the context of digital technology, but induces individual consumers to a much broader narrative fiction previously determined by the type of experience it looked (Mansfield 2015). This begs a more than interesting question, why is West interested in novelties and the "others"?.

## The Quest for Novelty in the Western Thought

The anthropological travel is the needs of discovery, as an encounter with others based on solidarity and trust. Unlike a tourist, ethnologist faced serious emotional problems to draw the otherness (Irwin, 2007). Although archaeology confers a special value to the culture of aborigines to boost the social self-esteem and attachment for tradition, the fact is that aboriginal communities are excluded from that construction. The concept of identity as well as culture is externally imposed to local tribes (Karlsson & Gustafsson, 2006). In this vein, J. Bateman (2006) acknowledges the archaeological discovery triggers tactics of destruction and constructions that delineate the production of knowledge. Created by other experts, protocols give legitimacy to the discovered object. The archaeological practice not only looks, but also rescues to the piece to be showed and admired.

As the previous argument given, it is important to discuss to what extent tourism and archaeology pay attention to the same interests. Both are embedded with the cultural matrix that confers meaning to their practices. These matrixes are aimed at framing and legitimizing the world of labour. Even if, archaeology starts from imagining on a condition which is given as closed to tourists, the object is the same for either. Like tourists, archaeologists seek for ideals such as uniqueness, novelty and exemplarity. The success of an investigation depends on the value of the piece, which is determined by its novelty. The tourist-eye will sacralise or reject the –rescued-object following its needs of control and classification. At disposal of tourist-gaze in terms of Urry, the archaeological object is classified by means of its value. Tourists expropriate the landscape by employing their camera, while archaeologists use other instrument. At the bottom, both introduce technology to construct a one-sided discourse of the world.

Secondly, the cultural appropriation seems to play a vital role in the process of sacralisation. Whether the archaeology should reconstruct the past without accuracy, tourists often take for granted the interpretation given by archaeologists. In this respect, tourists have a fabricated object, which are recovered by archaeology, to consume. The previous ignorance respecting to the discovery alludes to fulfil the gap with stories, which are more or less credible or real. What would be more than interesting to debate is the obsession of archaeologist by authenticity. Any archaeologist is a mystery tourist. As Thomas Yarrow (2006) put it, anthropology has denounced the indifference and lack of reflexively of archaeology respecting to local agency. The social interaction is for them an obstacle to discover the treasure. Once the desired object is found, the archaeologist stops the search. The interaction with native is limited to the goals of research. This means that archaeologist does not delve in human interaction lest in an instrumental way. Tourists meet with other to enhance their own ego, exactly in the same manner than archaeologists. If we valorise the otherness only by its scientific interests, like tourism, this leads to the exploitation instead of cooperation. Ethnology and archeology worked in cojoint to establish an image of the others, which is conducive to imperial exploitation.

The aristocracies, in our respective countries, devoted considerable efforts to create a subordinated image of the non-white Other (aborigine). In doing so, European vision of civilizations were imported and widely accepted not only to impose an ideological discourse that controls the workforce, but also modify the traditional historiography. The literature played a vital role in configuring a dependency in the intellectuals respecting to Europe. It consisted in what Korstanje and Skoll (2013) called “the epicentre of imperialism”. However, may we precise how our concept of curiosity emerged?.

David Riesman (2001) , a Senior sociologist and a great mind, envisaged history into three relevant stages. Although he realized the "industrial revolution" brought a radical rupture with tradition (developing the power of middle-class), it is important not to lose the sight to the changes culture suffers. Then, he conceptualized three types of cultures, tradition-directed, inner-directed and other-directed. At some extent, the evolution from one stage to another is not unilateral but circular. Empires may adopt an other-directed type (no matter the times), while others organizations such as hunters-gatherers developed a tradition-directed form of adaptation. Basically, tradition-oriented subtype corresponds with societies structured on the laws long-established from immemorial times, as for example, medieval communities. The protestant reform paves the ways for the advent of a new culture, more "inner-oriented", where the subject rises up. Confident of their skills, these citizens adopted the discovery as a valid source to break with Medieval Order. However, with the upsurge of Industrial revolution, things changed a lot. A new, "other-oriented" culture expanded to consolidate the hegemony of nation-state worldwide. Unlike the other two, this subtype was based on an extreme increase of good-exchange and trade. The subject began to negotiate with others its being in this world. People not only were prone to what happened with the Other, but also attempted to gain the Other acceptance (approval).

**Discussing Authenticity**

For some reasons, from its onset tourism was inextricably interlinked to authenticity, and of course reviewing the literature on authenticity seems to be not only a titanic task, but also a project that exceeds the time and space of this review. Quite aside from this, we have clear that the concept of authenticity is enrooted in the scientific gaze, which means the needs of revealing what is true. Though Dean Maccannell (2003) was a pioneer to study the role of authenticity in the shamanism tourism generates for western societies other interesting works should be noted. At some extent, touristic gaze was conceived as the seeking after of authenticity (Cohen 1972; MacCannell 1973; Urry, 1992). Perception of the authenticity of the experience is an important mediating variable affecting tourist satisfaction. In fact, touristic space itself is structured to satisfy the desire for authentic experiences that motivate touristic consciousness (MacCannell 1973, 2011; Korstanje & Busby, 2010). Slogans without the word 'real' or terms synonymous with it are atypical in mass tourism promotional devises. Let things straights, this review is enrooted in what is the philosophical realism of post-Marxist philosophy. The points of entry here are based in the legacy of senior philosophers as Merleu-Ponty, or nihilists as Slavoj Zizek. Its goal, additionally are twofold. On one hand we discuss philosophically the nature and resulted function of authenticity through the lens of postmodern reader. Secondly, we launch to what an extent an ethic for authenticity, as it has been formulated by Maccannell is feasible. The point of entry in this text is that authenticity has a construe that creates a parallel (disruption) between the objects. At the time we say some object is authentic others turns unauthentic. The separateness given by authenticity engenders a gap which is fulfilled by mass consumption and hedonism. Humans, in this postmodern world, are objectified for what they may consume, their status, or purchasing power. In a moment of our cosmology where only money matters, marketing and management have become in the more authorative voices. Psychology which years ago were a science employed to guide behaviour set the pace to marketing and product-design. What would be interesting to discuss from the philosophy is how the circulation of goods in the global capital depends on the concept of authenticity. Today, aboriginal cultures and their traditions are being commoditized according to a demand externally designed (Comaroff & Comaroff, 2012). The allegory of authenticity allows the expansion of stereotypes, which works as a trade union representative. Its voice does not necessarily represent the opinion of the union, but only mediating between the workers and capital owners. The same happens with authenticity. As modelled by late-capitalism, it does not represent the reality. It is only a commodity else which can be moulded to forge identity in the citizen's mind.

Most visuals employ metaphors traditionally or stereotypically associated with the authentic: the third-world countryside and its greenery, indigenous people in exotic costumes, and so on. And, no doubt, this is absolutely demand-driven. Why we associate the authenticity with the Fourth-world?. This essay review intends to locate the discussion of authenticity in the correct place, examining not only its conceptual limitations but also inconsistencies. One of the aspects introduced by capitalism as an axiom was that we live as autonomous agents rational and dynamic pursuing and protecting our own interests. This conferred to the experts the monopoly of knowledge production. Unlike medieval times, where people had introspection, now we have to ask a third person such as a therapist, a doctor or any other expert, to opine about us (Schmitt, 1995; Kornblith, 2000; Goldman 2000). Though we must recognize much research is needed, this was possible thanks to the introduction of one ideological mechanism, separateness as an expression of objectivity which gradually led to the dichotomy between authenticity vs. staged-autenthencity.

One dominant characteristic of the present generation is the 'new elite' travelers who were born and brought up in the urban areas, among surroundings alienated and perverted, in the industrial landscape of the work-a-day world. While a cream of them happened to be fortunate enough to have listened from their grand parents or so stories of human life intermingling with fowl and brute in the idyllic, pristine countryside unaffected by the smoke and dust of heavy industries, for the vast majority, the only source influential in help shaping conceptions of authenticity is the all-pervading influence of the mass media complex. Given the quantum of impact the modern mass media has in shaping individuals' and society's conception of authenticity, an issue that is indeed worth exploring is the nature and characteristics of the media scripted authenticity: is there any ontological togetherness between the more traditional understanding of the term and its neomodern variant, how subjective experiences are different when the gaze is for the media-constructed reality.

**Authenticity Reconsidered**

Philosophers from time immemorial have been puzzled by the riddle of the authentic: Is there something which is authentic and if at all the answer is yes is it possible to experience the same? (Chomsky, 2000; Kolbel, 2002; Hollis, 2011). Taking cues from far back in time, dominant schools of Indian thought declared that everything but the supreme spirit (Brahman) is an illusion (Maya); that it is ignorance (Avidya) which misguides us to believe that forms and relations of existence are real and that every soul strives for liberation (Nirvana) from this tangle of illusions. But, such strivings fall short most often since human mind is too complexly illusioned to overcome.

Over decades, existentialism evinced the authenticity-seekers are prone to madness or mental illness. This happens because not only the sense of authenticity breaks the ideal of normalcy but assumes the external world is a fiction. The logic of causality that orders the events is upended. By embracing un-authenticity, the self covers its vulnerability respecting to others. In other terms, we are educated to neglect the real truth because it is unbearable. One of the dilemmas of authenticity rests on the problem it generates. At time, the fiction gives a shelter to the self, the possibility of making a decision is undermined. Rather, if we break the cocoon of fiction, madness surfaces. The point of entry that existentialist brought is that the quest for authenticity allows the adoption of new “fabricated identities” (McMahon, 2005). The paradox is given by the evidence at time we look for authenticity, what we discover is unauthentic. The Greek myth of the princess “Psyche” here is self-explanatory. She is visited all nights by Eros with the caution she never would discover his veil and see to their eyes. After several encounters Psyche falls in love of Eros, though she never sees his face. Her sisters Orual and Thessela tricked her in the belief Eros was a “monster”. They convinced Psyche to unveil the mask of Eros in one of the night meetings. Finally Eros left the princess for ever because of her curiosity. The result of this love was “voluptas”, which symbolizes the nature curiosity of the mind. Following this philosophical view, the curiosity for experiencing “authenticity” paradoxically leads people to face the opposite. The quest for authenticity is also an impossible project.

Dominant epistemological designs of shifting paradigms from time to time have influenced the thinkers of society in their manner of approaching the issue of authenticity (Taylor, 1991; Tzanelli, 2003). If defining a concept means going back to the past and looking at the different stages and societies it has gone through, realizing the difficulty to explain the word authenticity is yet an element of its own definition (Wang, 1999). Trilling (1972) noted that even while it is so intrinsic to the tourism phenomena, authenticity is an ambiguous term that resists definition. In the study of tourism, authenticity can either be the authenticity of the observed tourist object or the authenticity of the tourist's first person experience (Wang 1999). The conception of authenticity has undergone three or more major shifts over the past fifty years, with objectivist framings giving way to social construction perspectives and, later, existentialist and postmodern ones. The last one-third of the bygone century witnessed postmodernists, some of whom argued that nothing worth naming as authenticity is purely unqualified and that claims for authenticity should at best go into inverted commas (Urry 1990). The increasing acceptance of the post-postmodern paradigm of critical realism as a bridge between the modernist and the postmodernist perspectives is another interesting development in the contemporary debates on authenticity. One of the dilemmas of heritage is precisely to what an extent heritage may express the sharing values of a society. History as experiences is in ongoing movement. Their change is subject to many factors. By imposing stability in human relations, some philosophers think the resulted product is unauthentic. Political discourses are enthralled in heritage to gain more legitimacy to citizenry (Guidotti-Hernandez, 2011).

As the previous argument given, Cohen (1985) says that the search for authenticity varies in direct proportion with the increasing level of alienation felt in a society. Tourists may go in search of unspoiled natives surrounded by landscapes of pristine beauty because these are absent in their advanced society (van Den Berghe and Keyes 1984), but conditioned by those ways as determined by the forces of their social shaping. For the early MacCannell (1973), authenticity in tourism products such as festivals, rituals, dress codes and so on can be determined straightly in terms of whether those are made or enacted by local people according to tradition. Such a position has every pitfall of inferring ontology from epistemological cues. While accepting the ultimate inability of an outsider to penetrate the destination culture, Boorstin (1961) points out that holidaymakers knowingly consume pseudo and contrived events to authentic cross-cultural encounters. Levy-Strauss (1989) writes that he is amazed at the will of tourists to believe the sacred fantasy as reality and to resist any other real as even potentially possible. Last but not least, a comparative study to measure the perception of authenticity among visitors of 'The Rocks', a historical neighborhood in Australia was made by Waitt (2000) which revealed important differences in the perceived level of authenticity related to gender, age, and place of residence. McKercher and du Cros (2002) argued that the Japanese happily accept faked tangible heritage assets. The tourist has become the symbol of a peculiar type of inauthenticity himself (Redfoot 1984). Probably, as the old wisdom goes, truth grows inversely proportional to sacredness. Undoubtedly, marketers and tourism-management found in heritage and authenticity two majors arguments to sell their products. In a world characterized by tolerance, plurality and multiculturalism it is good to visit other communities, by integrating the otherness. In view of that, Tzanelli is not wrong when confirms this surface discourse is only aimed at tracking attention of investors and consumers, but blue collar workers and migrants still face serious obstacles to their entrance to first world

(Tzanelli, 2003). This begs a more than interesting question, is authenticity the maiden of marketing discipline?.

**Conclusion**

Besides, It is noteworthy that the production of knowledge through the manipulation of past, which is based on the western paternalism, supports the archaeology to present the object to be visually consumed by tourists. The ideological discourse beyond the boundaries of science corresponds with a tacit strategy of indoctrination, where the sense of discovery plays a vital role. Certainly, the logic of discovery would never exist without the production and fabrication of codes and interpretations. The technology of mystification, proper of museums, works precisely because it confers an exorbitant value of exchange to some objects (relics) –AUTHENTIC- while others are depreciated. At the museums, relics are put aside from the formal economic circuit of exchanges, at the time copy-cats emulate their values for givers and receivers. In terms of A. Weiner (1992), authentic objects discovered by science are sacralised to the extent to become in an inalienable thing, banned to be sold and bought in the forma trade. In the tourist's mind, a special attachment wakes up for the copycat. This was one of the aspects widely studied by Dean Maccannell, although he misunderstood the reasons behind. The copycat is not created by tourism industry unless by the intervention of modern science. Archaeology makes from authenticity, truth and what can be explainable its primary values. Last but not least, the paradox lies in the connection between production and discovery. Once something authentic is found its counter-value the staged authenticity surfaces.

It is not the main goal of this review to critique the basis of truth and history, but explains the episteme which by thousand of visitors (far way of being considered alienated people) devote considerable time in visiting museums and relics produced by archaeology. The tourist gaze searches for the ideological message to remind its superiority over other cultures or peripheral voices. In addition, it is important to note that tourists and archaeologists need from the same degree of exceptionality and novelty to validate their status to others. Any museum, as a political dispositif of control, reminds us two significant aspects of life. The first signals to the needs to control the passing of time. The second is characterized by what Louis Pratt denominates the Imperial-eyes. The gaze of western traveller, which has been historically supported by the archaeological discourse, not only alludes to mark the others to control them, but also avoid any type of label on itself. In other terms, the act of protecting others may be equalled to preclude that one is smarter, stronger and superior in many other aspects or simply stand in higher conditions of production than the protected natives. This suggests that likely tourists are not so idiots as they are portrayed as well as archaeologists do not represent the objective voice of science. Both are exchangeable agents of imperialism.

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# THE INVOLVEMENT OF TOURISTS IN ROAD TRAFFIC COLLISIONS IN CYPRUS

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**ABSTRACT**

Many tourists choose their destination based on the safety and level of security offered by the host country. According to the World Health Organization, road traffic collisions are the main cause of death of tourists while on holidays, as more than 50% of tourist deaths in the EU were due to road traffic collisions. Yet, no previous research has been carried out to tackle this phenomenon, at least for the case of Cyprus. An island whose economy is largely based on the tourism industry and a lot of effort is put in promoting it. Unlike previous work, this paper tries to measure for the first time the involvement of tourists in road traffic collisions in Cyprus and identify the main causes and factors related to them. Official police data is collected and analysed for the period 2010-2014, along with descriptive statistics illustrating the current situation. The findings of this research study are expected to raise awareness for stakeholders involved in the tourism industry, as well as in the national road safety strategy. Considering the limitations of the data used and lack of information kept in the police records, the results extracted by this study will provide a new framework and ultimately the basis for further research.

**Key Words:** Tourism, Traffic, Collisions, Cyprus

## RATIONALE

The welfare of tourists or visitors to a destination, received little attention until recently (Walker, 2004, p.5). Various issues relating to their personal safety and health are mainly marked by some high-risk events such as terrorist attacks, large-scale natural disasters and life threatening epidemics. Even though such events are catastrophic for nature and of great concern to society, the majority of travelers' health and personal safety are much more likely to be affected by either a disease or their involvement in a road traffic collision or even their victimization when a crime is committed.

In the European Union, road traffic collisions seem to be the main cause of death among tourists, accounting for more than 50% of all their deaths. Also, 20% of hospital admissions and 30% of visits to emergency departments are due to a road traffic collision (WHO, 2004, p.2).

The security level in a country is an important factor for choosing a tourist destination. Road safety is an important pillar in creating a sense of security to both its citizens and to those visiting for business or recreation, because it is associated with policies relating to employment, education, insurance, public health, justice, trade and foreign affairs (European Commission, 2010, p.4).

Tourism is a major revenue source for the global economy in general, especially for Cyprus, an island which in 2014, according to the Statistical Service of Cyprus (2015), was visited by a total of 2,441,231 tourists with a total income of about €2 million. It is not excessive to qualify tourism as the donor of the economy of Cyprus. Moreover, the development of tourism results in upgrading, modernization and creation of new services, infrastructure and roads.

The main objective of this paper work is to analyze the involvement of tourists in road traffic collisions in Cyprus, a phenomenon that can affect the already overworked economy and has a negative impact on tourism, which is the most important source of the island's income. Also, the fact that no similar work, scientific study or research has been performed in Cyprus in relation to the participation of tourists in road traffic collisions, was an important motivation for implementing this research study.

## ROAD SAFETY

Road safety is a serious social issue. Every day, millions of European Union citizens use the road network using a vehicle, a bicycle or even walking. In 2014, about 25,700 people died in road traffic collisions, while more than 200,000 people have returned home, with their lives change drastically as a consequence of their serious injuries. Any fatal or serious road traffic collision on the roads is a tragedy (Bulk, 2015, p.5).

In Cyprus, road traffic collisions are classified into four main categories: fatal, serious injuries, slight injuries and property damage collisions. Specifically in 2014, 45 people died in road traffic collisions, while 467 were seriously injured and 603 were slightly injured.

In relation to the victimization of tourists in general and their involvement in road traffic collisions, there is evidence that people during their holidays behave less rationally (Walker, 2004, p.38). Based on Tarlow (2000), this change in behavior lets the visitor open to risks which otherwise would have been avoidable. The belief of tourists that their destination is a more secure place than the place of their permanent residence, results in a more naive behavior in relation to the locals. Also, the unknown to them area, in combination with their request for higher levels of adventure, separates them from the locals. Tourists, while seeking for both physical and mental relaxation, do not maintain the usual social or ethical standards during their holidays, making them more vulnerable and unwary. Still, for many people to move away from the usual environment, letting them go from their restrictions and inhibitions, increases their risk of victimization (Tarlow, 2000, p.140-141).

Daily, global roads are hosting a very large number of users, such as motorists, pedestrians, cyclists and motorcyclists. The road use confronts thousands of people who differ from each other in character, way of thinking, mental and physical ability, gender, age, experience, education, race and country of residence (Sotiriadou et al., 2013, p.59). This diversity creates vulnerable road users including tourists, who visit a foreign country in unfamiliar surroundings and roads. Generally, in Europe, road traffic collisions are the leading cause of death among tourists, although this fact does not prove that it occurs to the same extent in all countries (WHO, 2004, p.2).

## DRIVING BEHAVIOR

There are several theories and manner models that try to explain the various factors that determine behaviors. These theories attempt to explain driving behavior by focusing on behavioral, environmental, psychological and social factors. For example, Forward (2009) concluded that the deliberate unlawful driving behavior compensates emotionally the offenders, who as a consequence do not accept the negatives of their behavior (Sotiriadou et al., 2013, p.62).

According to Sjoberg (2004), risk perception depends on the ideological, cultural and social values of the person. Driving in a foreign country with different culture and values, increases the risk of engaging a person in a road traffic collision. The driving behavior varies greatly from country to country. The results of a survey conducted in six countries: Greece, Great Britain, Turkey, Finland and the Netherlands have shown that there are very large differences in terms of what is considered "safe driving behavior" among Western European countries and the Southern and Middle Eastern countries (Sotiriadou et al., 2013, p.64).

As noted in Turker et al. (2006), the survey results revealed significant differences between countries in relation to the safe driving skills and automatic mechanical skills. For example, a research conducted in Sweden and Turkey regarding the speed limit, showed differences in drivers' behavior (Warner et al., 2009, p.816-819). These differences were due to the different mentality of drivers, the perceived behavioral control, subjective norm, the intention and their behavior.

Also, as reported by Petridou et al. (1999), statistics regarding road traffic collisions in Greece show that during summer months, the number of collisions increases due to tourism and the many foreign vehicles driving in the country that period. Tourists are more prone to accidents due to the ignorance of the driving conditions in the country they are visiting.

Lifestyle in one country may also affect significantly the probability of engaging tourists in a road traffic collision. For example, based on the findings of Papadaki et al. (2008), the entertainment levels that a country offer, like the many party organized in conjunction with the vigil and excessive use of alcohol, significantly increase the chances to get involved in road traffic collisions. These possibilities are increased for tourists traveling abroad seeking for entertainment, pleasure and fun without limits.

## THE IMPACT OF ROAD TRAFFIC COLLISIONS ON TOURISM

The social cost of the loss of any human life is incalculable and certainly beyond any economic impact, and seriously harms those who experience the loss of their own person. In conjunction with the financial part of the loss of a human life, fatal road collisions are considered worldwide as one of the biggest social and economic problems.

The calculation of socio-economic costs of road traffic collisions is very complex, because human life is not measured in money and the assessment criteria differ between countries. Both moral, cultural traditions and values in every country, and also political systems and forms of social organization, influence this assessment (Ntemogianni et al., 2012).

The economic cost of injuries from road traffic collisions is estimated at about 1% of the gross national product (GNP) in low-income countries, 1.5% in middle-income countries and 2% in high-income countries. The total economic cost of road collisions exceeds $518 billion worldwide (WHO, 2004, p.5).

In the cost-benefit analyses on security issues, the European Union has set the cost of a human life to €1 million. The estimation of this value includes the productivity loss, although the material cost is only 9% of the total cost of a fatal road crash, 20% of a serious traffic collision and 40% of a collision with minor injuries. Studies in various countries have shown that the largest proportion of the total cost of road collisions is about the human cost and the productivity loss. They also show that there is no specific cost estimation method and the choice of the method to be used, depends on the facts and circumstances that exist in each country (Ntemogianni et. al., 2012).

An important factor in the decision for choosing a tourist destination is the standard of living of a country and the conditions prevailing at that time. In a global tourism survey conducted in 2013 by CNN, involving 70 countries, it was revealed that in relation to the tourist's trends in choosing their destination, the majority (67%) of tourists choose their destination based on the security level of the country. Therefore, the involvement of tourists in road traffic collisions in Cyprus and particularly the loss of life because of them, can be a deterrent factor for tourists wishing to visit the island. Thus, it can affect the already overworked economy, leading to adverse effects on the most important source of income of the island.

As Emilianidou (2013) states, the importance and great contribution of the tourism sector in Cyprus' economy, was emphasized even more from the effects of the economic crisis. Therefore, it is necessary to adopt both development measures in the tourism industry, as well as measures in the security field.

The economic impact in tourism is inversely related with road traffic collisions, since the reduction of financial resources will also lead to reduction in funds needed for road safety. Specifically, it will slow down the growth rate of infrastructure and the degree of maintenance and upgrading of the existing road network. This will affect the road network level and will reduce the road safety level, increasing the probability of road collisions to occur (Handanos et al., 2012, p.10).

In addition, the effects of the economic crisis and the reduction of financial resources are expected to adversely affect the degree of maintenance of motor vehicles and the purchase of new cars equipped with modern and efficient security systems. This will result in the release of more inefficient vehicles on the roads, increasing the risk of causing road traffic collisions (Handanos et al., 2012, p.10).

For completing this research study, descriptive statistics and analysis were used, as well as processing of quantitative data on road traffic collisions, focusing on tourists. In the system of the Cyprus Police, all road traffic collisions reported nationwide are included, thus for the purposes of this study only the incidents involving tourists have been considered. As Katsanos and Avouris (2008) report, descriptive statistics represent the main statistical method that simplify and facilitate both the organization and presentation of the analysis results, for the purpose of easy understanding and exporting the right conclusions.

Also, for the analysis of the primary data from the Cyprus Police system, the SPSS software was used as the data have not received any previous treatment. Data analysis focuses on the involvement of tourists in road traffic collisions by month, hour, day, cause, province, age group, sex and country of origin. For the presentation of the analysis results, graphs and statistical tables have been used as they are useful tools for clearly demonstrating the important characteristics.

However, it is worth noting that some difficulties and problems encountered in the identification and evaluation of the data, since not all information concerning the involvement of tourists in road traffic collisions is kept in the records. Specifically, apart from the fatalities for which an additional and detailed data base is recorded, there is no information about the country of origin of tourists. Moreover, there are no reliable figures for several years in the past in order to draw safe conclusions and thus the present study was based on the analysis of the data related to the period 2010-2014. It is also important to mention that not all traffic collisions are reported to the police, especially if these are not so serious or if the involved parties manage to settle the damages by their own without involving the police, which is a more time consuming process.

Finally, data from various other European official sources is limited to general figures concerning the involvement of tourists in road traffic collisions with not detailed information. Thus, at this point, this issue under concern cannot be studied in more depth and compared to the current situation in the rest of Europe.

The analysis of the data that follows below, covers all road traffic collisions in which tourists were involved and occurred in Cyprus during the period 2010-2014. The analysis results show a clear picture of the phenomenon and can guide the relevant parties in their effort to improve road safety, and thus in the overall effort to make Cyprus a safe tourist destination.

Cyprus, an island with a population of less than a million, is an attractive tourist destination for millions of people. Based on the official statistics of the Statistical Service of Cyprus (2015), more than two millions of tourists arrive to the island every year, thus increasing the possibility of being involved in a road traffic collision. However, according to the results of this research study, the involvement of tourists in all road traffic collisions in Cyprus is estimated to be only 3.6%, thus answering the main question of this research regarding the level of their involvement in road traffic collisions. Specifically, the survey results suggest that during the period 2010-2014, 258 tourist victims were recorded in Cyprus, of which 6 dead, 124 seriously injured and 128 slightly injured. As shown in Figure 1, tourist arrivals in Cyprus increase during summer period, which seems to have a significant impact on tourists' involvement in road traffic collisions, as the corresponding number of tourist victims increase during the same months.

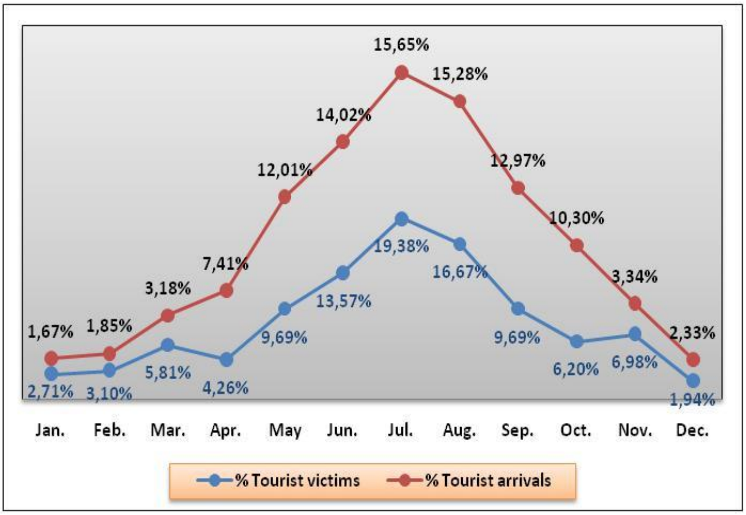


**Figure 1: T**ourists involved in road traffic collisions by month, 2010-2014

As explained by the Sotiriadou et al. (2013), in Greece the largest number of road traffic collisions is recorded during the summer months, a period during which many tourist cars are present.

According to this research study, the main causes of tourists' involvement in road traffic collisions in Cyprus for the period 2010-2014, is driving under the influence of alcohol with 15.89% and careless driving with 15.12%. Following is the failure to keep in left lane (9.69%), the right turn without attention (7.75%) and not keeping a safe distance (7.36%). The excessive use of alcohol by tourists is granted, especially when this is allowed by the host country's lifestyle and entertainment level. Based on the findings of Papadakaki et al. (2008), the entertainment levels offered by a country, the many parties that are organized in conjunction with the vigil and excessive use of alcohol, significantly increase the chances of being involved in road traffic collisions.

In Cyprus, driving on the left side of the road increases the possibility for tourists to get involved in road traffic collisions, because in most countries from which tourists arrive, people drive on the right side of the road. Therefore, the combination of both the unknown roads and unknown environment of a country together with the culture of the drivers, create a major risk factor for causing road traffic collisions (Wilks et al., 1999, p.5). Similar findings are suggested by the investigation of Petridou et. al. (1997) concerning the transition from driving on the left side of the road on the right side.

The analysis of the data reveals that drivers and passengers of cars and motorcycles, and pedestrians as well are the main categories of tourists involved in road traffic collisions in Cyprus during 2010-2014. Specifically, vehicle occupants with 25.97%, pedestrians with 22.87% and motorcycle drivers with 22.09%, constitute the majority of tourist victims. Noteworthy is the fact that the involvement of tourists using a public transportation like buses and taxis is very low.

Furthermore, based on the findings of this paper, most tourists involved in road traffic collisions, belong to the age group of 20-31 years old, accounting for 33.72%, even though they constitute the smallest proportion of tourists arriving to the island with 22.29%. Additionally, the highest proportion of them (35.63%) concerned drivers of motorbikes and motorcycles. This result confirms the findings of other surveys stating that young people are "high risk group" in road traffic collisions. As mentioned by Kardara et al. (2009), several studies show that young drivers cover longer distances and therefore have increased chances of being involved in road crashes after consuming alcohol and drugs, showing an increased risk of their involvement in road collisions.

The majority of the tourists (50%) who lost their lives in road traffic collisions in Cyprus during the period 2010-2014, concerned people from Russia. In addition, as revealed by this research study, 60% of the causes of fatal road traffic collisions involving Russian tourists concerned careless and negligent driving. Conversely, the involvement of tourists from the United Kingdom, who account for about half of the total tourist arrivals (Statistical Office, 2015), in fatal road traffic collisions is much lower (20%). This is probably due to the fact that road traffic regulations in United Kingdom are the same as those applicable in Cyprus, since Cyprus that was a British colony, maintained most of these regulations even after the establishment of the Republic of Cyprus in 1960 (Neocleous, 2009, p.15). Also, a study in Greece showed that a significant role in causing road traffic collisions by foreigners is their maladjustment to both national roads and the Highway Code (Kardara et al., 2009, p.752).

As pointed out by this paper work, one of the major concerns of tourists when selecting a tourist destination is the level of personal security that a country provides, with a significant aspect the road safety in the country. The statistics of the World Health Organization simultaneously demonstrate the magnitude of the problem, as road traffic collisions are presented as the main cause of death for tourists.

Based on various studies reported in this project, tourists behave less rationally during their holidays. Their desire for physical and mental relaxation usually brings relaxation to the defense mechanisms of the human body, thus becoming more vulnerable with higher risk of involvement in road traffic collisions.

According to the World Health Organization (2004), the economic cost of road traffic collisions exceeds $518 billion a year worldwide. In addition to the economic consequences that the decline of tourism can bring in a country due to road traffic collisions, the result can be a disaster for the economy in general. This phenomenon is likely to occur in countries such as Cyprus, which is a very attractive tourist destination and its economy relies heavily on tourism.

For the first time a clear picture of the involvement of tourists in road traffic collisions in Cyprus is revealed, after processing the recorded data of the Cyprus Police for the period from 2010 to 2014. From the analysis results, it is evident that the involvement of tourists in road traffic collisions is very low. This result is very encouraging and could be used by the various stakeholders participating in the tourism industry to promote Cyprus as a safe tourist destination.

The main cause of road traffic collisions with tourists is the use of alcohol, which is justified by the lifestyle and the level of entertainment offered by the island. Important factor seems to be also the careless driving and the failure to comply with the left side of the road, due to the fact that in most of the tourists' countries of origin, driving is on the right side of the road as opposed to Cyprus. Similar results are revealed by surveys in other countries with tourists arriving from countries with opposite driving system.

Noteworthy is the fact that tourists of age 20 to 31 years old account to the higher engagement rate of tourists in road traffic collisions, even though this age group constitutes the lowest percentage of arrivals on the island. Young people are "high risk group" in road traffic collisions in general since they take risky decisions more easily than adults. This research work results show that the use of public transport and taxis by tourists of all age groups, is safer than the use of private means of transport in unknown for them roads.

Fatal road crashes are considered worldwide as one of the major socio-economic problems, as they are an important cause of death or permanent disability, making them crucial public health and development problems. The facts that tourism is a main revenue source for the global economy and that road traffic collisions are the leading cause of death of tourists, urge the need to take all necessary protective measures to prevent their possible involvement in road traffic collisions. Improving the level of road safety will result in significant advantages to Cyprus, particularly in the current period of economic crisis. The consolidation of a sense of security will bring numerous benefits, such as the possible increase in tourism, upgrading, modernization and creation of new services, infrastructure and road network.

Despite the importance of the matter, not many studies have been carried out worldwide, while for the case of Cyprus, these are believed to be the first findings. The results of this paper work can be the basis for further research and study, while the findings may help both to address the problem and to expand tourism in Cyprus.

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# EVALUATION OF THE MEASURES TAKEN BY GREEK TRAVEL AGENCIES TO FACE THE ECONOMIC CRISIS: A TWO-STAGE STUDY

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**Purpose**: The aim of this study was to evaluate the measures taken by Greek travel agencies to address the current economic crisis.

**Originality**: There is no previous study comparing two periods of the crisis by exploring the views of the same respondents.

**Methodology**: To meet the purposes and objectives of this study a Linkert-scale questionnaire was used. For data analysis and procession the SPSS statistic package was used.

**Findings**: Although agencies adopted well all suggested actions to tackle the current economic crisis, responders are not pleased with the results and the same is true for customers.

**Implications**: Further targeted actions must be taken by the travel industry in order to overcome this crisis concequences. Collaboration with the state is also mandatory.

**Keywords**: Economic crisis, consequences, tourism development, tourism agencies' response, customer satisfaction, Greece

## 1. Introduction

The current Greek financial crisis resulted in an ongoing and significant decline in economic activity and an extensive destruction of the productive structures of the economy; it also represents a threat to resources, organizations and people, loss of control and other very important economic consequences (FEIR, 2014 and 2010). Travel agencies are suffering a significant reduction in both travel demand and funding due to capital adequacy and liquidity (Stournaras, Ventouris and Paratsiokas, 2011). As travel agencies are exposed to investment risks, the magnitude of the threat depends on two important factors: the abnormal function of the international interbank market (interbank lending reluctance and interest rates increase) and the reduction of travel demand caused by the negative Greek economy growth rate (WTTC 2011, Kapiki 2011, Kassimatis 2009).

## 2. Aim

The aim of this study was to explore the measures taken by Greek travel agencies to address this threat, by

a. recording the views of the travel agencies on issues related to tackling the economic crisis,

b. identifying the response of passengers on the proposed changes and

c. comparing two periods, while crisis deepens.

By recordig the degree of overall satisfaction of travel agencies of the measures taken to address the financial crisis, a secondary objective was the identification of the most effective measures that could potentially help agencies to overcome crisis.

## 3. Material and methods

The first part of this study was conducted in 2011 including 45 major travel agencies operating in Attica, from which 33 (71.11%) completer the questionnaire. The follow-up survey was conducted in 2013 when only 21 of these 33 agencies (63.63%) filled the questionnaire, as the other 12 either refused to do so or had gone out of business. The views of these 21 agencies were finally evaluated. The research was quantitative and the number of the responding travel agencies was adequate for statistical analysis that could allow safe conclusions.

For the statistical analysis we used the SPSS 17.0 that offers powerful tools for forecasting analytical research (Pallant, 2007). For the analysis of the questionnaires we used the non - parametric statistical inference method $x^2$ (Chi-Square), which is a test of independence, used to test the hypothesis that the categorical variables are independent of each other (Mogey, 1999). In the present study data were processed by measuring the Chi-Square and the p-value, which, if found less than 0.05, shows a high significance level, i.e. both variables -measures and satisfaction- are dependent (Pallant, 2007). Tables were made using Microsoft Office Excel 2007.

The questionnaire had 12 standard questions, 11 of which were closed ones and with a structured response using the graded type Likert scale (Linkert, 1932) to enable the identification of our population's attitudes and opinions. The format of this typical five-level Likert scale was 1. I strongly disagree, 2. I disagree, 3. I neither agree nor disagree, 4. I agree and 5. I strongly agree. The 12th question was open-ended, in order to show the position of respondents on whether travel agents can individually address the economic crisis or not.

The questionnaire was divided into five sections: general information, respondent demographics, measures taken by the travel agency to tackle the economic crisis, response of travelers to changes proposed by travel agencies and overall satisfaction of the response of travel agencies to the current financial crisis.

**Results**

The first section findings (general information) are shown in Tables 1 and 2.

**Table 1**. Number of employees

| | **2011** | | **2013** | |
|---|---|---|---|---|
| | **N** | **%** | **n** | **%** |
| 1-5 | 2 | 9,5 | 6 | 28,6 |
| 6-10 | 9 | 42,9 | 13 | 61,9 |
| 11-15 | 5 | 23,8 | 1 | 4,8 |
| 16+ | 5 | 23,8 | 1 | 4,8 |
| Total | 21 | 100,0 | 21 | 100,0 |

**Table 2**. Services provided by travel agencies

| | 2011 | | 2013 | |
|---|---|---|---|---|
| | **n** | **%** | **N** | **%** |
| Own package sale | 7 | 33,3 | 8 | 38,1 |
| T.O. package sale | 13 | 61,9 | 9 | 42,9 |
| Both | 1 | 4,8 | 4 | 19,0 |
| Total | 21 | 100,0 | 21 | 100,0 |

The second section findings (demographics) are shown in Tables 3 and 4.

**Table 3**. Age range

| | 2011 | | 2013 | |
|---|---|---|---|---|
| | **n** | **%** | **N** | **%** |
| 30-35 | 1 | 4,8 | 4 | 19,0 |
| 36-41 | 4 | 19,0 | 8 | 38,1 |
| 42-47 | 4 | 19,0 | 7 | 33,3 |
| 48-53 | 8 | 38,1 | 1 | 4,8 |
| 54-59 | 3 | 14,3 | 1 | 4,8 |
| 60-65 | 1 | 4,8 | | |
| Total | 21 | 100,0 | 21 | 100,0 |

**Table 4**. Education

| | 2011 | | 2013 | |
|---|---|---|---|---|
| | **n** | **%** | **n** | **%** |
| High-school degree | 1 | 4,8 | | |
| Technological Institute (University level) degree | 8 | 38,1 | 2 | 9,5 |
| University degree | 9 | 42,9 | 13 | 61,9 |
| Master’s degree | 3 | 14,3 | 6 | 28,6 |
| Total | 21 | 100,0 | 21 | 100,0 |

The third section findings (actions taken to tackle economic crisis) are shown in Table 5.

**Table 5.** At what extent did your agency applied the actions shown in order to front the current crisis impacts?

| Action | year | Mean | sd | % | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Reduction in operating costs | 2011 | 4,67 | ,658 | | | 9,5 | 14,3 | 76,2 |
| | 2013 | 4,62 | ,498 | | | | 38,1 | 61,9 |
| Installing computer applications for travel agency management | 2011 | 3,33 | 1,906 | 38,1 | | | 14,3 | 47,6 |
| | 2013 | 3,52 | 1,861 | 33,3 | | | 14,3 | 52,4 |
| Existing packages and services offers | 2011 | 2,29 | ,717 | 9,5 | 57,1 | 28,6 | 4,8 | 52,4 |
| | 2013 | 4,33 | ,856 | 4,8 | | 9,5 | 33,3 | |
| Advertising in low-cost media | 2011 | 4,67 | ,483 | | | | 33,3 | 66,7 |
| | 2013 | 4,90 | ,301 | | 9,5 | | | 90,5 |
| New and quality services and packages | 2011 | 4,57 | ,598 | | | 4,8 | 33,3 | 61,9 |
| | 2013 | 4,71 | ,463 | | | | 28,6 | 71,4 |
| Agency-customers communication to gathet useful information | 2011 | 2,81 | 1,11 | 12,5 | 31,3 | 21,9 | 31,3 | 3,1 |
| | 2013 | 2,67 | 1,017 | 9,5 | 42,9 | 19,0 | 28,6 | |
| Further use of internet services | 2011 | 4,33 | ,796 | | | 19,0 | 28,6 | 52,4 |
| | 2013 | 4,76 | ,436 | | | | 23,8 | 76,2 |
| Employment of part-timers | 2011 | 4,29 | ,784 | | | 19,0 | 33,3 | 47,6 |
| | 2013 | 4,76 | ,436 | | | | 23,8 | 76,2 |
| Further use of communication technology (e-mail, e-ticketing, CRS etc) | 2011 | 4,14 | 1,014 | | 9,5 | 14,3 | 28,6 | 47,6 |
| | 2013 | 4,62 | ,498 | | | | 38,1 | 61,9 |
| Searching for new markets abroad | 2011 | 4,05 | ,921 | | 9,5 | 9,5 | 47,6 | 33,3 |
| | 2013 | 4,81 | ,402 | | | | 19,0 | 81,0 |
| Participation in selected tourism exhibitions | 2011 | 3,38 | 1,396 | | 47,6 | | 19,0 | 33,3 |
| | 2013 | 2,71 | 1,056 | 61,9 | | 14,3 | 14,3 | 9,5 |
| Use of direct mail | 2011 | 4,14 | ,793 | | 4,8 | 9,5 | 52,4 | 33,3 |
| | 2013 | 4,81 | ,402 | | | | 19,0 | 81,0 |
| Price reductions and payment facilities | 2011 | 4,00 | 1,265 | | 4,8 | 28,6 | 19,0 | 47,6 |
| | 2013 | 4,67 | ,658 | | | 9,5 | 14,3 | 76,2 |
| Tackling the crisis with job cost patly supported by the state | 2011 | 3,90 | 1,261 | | 23,8 | 9,5 | 19,0 | 47,6 |
| | 2013 | 4,76 | ,700 | | 4,8 | | 9,5 | 85,7 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Use of low-cost carriers | 2011 | 3,81 | 1,569 | 19,0 | 4,8 | | 28,6 | 47,6 |
| | 2013 | 4,90 | ,301 | | | | 9,5 | 90,5 |

The fourth section results (response of passengers) are shown in Table 6.

**Table 6.** At what extent did travelers respond to changes made by your agency?

| | **year** | **Mean** | **sd** | **%** | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | 1 | 2 | 3 | 4 | 5 |
| Response to new packages offers and payment facilities | 2011 | 1,57 | ,598 | 47,6 | 47,6 | 4,8 | | |
| | 2013 | 4,24 | ,768 | | | 19,0 | 38,1 | 42,9 |
| Response to price reductions | 2011 | 1,71 | ,845 | 52,4 | 23,8 | 23,8 | | |
| | 2013 | 4,19 | ,873 | 4,8 | | 14,3 | 38,1 | 42,9 |
| Response to the employment of part-timers | 2011 | 2,67 | 1,017 | | 61,9 | 19,0 | 9,5 | 9,5 |
| | 2013 | 3,19 | 1,030 | 9,5 | | 66,7 | 9,5 | 14,3 |
| Response to the new forms of communication (e-mail, sms, social media etc) | 2011 | 3,56 | 1,41 | 18,8 | 0 | 15,6 | 37,5 | 28,1 |
| | 2013 | 2,24 | ,889 | 19,0 | 47,6 | 23,8 | 9,5 | |
| Choosing alternative tourism destinations | 2011 | 1,68 | ,8206 | 53,1 | 25,0 | 21,9 | | |
| | 2013 | 1,95 | 1,071 | 52,4 | 4,8 | 38,1 | 4,8 | |
| Provision of further reductions (i.e. team reservations) | 2011 | 1,33 | ,577 | 71,4 | 23,8 | 4,8 | | |
| | 2013 | 4,14 | 1,153 | | 14,3 | 14,3 | 14,3 | 57,1 |
| Response to the use of low-cost carriers | 2011 | 1,62 | ,805 | 52,4 | 38,1 | 4,8 | 4,8 | |
| | 2013 | 3,62 | ,921 | 19,0 | | 9,5 | 61,9 | 9,5 |

The statistically significant results of Tables 5 and 6 are shown in Table 7.

**Table 7.** $\chi^2$ crosstabs.

| **Action** | **Pearson Chi-Square** | **df** | **Significance (2-sided)** |
|---|---|---|---|
| Reduction in operating costs | ,000 | 2 | 1,000 |
| Installing computer applications for travel agency management | ,000 | 2 | 1,000 |
| Excisting packages and services offers | ,000 | 3 | 1,000 |
| Advertising in low-cost media | ,000 | 2 | 1,000 |

| | | | |
|---|---|---|---|
| New and quality services and packages | ,000 | 2 | 1,000 |
| Agency-customers communication to gathet useful information | ,000 | 4 | 1,000 |
| Further use of internet services | ,000 | 3 | 1,000 |
| Employment of part-timers | ,000 | 2 | 1,000 |
| Further use of communication technology (e-mail, e-ticketing, CRS, etc) | ,000 | 3 | 1,000 |
| Searching for new markets abroad | ,000 | 3 | 1,000 |
| Participation in selected tourism exhibitions | ,000 | 3 | 1,000 |
| Use of direct mail | ,000 | 3 | 1,000 |
| Price reductions and payment facilities | ,000 | 2 | 1,000 |
| Tackling the crisis with job cost patly supported by the state | ,000 | 3 | 1,000 |
| Use of low-cost carriers | ,000 | 4 | 1,000 |
| **Response** | | | |
| Response to new packages offers and payment facilities | ,000 | 2 | 1,000 |
| Response to price reductions | ,000 | 2 | 1,000 |
| Response to the new forms of communication (e-mail, sms, social media etc) | ,000 | 3 | 1,000 |

Finally, the fifth section results (personal view and overall satisfaction) are shown in table 8.

**Table 8**. The responders' personal view.

| | N | mean | sd | med | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|---|---|---|
| In your opinion did travel agencies respond well to changes needed to tackle economic crisis? | 2011 | 2,2188 | 1,15659 | 2 | 28,13 | 43,75 | 12,50 | 9,38 | 6,25 |
| | 2013 | 4,3810 | 0,74000 | 5 | 0 | 0 | 14,29 | 33,33 | 52,38 |
| Did actions taken provide good results? | 2011 | 1,7188 | 0,68318 | 2 | 40,63 | 46,88 | 12,50 | 0 | 0 |
| | 2013 | 2,2381 | 1,0442 | 2 | 28,57 | 33,33 | 23,81 | 14,29 | 0 |
| In your opinion, what is the overall travelers' satisfaction | 2011 | 2 | 0,95038 | 2 | 37,50 | 31,25 | 25,00 | 6,25 | 0 |
| | 2013 | 1,8095 | 0,92839 | 2 | 47,62 | 28,57 | 19,05 | 4,76 | 0 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| for the actions taken by travel agencies to tackle economic crisis? | | | | | | | | | |

The open-ended final question provided a wide range of opinions on the need of collaboration, which can be categorized into three major suggestions: collaboration under the state, under a state organization and as equal members in an independent organization.

## 5. Discussion

This study was an attempt to evaluate the methods used by travel agencies to address the negative impact of the current economic crisis as well as the results of this effort. These efforts are not independent from the broader economic measures taken by the state, as the most important parameters are crisis duration and market liquidity.

The duration of the crisis is the result of several opposing forces acting on the system (Mladenovic and Zlatkovic, 2009), which are:

- The losses of the banking system and the uncertainty about their exact size.
- The reaction of fiscal and monetary authorities to the crisis.
- The coordination of governments and central banks.
- The fall in oil prices and other commodities.
- The low prices of assets.
- The selection of the organization to deal with bank losses.

For market liquidity most measures taken by the Greek government initially seemed to be unsuccessful (FEIR, 2010): as a result, official data (HATTA, 2011) showed that in 2009 the decline of the tourism industry was 9.9%, becoming 24.5% in 2010 and reaching 35.3% in 2011. During the first 10 months of 2013, however, for the first time since the beginning of the crisis, arrivals were 15.5% more than the same period of 2012, as a result of the European and American recovery (Bank of Greece, 2013). A documented proposal for a new model of economic management for tourism agencies (Stournaras, 2009) includes

- Cost reduction.
- Evaluating and establishing long-term priorities and objectives.
- Enhancing competition by maximizing the competitive advantage.

- Reassessment of staff.
- Seeking new opportunities.
- Reducing advertising costs.
- Better use of funds.

Other researchers suggested that lower and more competitive prices, payment facilities, focucing on certain age groups, smart and cheap advertising, investing in quality and product differentiation and the reduce of operating costs by using modern technology are of paramount importance (Tselios et al. 2011, Stankovic and Dukic 2009). Especially the Greek travel agencies need to identify ways to minimize risks (while preparing action plans for emergency situations), develop a realistic plan including all actions needed to address current crisis, design the response to emergency citustions (frequent personnel changes may affect these plans, as newcomers are unaware of management plans drawn up by each agency) and cooperate with state officials, as no-one can meet alone the current requirements of crisis management (Sotiropoulos 2009). All these were included in our questionnaire.

As recorded in our study (Table 1), agencies employ less people than before, while their mean age appears to be lower (Table 3), possibly due to current government actions for early retirement and employment of persons previously unemployed. At the same time their education degrees are higher than before (Table 4), as more qualified people are obviously needed to overcome competition. Travel agencies also provide a wider range of services today (Table 2), in order to survive.

Table 5 provides information on actions taken to tackle current economic crisis, while Table 7 shows the statistical significance of each action taken. In detail:

Reduction in operating costs seems to be extremely important as crisis deepens. Taken together the “agree” and “strongly agree” views (categories 4 and 5) rose from 90.5% in 2011 to 100% in 2013, a statistically significant finding. To reduce costs, travel agencies always took advantage of government actions to reduce anemployment, by employing people whose salaries were partly paid by the state: this policy rose from 66.6% in 2011 to 95.2% in 2013 (a statistically significant finding) with these people being usually full-time employees. At the beginning of the crisis travel agencies did not excessively use part-timers (81%): in 2013, however, all agencies (100%, a statistically significant finding) employed people for few hours or a short period of time. Cost reduction also affects their participation in selected tourism exhibitions, as the positive views failed from 52.4% in 2013 to 23.8% in 2013, also a statistically significant finding.

The interest for installing advanced computer software programs for travel agency management (as an act of cost reduction and quality management improvement) rose slightly in categories 4 and 5 from 60.9% to 66.7%: this finding, however, is statistically significant. On the contrary, existing package and services offers, that initially seemed quite important, fell from 57.2% in 2011 to 33% in 2013 (a statistically significant finding), possibly because agencies think that the key to recovery is novelty and quality. The same is true in promoting cheaper alternative tourism forms. On the other hand package offers, price reductions and payment facilities appear to be important actions to meet crisis: as a result, their use rose from 66.6% in 2011 to 90% in 2013, a statistically significant finding.

Advertising in low-cost media remains extremely important for customer approach in both studies (100% in 2011 and 90.5% in 2013, a statistically significant finding): however, although the "strongly agree" view raised from 66.7% to 90.5%, there is an important 9.5% of agencies than think that only quality matters. This is in parallel with the previous view on offers. It seems that personalized elegant ways to approach customers, like direct mail, remain a gold standard in agencies policy, rising from 85.4% in 2011 to 100% in 2013, a statistically significant finding. Surprisingly, travel agencies do not think that communicating with their clients can provide useful information to improve their services (negative views rose from 43.8 to 52.4, a statistically significant finding).

The provision of new and quality services and packages also remain extremely important in both eras, raising from 95.2% for categories 4 and 5 in 2011 to 100% in 2013, a statistically significant finding. The same is true for the use of internet services (with the rates being 81% and 100% respectively) and further use of communication technology (76.2 and 100% respectively): both findings were statistically significant. Also travel agencies nowadays try hard to approach new markets abroad (this need turned from 80.9% in 2011 to 100% in 2013, a statistically significant finding), as Greeks travell less and spend less. Finally, the use of low-cost carriers also seem to be a good action to provide cheaper transfer, with the percentages rising from 76.2% for the categories 4 and 5 in 2011 to 99% in 2013, which is also a statistically significant finding.

Table 6 provides information on the response of travelers to the changes made by travel agencies to tackle the current economic crisis, while Table 7 shows the statistical significance of each response. In detail:

The response to new packages offers and payment facilities was extremely low in 2011, as the percentage in categories 4 and 5 was zero: however it is of paramount important in 2013, as the percentage rises to 81%, a statistically significant finding. The same is true for the response to price reductions (from 81.2% negative to 81% positive response, a statistically significant finding), as travelers seek opportunities.

As for the employment of part-timers, the negative response of travelers (61.9%) in 2011 turned to skepticism in 2013, as 66.7% stood in the middle, 23.8% had a positive response (it was 19% in 2011) and only 9.5% were against. This finding is not significant and the same is true for the response to payment facilities and to proposals on alternative tourism destinations, as agencies views remain unchanged in both parts of the study

Surprisingly, the response to the new forms of communication (e-mail, sms, social media etc) changed dramatically from 18.8 negative and 65.6% positive views in 2011 to 66.6% negative and only 9.5 positive in 2013, a statistically significant finding that possibly means that customer approach needs to be revised. On the opposite, the response to further reductions (i.e. team reservations) turned from fully negative in 2011 (95.2%) to mostly positive (71.4%) in 2013, a finding that is in parallel to previous answers on package offers, payment facilities and reductions. Finaly, the response to the use of low-cost carriers turned from fully negative (90.4%) in 2011 to mostly positive (71.4%) in 2013: there is however a strong disagreement (19%), possibly because these travelers do not think that low-cost carriers provide safe or quality travel.

Table 8 provides the results on the respondent's personal view on the overall satisfaction on actions taken (or changes applied) to tackle economic crisis. In detail:

Initially respondents thought that travel agencies did not respond well to changes needed to tackle economic crisis, as their negative view in 2011 (categories 1 and 2) was 71.88%: in 2013 however these "survivors" completely changed their view, stating in 85.71% (a statistically significant finding) that the response was positive.

However, these actions did not seem to provide extremely good results, as the mostly negative view in 2011 remained high in 2013, from 87.51% to 61.9% respectively.

Furthermore, respondents think that travelers are not satisfied by the actions taken by travel agents: indeed, their negative view (68.25%) in 2011 increased to 76.19% in 2013 (a non-significant finding, however), with the mean value dropping from 2 to 1.8071 respectively.

Finally, all participants stated that some kind of collaboration between the various members of the travel industry is definitely needed, in order to succeed tourism development. Collaboration is known to be a severe international problem in tourism agencies, as the majority of small and medium tourism enterprises (such as the Greek ones) are reluctant and incapable of adopting practices of collaboration and this becomes worse in times of economic crisis (Burgess and Jones, 2010 and 2012, Glavevski, James and Holdstock 2009, Al-Hakim, Bali and Wickramasinghe 2008, Hol, Ginise and Lawson, 2006). In our study participants suggested three major forms of collaboration: with the ministry of tourism (as the first choice), being able to express a non-binding opinion, with a state organization (i.e. the Greek National Tourism Organization or something similar), expressing a partly-binding opinion (second choice) and as an equal member (third choice) to an independent organization, co-funded by all participants.

## 6. Conclusions

When comparing the results of the first and the second part of this study, important conclusions can be drawn:

- As crisis deepened, travel agencies employed less and younger people but with higher education.
- Reducing operating costs became an extremely important factor for travel agencies' survival in 2013: actions taken were the employment of part-timers and people whose salaries are partly paid by the state (merely previously unemployed), the installation of sophisticated computer applications for travel agency management, the use of low-cost media advertisment and the implemmentation of internet services and current communication technology (e-mail, e-ticketing, CRS, direct mail, social media etc).
- Further actions were offers in existing packages and services as well as new and quality ones, search for new markets abroad, participation in major tourism exhibitions, price reductions, payment facilities and the use of low-cost carriers.
- This study revealed a very high response rate to all actions, providing evidence that they might be efficient to face the current crisis. However travellers' response to these changes was far from promising: the response was positive to new packages offers and payment facilities, price reductions and the use of new forms of communication, neutral to alternative tourism proposals and negative to the employment of part-timers and the use of low-cost carriers.
- Overall, although respondents state that travel agencies implemented well the proposed changes undertaken to tackle the current economic crisis, they do not think that these changes succeeded in overcoming the current situation, providing stability and growth potential: they also think that travelers are mostly not satisfied by these actions and state that some kind of collaboration must be established to overcome today's crisis.

As current crisis is far from ending in Greece, the results of this study support the view that further targeted actions must be taken by the travel industry with emphasis to quality, along with increased liquidity by the banking system. Recovery also needs collaboration between travel agencies, state organizations and major tourism and excibition bureaus, as part of a national tourism developmental strategy.

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# A MICRO ANALYSIS OF TOURISTS, OTHER PARTICIPANTS AND TOURISM ACTIVITIES AT OSUN OSOGBO SACRED GROVE, NIGERIA

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**Abstract**

The study analyzed the tourists and other participants who visited the Osun Osogbo Sacred Grove during the year 2013 edition and the tourism activities engaged in. The research relied on a structured questionnaire to elicit data from one hundred and eighty respondents who were active participants during the festival. The respondents were selected by simple random sampling technique. Data were summarized and presented by descriptive statistics. Findings showed that among the respondents interviewed; 51.1% were males, 88.9% were employed, 45.6% were married, 41.7% were Muslims and 58.3% were either 31 years old or above. Also, the most sought after attractions at the grove includes; Osun River (84.4%), the shrines (83.3%), worship points (82.2%) and art works (73.3%). The study further established that the challenges of tourism at the site include: poor co-ordination (87.8%), over population/ carrying capacity of the groove (76.7%), lack of adequate public utilities/public toilets (67.2%), accessibility (13.9%), theft (12.8%), and security (11.7%). Hence, it is recommended that concerted effort be made by all stakeholders to address problems associated with tourism activities at the grove in other to better harness its social, economic, and developmental benefits and ensure the sustainability of such benefits.

**Key Words:** Tourists, Other Participants, Tourism, Osun Osogbo Sacred Grove

## Introduction

Sacred forests, often referred to as sacred groves, are sites that have cultural or spiritual significance for the people who live around them. They have been protected by communities around the world for a variety of reasons, including religious practices, burial grounds, and watershed value (Lebbie and Freudenberger 1996; Chandran and Hughes 1997; Malhotra et al. 2007; Sheridan and Nyamweru 2007; Ormsby and Bhagwat 2010; Ormsby and Edelman 2010). India has the highest concentration of sacred groves is the world-estimated to be over 100,000 sacred groves (Malhotra et al. 2007), however, these are disappearing due to cultural change and pressure to use the natural resources that they contain (Chandrakanth et al. 2004). The size of the sacred groves varies greatly from small plots less than one hectare to larger tracts of hundreds of hectares (Ntiamoa-Baidu 1995; Malhotra et al. 2007). In some cases, these fragments represent the sole remaining natural forests outside of protected areas and may be key reservoirs of biodiversity. Sacred forests are known to conserve habitats that are not represented in the current protected area system (Bhagwat and Rutte 2006), and serve as habitat for endemic species (Jamir and Pandey 2003). These have been reported to be relict forests and may be the only remaining climax vegetation of an area, although many are now disturbed as a result of human actions (Gadgil and Vartak 1976; Khiewtam and Ramakrishnan 1989; Kalam 1998; Tiwari et al. 1998; Upadhaya et al. 2008). Traditional rules support conservation by limiting activities within sacred forests. Sacred groves also provide ecosystem services, such as erosion control and maintenance of water quality (Tiwari et al. 1998). Sacred groves are forested sites that have cultural or spiritual significance. They exist around the world and represent a long-held tradition of community management of forests. While most sacred sites are not tourist destinations, tourism may represent a method to provide additional protection for sacred sites, including revenue to help with management and conservation. Tourism can celebrate the cultural aspects of the site, in the case of cultural heritage tourism, or ignore them as is often the case with mass tourism. Research in Ghana and India revealed sites with a range of stages of tourism development and levels of revenue sharing. Each site has a different history of local community and/or external support as well as approaches to manage tourists. A number of factors contribute to pressures on the groves, including cultural changes and natural resource demands. In some cases, economic incentives can link with traditional protection for successful natural resource conservation. Tourism represents both a possible benefit to groves through recognition and valuing of the site that can lead to funding and conservation support, but also a threat to sacred sites due to the negative consequences of possible over-use, such as solid waste disposal and ecological impacts. Support for traditional rituals, community resource management, and education programs associated with the groves is recommended. Culturally sensitive tourism guidelines and tourism profit sharing plans, developed with the input of sacred grove stakeholders and custodians, are needed. Visitor carrying capacity should be considered, as well as the possible implications of designating sacred groves as World Heritage Sites (Ormsby, 2012). In Nigeria, several religions coexist, all of which attract their adherents and admirers at different centres and in different periods. Religious tourism commonly referred to as faith tourism is a form of tourism whereby people of the same faith travel individually or in groups for religious purposes. Although many Nigerians profess either Christianity or Islam, they have continued to practice some of the older religious traditions like ancestor worship and the belief in deities (Emeka and Nzeh. 2009, Enemuo and Oduntan. 2012). It is a shared belief amongst the many peoples of Nigeria that ancestral spirits and gods influence the affairs of the living. They not only protect the people from mishaps, but also serve as a link between the world here and the world beyond. This explains why many traditional societies maintained constant communion with these spirits through sacrifices, libations and other religious observances (Okpoko 2001). Groves and shrines are believed to be the dwelling places of these spirits. In Nigeria, there are numerous examples of local shrines that have been points of attractions for adherents and admirers. The two prominent centres worthy of mention are the Omo - Ukwu temple in Ohaofia and Osun shrines at Oshogbo (Okpoko 2001).

The Osun - Osogbo Grove is among the last of the sacred forests which usually adjoined the edges of most Yoruba cities before extensive urbanization. The landscape of the grove and its meandering river is dotted with sanctuaries and shrines, sculptures and art works in honour of Osun deity. Set within the forest sanctuary are forty shrines, sculptures and art works erected in honour of Osun, a Yoruba deity, two palaces, five sacred places and nine worship points strung along the river banks for designated priests and priestesses. The grove has a mature, reasonably undisturbed, forest canopy, which supports a rich and diverse flora and fauna including the endangered white-throated monkey. The grove is an active religious site where daily, weekly and monthly worship takes place. More importantly, an annual processional festival to re-establish the mystic bonds between the goddess and the people of the town occurs every year over twelve days between July and August and thus sustains the living cultural traditions of the Yoruba people. The Grove is also a natural herbal pharmacy containing over 400 species of plants, some endemic, of which more than 200 species are known for their medicinal uses (Olaniyi, 2011). The Osun is acclaimed as the goddess of fertility, prosperity and healing. Despite the proximity of the forest to human habitation, the grove was traditionally maintained and protected by the indigenous people using myths and belief system. These prevent any form of encroachment regarded as sacrilegious and offensive to the goddess. The Grove was first declared a National Monument by the Federal Government of Nigeria in 1965. The original designation was amended and expanded in 1992 to protect the entire 75 hectares. Osun grove was recognized by UNESCO in 2005 as a world heritage site, and this has been linked to the consistence that the festival has enjoyed over the years and the protection of the values of the grove by the people. Speaking at an event on what has helped to preserve the Osun Osogbo heritage in the face of the threat of civilization, the coordinator of the National Museum, who is directly in charge of the grove, explained that it has to do with consistency. According to him, "the reason why UNESCO recognized Osun Osogbo sacred grove, inclusive of the festival, is because of the authenticity that is involved. It is the only festival that, since 1370 AD, has remained what it was originally despite modernity. There has not been any adulteration, everything has been in its original state, and all the structures that were put in place that form the foundation of Osun Osogbo kingdom are still in existence in the grove. Osun - Osogbo Sacred Grove is also part of National Tourism Development Master Plan that was established with World Tourism Organization (WTO) and United Nations Development Program (UNDP). Tayler (1999) stated that the annual Osun Osogbo festival will need to be better managed so that the site will no longer suffer from adverse impacts of tourism during the festival. The Grove will also serve as a model of African heritage that preserves the tangible and intangible values of the Osogbo people in particular, and the entire Yoruba people. Olatunbosun (2012) opined that the Grove will remain a living thriving heritage that has traditional landmarks and a veritable means of transfer of traditional religion, and indigenous knowledge systems to African people living at home and in the diaspora.

**Osun Osogbo Festival**

According to Lawal (2007), festivals are the means through which man expresses his awareness of a transcendental being outside himself. Osun goddess had pledged to protect Osogbo people, provide water for them and make their women fertile in return for an offer of sacrifice annually. In line with this, Osun Osogbo festival is an annual event where Osun is worshipped and beseeched for blessings and healings. It is believed that Osun has powers to treat any barren woman, if properly approached. The Osun Osogbo festival is the most pronounced, popular and prominent among all traditional festivals in Osogbo and by extension in south western, Nigeria (Olaniyi, 2011). A quick look into history reveals that most of the age-long culture heritage of the founding fathers of Africans have gone into extinction with the coming of modern norms and civilization, while attempt will not be made to question the benefits of the encroaching way of life, it must be said that effort must be made to remind Africans of their roots, for the sake of posterity, for which lots of organizations and institutions must be given credence. Osun Osogbo festival draws tens of thousands of believers and tourists from both inside and outside the country. It brings devotees of the deity from all over the world together annually, from Cuba to Brazil, United States of America to Jamaica, Canada to Spain, they come together to pay homage to the goddess, who they believe is the source of life. It is indeed not only about merry making, but about social bond, culture and history. The custodian and priestess of this grove is an Australian born devotee of the Osun deity, Suzanne Wenger, who died at the age of 83, and popularly called "Aduni Olorisa" or "Iya Osun" by the believers. The Osun devotees dress traditionally in white cloths and believe that the River goddess brings divine favour and has healing and fertility powers. Not quite long, it gained international recognition and standard forcultural tourism and ecotourism tourism. The Federal government of Nigeria recognized it as an important tourism asset and remarkable festival that attracts international attention. The event over the years, has given residents and tourists the opportunity to recreate socially and culturally, as they re-enact one of their renowned age-long spiritual and communal feast. Indeed the Osun Oshogbo has been and is one of the most outstanding and preserved cultural practices of the various festivals in Nigeria and Africa as a whole.

*Votary Maid*

**Study Area**

Osogbo, the capital of Osun state, Nigeria and the host of the sacred grove lies on coordinates 7°46′ North 4°34′East with a landmass of 47kmsq. According to the 2006 Population and Housing Commission Census, the city has a population of 250,951 people. Osogbo is a commercial and industrial centre. This started in 1907, when the British Cotton Growing Association sited an industry for growing and ginning of cotton. The Nigerian Tobacco Company (NTC) also built its first factory in Osogbo. In this same year, a major turning point for the city which helped in its industrial and commercial development occurred i.e. the construction of railway tracks linking it to other parts of Northern Nigeria. This attracted people from far and near. The city is famous for the annual Osun Osogbo Festival which attracts tourists from different part of the world. Osogbo has tropical climate with an annual average temperature and precipitation of 26.1 °C and 1, 241 mm respectively. According to Ola and Adewale (2014), the vegetation of osogbo constitutes a transition between the rain forest and tropical equatorial in the South and Guinea and tropical Savannah in the North. Hence, the vegetation of the area is described as derived savannah characterized by gallery of forest along stream sides and tall grasses with scattered perennial trees over land.


*Location Map of Osun Sacred Grove within Nigerian Map*

**Objectives of the Study**

The main objective of the study was to carry out a micro analysis of tourists, other participants and tourism activities at Osun Osogbo Sacred Grove. Specific objectives were to:

i. examine the socio – economic characteristics of the participants at the festival,

ii. identify and establish tourists' preference for the attractions at the groove,

iii. identify the motives for participating in Osun Cultural Festival, and

iv. identify challenges associated with tourism at the groove.

**Research Questions**

The research questions formulated to guide this study include the following:

i. What are the socio – economic characteristics of the participants at Osun Osogbo Festival?

ii. What are the available attractions at the groove and their scale of preference among tourists?

iii. Why do tourists participate in the festival?

iv. What are the challenges associated with tourism at the groove?

**Methodology**

A simple random sampling technique was used to select one hundred and eighty respondents who were active participants at the year 2013 edition of the annual cultural festival. Descriptive statistics such as frequency count and percentages were used to present, describe and summarize the data. These statistics also provided answers to the research questions.

The above table shows the distribution of respondents by socio – economic characteristics. From the distribution, both sex i.e. male and female were well represented as their percentages (51.1% and 48.9% respectively) were almost equal. This indicates that both males and females participated actively in the cultural festival. A quarter of the respondents (25%) were within the age range of 21 to 30 years old, 16.7% were less than or exactly 20 years old, 19.44% were within 31 to 40 years old, 22.2% were within 41 to 50 years old while 16.7% were 51 years old and above. This finding showed that different age groups participated in the festival. About 32.8% of the respondents had tertiary education, 33.9% had secondary education, 11.11% had primary education while 22.2% had no formal education. This result showed that the level of education attained by individuals is not a factor in favour or against participation in traditional festival. Among the respondents, 35.6% were civil servants, 21.7% were traders, 20.6% were artisans, 11.1% were students and 11.1% were unemployed youths. This result revealed that participants at cultural festival are made up of different categories of people. Table 1 further showed that 41.7% of the respondents were Muslims, 33.3% were Christians and 25% were traditionalists.

**Table 1: Distribution of respondents by socio – economic characteristics**

**n = 180**

| Characteristics | Frequency | Percent |
|---|---|---|
| **Sex** | | |
| Male | 92 | 51.11 |
| Female | 88 | 48.89 |
| **Age (years)** | | |
| Below 20 | 30 | 16.67 |
| 21 – 30 | 45 | 25.00 |
| 31 – 40 | 35 | 19.44 |
| 41 – 50 | 40 | 22.22 |
| 51 and Above | 30 | 16.67 |
| **Education** | | |
| No formal education | 40 | 22.22 |
| Primary | 20 | 11.11 |
| Secondary | 61 | 33.89 |
| Tertiary | 59 | 32.78 |
| **Employment** | | |
| Student | 20 | 11.11 |
| Civil servant | 64 | 35.56 |
| Artisan | 37 | 20.56 |
| Trader | 39 | 21.67 |
| Unemployed | 20 | 11.11 |
| **Marital status** | | |
| Single | 61 | 33.89 |
| Married | 82 | 45.56 |
| Divorced | 17 | 09.44 |
| Widowed | 05 | 02.77 |
| Separated | 15 | 08.33 |
| **Religion** | | |
| Islam | 75 | 41.67 |
| Christianity | 60 | 33.33 |
| Traditional | 45 | 25.00 |
| **Monthly income** | | |
| Less than #10,000 | 19 | 10.56 |
| #10,001 - #50,000 | 74 | 41.11 |
| #50,001 - #100,000 | 50 | 27.78 |
| Above #100,000 | 37 | 20.56 |

**Source: Field Survey 2013**

This indicates that majority of the participants (75%) at the festival belonged to one religious group or the other. This result upholds the finding of Emeka ET AL. (2009) and Oduntan (2010) who stated that, majority of Yorubas regardless of their religious affiliations, still respect, appreciate and seek for one help or the other from the Yoruba deities at one point or the other and mostly via participation in traditional festivals. The marital status of the respondents with their respective percentages was as follows: married (45.6%), single (33.9%), divorced (9.4%), separated (8.3%) and widowed (2.7%). This shows that majority of participants at the festival (79.5%) were either married or single. Data on the monthly income of the respondents revealed that 41% earned between #10,001 and #50,000, 27.7% earned between #50,001 and #100,000, 20.6% earned #100,000 and above and 10.6% earned #10,000 and below monthly. Hence, the monthly income of the respondents varied.

**Table 2: Distribution of respondents by attractions at the groove**

n = 180

| Characteristics | Frequency | Percent |
|---|---|---|
| Osun River | 152 | 84.4 |
| Art Works | 132 | 73.3 |
| Sanctuaries | 80 | 44.4 |
| Ancient Palaces | 30 | 16.7 |
| Worship Points | 148 | 82.2 |
| Fauna/White Throated Monkeys | 85 | 47.2 |
| Undisturbed Forest Canopy | 87 | 48.3 |
| Shrines | 150 | 83.3 |
| Medicinal Herbs | 89 | 49.4 |
| Suspended bridge | 70 | 38.9 |

**Multiple responses** **Source: Field Survey 2013**

The above table presents the available attractions to tourists in Osun Osogbo Groove, the table further shows that the attractions can be categorized into four groups according to their popularity and preference of tourists. The first group includes those attractions that have something to do with WORSHIP by the followers of Osun deity and others who have come to seek one assistance or the other from the goddess. Attractions in this group include: Osun River (84.4%), Shrines (83.3%) and worship points (82.2%). The next important attractions in the hierarchy are the art works at the groove, followed by attractions that has something to do with BIODIVERSITY**,** these include: white throated monkeys (47.2%), sanctuaries (44.4%), undisturbed forest canopy (48.3%) and medicinal herbs (49.4%) and the last in the ranking of tourist attractions visited by the tourists is an antiquity (a suspended bridge constructed by the europeans a long time ago).

Table 4 showed that 78.3% of the respondents were motivated to participate in the festival to seek protection from the goddess, 77.8% were motivated to seek prosperity, 66.7% were motivated because it is their religion, 65.5% were motivated by cultural reasons, 63.9% were motivated by the social/leisure aspect of the festival, 56.7% were motivated by the need to identify with the host community (Osogbo), 23.3% were motivated by their need to seek solution to their problem of barrenness and 18.9% were motivated by curiosity to know and see things by themselves

*Foreign tourists at the grove*

This result is in line with the assertion of Ola (2012) who stated that participants at the festival were of different aims and objectives, and that rarely do any participant had a sole objective, rather two or more objectives.

**Table 3: Distribution of respondents by motives for visiting Osun groove**

**n = 180**

| Characteristics | Frequency | Percent |
|---|---|---|
| Spiritual/Religious | 120 | 66.7 |
| Social/Leisure | 115 | 63.9 |
| Barrenness | 42 | 23.3 |
| Prosperity | 140 | 77.8 |
| Protection | 141 | 78.3 |
| To identify with the community | 102 | 56.7 |
| Cultural reasons | 118 | 65.5 |
| Curiosity | 34 | 18.9 |

**Multiple responses** **Source: Field survey, 2013**

**Table 4: Distribution of respondents by challenges of tourism activities at the groove**

**n = 180**

| **Characteristics** | **Frequency** | **Percent** |
|---|---|---|
| Overcrowding/Coordination | 158 | 87.8 |
| Accessibility | 25 | 13.9 |
| Security | 21 | 11.7 |
| Groove's carrying capacity | 138 | 76.7 |
| Crime/Theft | 23 | 12.8 |
| Lack of public utilities/public toilets | 121 | 67.2 |

**Multiple responses** **Source: Field Survey, 2013**

This study identified problems militating against tourism at Osun Osogbo Groove to include: poor co – ordination of tourists (87.8%), high population of tourists and other participants/carrying capacity of the groove (76.7%), lack of public toilets (67.2%), accessibility (13.9%), theft (12.8%) and security (11.7%). These data revealed some of the problems confronting tourism activities at the groove. This is an indication that there are some issues to address to further make tourists' stay and participation in the event livelier. Though Nigeria Tourism Development Corporation (NTDC) provided mobile toilets during the festival, however, the three most important challenges of tourism at the groove identified in this study were: poor co – ordination of tourists and tourism activities, the carrying capacity of the gr oove and insufficient public utilities/public toilets.

Osun devotees, tourists and other participants during one of the events to mark the festival

## Conclusion and Recommendations

From the findings of this study, it can be concluded that:

i. tourists and others who participated at the cultural festival were of diverse socio – economic characteristics,

ii. there are different attractions at the groove and tourists' preference for the attractions varied, this study then categorized the attractions into four, these include: attractions that have something to do with worship (Osun River, Shrines and worship points), art works, biodiversity (white throated monkeys, sanctuaries, undisturbed forest canopy and medicinal herbs, and antiquity (suspended bridge),

iii. the motives for participating in the festival among the respondents varied and include: worship, leisure, barrenness, prosperity, protection, cultural reasons, curiosity, and to identify with the community, and

iv. the challenges of tourism activities during the festival identified by this study include: poor co-ordination, over population/ carrying capacity of the groove, lack of adequate public utilities (public toilets), accessibility, theft, and security.

## Recommendations

Having identified problems associated with tourism activities at Osun Osogbo Sacred Grove to include: poor co-ordination, over population/ carrying capacity of the groove, lack of adequate public utilities (public toilets), accessibility, theft, and security, it is therefore recommended that all stakeholders such as: Ministry of Culture, Home Affairs and Tourism, State of Osun, the Federal government via the relevant agencies and parastatals, private investors, host community and co – operate bodies (who may include this in their social responsibility) should strive to address these problems thereby enhancing, promoting and sustaining tourism activities at the groove.

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# SOURCES OF POWER IN HOSPITALITY MANAGEMENT. THE GREEK EXPERIENCE.

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**Abstract**

As long as guests' needs and wants are more demanding and as the international tourism market becomes more competitive, the hospitality industry managers should present a competitive advantage towards employees' satisfaction and quality services offered.

The Greek Tourism and Hospitality Industry faces some characteristics that set some challenges for those involved, namely seasonality and size of hotel organizations which are very small.

Hospitality executives in order to operate more as "leaders" rather than as "managers", have a serious list of options in relation to the sources of which can gain their Power.

The purpose of this publication is to focus on these sources and facilitate leaders in their daily managerial tasks, with an overall objective to facilitate employee's motivation, beyond and in parallel with any motives offered within the Greek hospitality industry.

Firstly, an examination of the theoretical approach is made on the sources of power and then follows a focus on practical on possible practical implications for executives in the Greek hospitality industry.

**Key words:** Sources of Power, Leaders, Greek Hospitality Industry, Employee's Satisfaction

## 1. Introduction

Sources of Power of which an manager of the Hotel Industry should draw his/her "power", is influenced by many external and internal variables and factors (time pressure, nature of work, seasonal operation and size of the hotel, training experience etc.)

The source of this power directly affects the status and overall image of the executive against their subordinates. Increased status of the leader means a different level of respect from employees and potentially facilitates management and motivation.

In this article, initially a definition of Max Weber's Power is demonstrated, then an exploration of theoretical approaches of French and Raven' five Sources of Power, that is the Reward, Coercive, Legitimate, Referent and Expert Power. Then an Analysis on Entzionis' Contingent Model of Power is highlighted.

In the next section an emphasis is given in the overview of the Greek Tourism and Hospitality Industry in which the human capital is been operating in, both managers and employees. In particular, Tourism in Greece: Travel and Tourism Indicators, the Greek Tourism: A Strategic Situation Analysis, the Tourism Demand for Greece: Inbound Tourists, Tourism Supply in Greece and the Competiveness of the Greek Tourism Sector will be examined. In the final section Practical impacts of Sources of Power in the Greek hospitality industry are presented and finally some conclusions as an overview for managers.

## 2. Definition of Power and Sources of Power

The Max Weber (Weber, 1947: 61) defines the power as: "The probability that a person is able to carry out his will, regardless of the obstacles it encounters and regardless of the foundation of that likelihood."

Dahl (Dahl, 1957: 53) defines power as: "A has power on B grade which can force B to do something that otherwise would not do."

Moreover, according to French and Raven, (Cartwright, 1959: 18) there are five separate sources from which each manager can derive power:

### 2.1 Reward Power

This source of power depends on the person who has the ability and the way to reward subordinates. In the hospitality industry managers and owners have potentially many ways to reward employees, such as, salary increase salary, promotions and job allocation. This means that the executive has the power to control the employee.

In many cases the Reward Power loses its importance as a source of power for the department head. This may be valid in cases where the employee:

• does not consider the salary he/she to gets as satisfactory,

• if he/she has any other alternative, ie another employment opportunity in a similar job at another hotel company,

• if the promotion - and the consequent increase in his/her salary- comes along with over time or with a shift in unit of the hotel chain, away from the place of residence of the existing, possibly the employee dose not consider it as a priority due to family or other obligations.

### 2.2. Coercive Power

This power source is based on fear. The executive who has this power is able to admonish, punish and even to dismiss the employee. In the hospitality industry executives have this kind of power, although trade union movement has tried to minimize the impact of this - in comparison with the past -, to a certain degree this unlimited power source.

However, due to the overall economic recession that Greece is facing, coercive power despites the negativity bearing, has a great impact on the control of routine tasks. Shift change at punctual, time limitations in performing the task are everyday basis' obligations in a hotel, where most of them are respected due to fear of dismissal. Right or wrong, the majority of the hotel business coercive power is used in practice very often (Papayiannis 2003: 78).

### 2.3. Legitimate Power

This kind of power source comes from internal personal values of the employee, which give the legal right to the head to influence and control them.

Subordinates feel obliged to accept this power onto the person. This concept is almost identical to the concept of jurisdiction (authority) and closely related to the strength of Reward and Coercive power and that is because the person who has the legitimacy, is also able to reward or punish.

The difference of Legitimate Power and Coercive is that the former does not depend on the relationships between superiors and subordinates but from the position where the head holds.

The Legitimate power derives from three different sources:

First, the prevailing values of society or of a particular organization, which determine what is legal and what is not. In some societies, most seniors have more legitimate power. In hotel business managers in general, have legitimate power because officials believe in hierarchy and in job position that have power over other job positions at a lower level.

Second, people may hold legitimate power from a total of acceptable social structure. In some societies there is a given ruling class. The same applies to businesses where there is an accepted group acts as ruling without necessarily hold high positions. In general such positions are in the Food and Beverage (F&B) department who are working for a long time in the job position.

Third, when a particular person or executive is authorized by a commission or a powerful person. Examples of this source of power within the company, is the representative of the Board or the son of the owner. The latter is the most frequent example since 95% of all tourism and hotel enterprises in Greece are small and medium size (Hellenic Hotel Chamber of Greece: 2011).

### 2.4. Referent Power

The type of this power derives from the desire of the individual to identify with the person who holds the power.

Other people want to identify with this powerful person regardless of the outcome. These individuals perceive as a strong person because it is attractive, has personal characteristics and naturally desired source of power. The power of reference also stems from the desire of people to identify with the values of such an attractive person.

The ads that use celebrities as product users are based on the power of reference, as the advertiser hopes that the public will buy the product in an attempt to emulate the behavior and attitude of the celebrity.

In a hotel company, the directors with Referent power must show attractive to subordinates, in order that they want to identify with them, regardless if these managers have the opportunity to reward or punish or if they have the legitimacy.

### 2.5. Expert Power

This type of power source based on the extent to which the person owns knowledge and expertise in specific and clearly delimited areas.

This power is limited to narrowly specific boundaries and not dissipated in areas with intense sociability. For example, accountants are perceived as having power of specialist accounting matters, but not in public relations.

The French and Raven recognize that there may be other sources of power, other than the five mentioned, but these are regarded as the principal. They also point out that these five sources are closely linked and the same person may use different types of power under different conditions and at different times.

Although the French and Raven had in mind the above observations, it can be noted that these power sources do not stand alone. It should be correlated with other variables involved in the process of management. As Shetty argues (Shetty, 1978, 186):

"First, the successful manager is the one who knows the existence of multiple power sources in the workplace. Secondly, the effectiveness of existing types of sources of power depends on the nature of managerial work, the subordinates and the existing labour variables".

## 3. Contingent Model of Power

From his part, Etzioni (Etzioni, 1975: 47-54) proposed a type of Contingent Analysis of Power in organizations (Contingency Analysis of Power).

The figure 1 shows the two factors which the Etzioni identifies as the most involved with the Power in Organizations:

a. The Types of power that managers are trying to use in order to influence subordinates, and

b. The types of Involvement generated by the executives and employees.

Etzioni identified three types of power: *Coercive, Utilitarian and Regulatory*.

The Coercive force dictates the subordinate to act in certain ways. This power is similar with the Coercive power of French and Raven.

The Utilitarian power is the type of contingent reward. The subordinate behaves as expected to behave in order to be rewarded. Most businesses operate adversarial minimum under this type of power.

Under the Regulatory power subordinates obey because they accept the values of the company. This power is similar with f Reference power of French and Raven.

These three distinct types of power, separate ways which should be used by managers to achieve compliance by the employees. Nevertheless, the efficiency of these power sources depends on the type Involvement of members of the company. The type of Alienation is characterized by very negative and often aggressive feelings on the part of workers. Under the Computational involvement, existing have a rational attitude and seek personal gain. Finally, Moral involvement is characterized by high positive emotions and feelings of altruism on behalf of subordinates.

The Etzioni even suggests that managers in order to be effective should not be diverted from this model. They must use the appropriate type of power as appropriate in the work environment of their business.

For this reason, such variables the subordinates themselves their character and the variables in the work environment should be taken under serious consideration on behalf of the managers when choosing power source.

Classical theorists show business as high Rational Organizational Structures in which Jurisdiction is followed with excessive attention from the chain of hierarchy so that executives have Legitimate power.

A more realistic view for business, which upgrades the importance of the power from the political perspective, presented by Nord (Nord, 1978: 675) who proposes four axioms of power for business, which helps them to focus their attention in a more realistic policy based on:

a. Businesses are constituted of departments which compete one another for funding and influence.

b. Many of these departments will try to protect their interests and positions of influence, to alter the external pressure and its impact.

c. The unequal distribution of power has not humanitarian impacts.

d. The exercise of power within companies is a vital component of exercise power within the broader social system that prevails in the business.

**Figure 1**

**Contingent Model of Power of A. Etzioni**

***Types of Power***

| *Types of Peoples' involvement* | | Coercive | Utilitarian | Regulatory |
|---|---|---|---|---|
| | Alienation | • | | |
| | Computational | | • | |
| | Moral | | | • |

**• : The Dominant Type**

**Source:** Etzioni A. ( 1961)

## 4. The Hellenic Tourism Industry

Tourism started to flourish in what became known as mass tourism. During that time, large-scale construction projects for hotels and other similar facilities were undertaken and the country saw an increase in inbound tourism over the years (Varvaressos, 2013). Greece is surrounded by water and consists of more than 1,400 islands and islets, but only 169 of them are inhabited. These Greek islands are the most popular Greek destinations (Gerrard, 2014; VisitGreece, 2014).

### 4.1 Tourism in Greece: Travel and Tourism Indicators

The key role of tourism in the Greek economy has been highlighted by SETE (2013): it contributes 16.2% to the GDP, covers 51.2% of the trade balance deficit, employs 1 out of 5 residents, and generates 34 billion euros total demand. This subsection presents Travel & Tourism (T&T) indicators that aim to provide a measure of the past and current activity of T&T in Greek economy.

The tourism industry has been and still is one of the main pillars of the Greek economy over a period of more than forty years. It has been proved that tourism industry has supported and still does economic development because the industry cuts across and is linked to many other industries, and its benefits are widely distributed within national economies. In comparison to other industries, it possesses distinct advantages as a driver of economic development (Oxford Economics, 2012). More specifically: (i) tourism has strong linkages to other industries within national economies generating significant indirect benefits; (ii) it is highly dispersed within national economies and its benefits are widely distributed, and (iii) it generates valuable spinoff benefits by developing infrastructure that other industries can use, and by boosting investments in other industries. The above reasons and factors led the Greek government, as many others all over the world, to consider tourism industry as an integral part of its economic and social development strategy. Within this framework, policies were elaborated to foster the tourism development, with the strategic aim to generate a broad set of benefits that extend through the entire Greek economy. A situation analysis in strategic terms should allow us to identify and to highlight the achievements of tourism industry in Greece. This is the subject of the following section.

### 4.2. Greek Tourism: A Strategic Situation Analysis

The contribution of Greek tourism to the national economy demonstrates the magnitude and complexity of the industry (Varvaressos, 2013). A strategic situation analysis consists of examining the two main components of tourism industry, demand and supply. A second subsection is dealing with the competitive position of Greek tourism, based on the estimations of Travel & Tourism

Competitiveness Index (TTCI). This is followed by a strengths-weaknesses-opportunities-threats (SWOT) analysis to demonstrate the competitiveness of tourism industry.

### 4.2.1 Tourism Demand for Greece: Inbound Tourists

Main characteristics of Greek tourism are: (i) the seasonality of international tourist arrivals.Four months (i.e. June, July, August and September) account for almost 70% of the total; out of them three months (i.e. July, August and September) representing 56%.It seems that the main elements of attractiveness are the sunny weather and warm and clean beaches. (ii) the dependence upon the air transport accounting for 75% of the total inbound tourism. Greek tourism is heavily dependent on air transport, mainly charter flights operated by tour operators.

### 4.2.2 Tourism Supply in Greece

A modern industry has emerged since the early 1970s to cater for the inbound tourism demand. The Greek tourism offering is an amalgam of natural, cultural and heritage attractions spread throughout the country, as well as a wide variety of services offered predominantly by SMTEs (Buhalis, 2001; Varvaressos, 2013). Moreover, 24,000 Kms of coastline, 2,500 islands, an average of 300 sunny days annually, a unique fauna and flora, as well as climatic superiority with mild winters and warm summers are some of its natural attractions (Gerrard, 2014). The Greek civilisation of more than 3,500 years also provides plentiful cultural heritage throughout the country. Historical monuments and archaeological sites, numerous museums and traditional settlements offer a unique blend of tourist attractions (VisitGreece, 2014). As for the transports, accessibility to the countries facilitated through thirty-two airports, most of which can receive direct international charter flights. An extensive domestic regular flights network, a complex network of sea, road and rail transport enables passenger transportation throughout the country (Varvaressos, 2013). The transport networks (especially road) could be considered of good quality, since they have been improved last decade with public investment and EU financial support. Tourism businesses / amenities: a plethora of SMTEs provide the entire variety of services. In December 2013, a total of 9,670 official accommodation units with a total capacity of more of 771,000 beds are provided. Two features worth to be pointed out (SETE, 2013): (i) Category of hotels: 68% of units and 57% of beds are of 2 and 3 stars. (ii) Concentration of hotel supply: 65.8% of beds are located in 4 regions: Crete (21.4%), Dodecanese (18.4%), Macedonia (14.0%), and Central Greece (12.0%). Moreover 500,000 beds are provided by some 30,000 self-catering accommodation units. In addition, 16,000 beds in cruise liners and 13,200 in yachts as well as 314 camping sites (86,958 camping spaces) accommodate all types of demand (Eurostat, 2013). As for other providers of tourism servicesin

Greece, about 26,500 restaurants, 3,855travel agencies and coach rentals and 4,560 car rental firms are estimated to operate throughout the country (Eurostat, 2013). As for the infrastructure, unfortunately, the Greek general infrastructure has been incapable of supporting the tourism superstructure growth of the last decades, and thus, telecommunications, transportation, health services, water supply, and sewage systems are under extreme pressure in the summer peak months to satisfy the demand density (Varvaressos, 2013). Limited infrastructure provisions which failed to follow the pace of development, generating pressure on the existing inadequate facilities (Varvaressos & Soteriades, 2008). Nevertheless during the last decade several major projects have been initiated to improve mainly transport systems.

**Table 1**

**Competiveness of the Greek Tourism Sector**

**Selected Countries**

| Country | Peripheral Ranking | Global Ranking | Entrepreneurial Environment Ranking | Order & Security Ranking | Health & Hygiene Ranking | Human Resources & Labour Market Ranking |
|---|---|---|---|---|---|---|
| Spain | 1 | 1 | 100 | 31 | 33 | 34 |
| France | 2 | 2 | 62 | 62 | 10 | 31 |
| Germany | 3 | 3 | 17 | 20 | 2 | 17 |
| Switzerland | 5 | 6 | 5 | 11 | 11 | 1 |
| Italy | 6 | 8 | 127 | 48 | 20 | 75 |
| Austria | 7 | 12 | 31 | 5 | 1 | 26 |

| | | | | | | |
|---|---|---|---|---|---|---|
| Portugal | 9 | 15 | 58 | 10 | 35 | 18 |
| **Greece** | **18** | **31** | **104** | **57** | **9** | **45** |
| Croatia | 19 | 33 | 125 | 28 | 18 | 80 |
| Cyprus | 20 | 36 | 43 | 27 | 51 | 20 |

**Source:** Travel and Tourism Competitiveness Report ( 2015) ( Processed by ITEP)

As seen on Table1, Greece is in the 31st position in the world rankings among the 141 countries that participated in the 2015 survey and the 18th ranking in Europe. Best performing shows in Health and Hygiene, which occupies the ninth position, while the worst performing shows on Price Competitiveness, occupying the 113th position. Significantly lower in the world rankings is also in the Business Environment (104th ranking). Lastly on Human Resources & Labour Market Greece held the 45th ranking, while overall Greece held the 32nd position in the world ranking.

## 5. Sources of Power in the Greek hospitality industry

Primary research has been performed on the sources and the use of power (Papayiannis, 2003: 228), has shown that Greek hospitality executives must be constantly aware that the trend of utilizing power may lead to greater efficiency, while in contrast the unsuccessful use of power may have negative impacts.

The hospitality executives, who use power with a relative frequency, may be perceived by subordinates as people will continue to use this specific power in the future. Without implying a threat to the employee is guaranteed a warning for future actions.

Furthermore, research has been performed by Bachman and his colleagues (Bachman, 1995: 236), up to types of power of French and Raven have demonstrated that:

- The Expert power is high and stable correlated with satisfaction and employee performance.
- The combination of Legitimate power with Expert power, ranked as the most important for the compliance of existing desires of their heads, but there was a discontinuity in terms of organizational effectiveness.
- The Reference power has direct significance in terms of compliance and in most cases was positively correlated to organizational effectiveness.
- The Reward power had also directly relevant for compliance but discontinuous correlation with profitability.
- The Coercive power was effective in compliance of subordinates and was actually negative in correlation with organizational effectiveness.

The Shetty (Shetty, 1978: 176-181) by his side, regarding the work of French and Raven concludes, after research, to the following useful conclusions:

The Expert power is strongly associated with a climate of trust, so the influence of the managers to be used by the employees as an internal psychological process. It is, in other words, to be compliance due to psychological factors and internal motivation from employees. Also, the Exert Power, as it is relatively impersonal and more directly correlated with the result of the implementation of the task can be effective under conditions in which the work is specific and clear. Finally, the Exert Power can eliminate or at least reduce the need for direct supervision of the work produced by the employee.

The Legitimate power may depend on initial and in continuous confidence of the employees but can cause problems such as: a) can exacerbate feelings of lack of power and create resentment, resistance and denial among employees b) If not coincide with Expert power, it can be an inefficient use of human resources with negative effects on productivity and c) May be incompatible with modern quality of life of employees, with modern values of life, values as active participation in operational issues.

The Reference power as is by nature emotional, may lead to enthusiastic and unquestionable trust, compliance and commitment on the part of workers. As with the Expert power, subordinates can be motivated internally and not direct supervision is required. Nevertheless, there are some limitations as this type of power is not always necessary and may even adversely affect performance in the execution of routine tasks. It may even lead to personal, selfish gains on the part of the subordinates. Finally, the Reference power lasts as long as the position held by the particular executive.

Use the Reward power may affect the frequency of the behavior and productivity of employees. But this use of power has certain limitations. More specifically: a) tangible rewards such as pay or promotion is controlled and limited where the union is strong factor. b) The tangible rewards can have only short time result. c) In many cases the rewards granted by the executives not really appreciated by employees. d) The use of reward can lead to an independent relationship where the employees feel they are subservient to the executive and feel resentment.

The Coercive power, may result in temporary allegiance of employees and produce undesirable results such as denial, fear, revenge and alienation, These feelings in turn can lead to poor performance, resentment and turn over from the business.

On the other hand, as is understood and accepted that modern business is actually large political systems, then specific strategies can be identified in order to help companies and executives in general, to obtain effective power. In practice, many strategies have been proposed in order executives to gain power. One of the most comprehensive lists of strategies that will be followed by executives proposed by Durbin, (Durbin, 2002: 58-63) who claims that the executive should:

To maintain alliances with powerful people in business. The creation of alliances is crucial for gaining power in an organization. An obvious alliance is with the heads of other important departments of the business and / or senior executives. Less obvious example is the "alliance" with the secretary of the executive director or with someone located near a high-ranking person.

Machiavelli's' principles can also be applied as strategies in the game of power in the modern enterprise. The Jay (Jay, 1973: 15) has applied these principles in the workplace:

• Divide and Conquer.

The most widely known principle can be applied in the possession of power in business. The basic assumption here, most often without guarantee, is that those who are divided will not unite against their manager. For example, in a hotel company, the head of the F&B department can create conflict between the Front Office head and Marketing head, with a view to attain a larger share of a limited budget.

• Containment Information.

The Mintzberg (Mintzberg, 1973: 145) has clearly expressed the importance of possession and distribution of information. The executive who seeks possession of power should check very carefully the information distributed.

• Make favors to others.

This strategy involves the idea of doing favors to supervisors and colleagues in order to oblige executives and to reciprocate respectively at another time.

• Segmental actions.

This implies that it is better to run in part a project or a proposal, rather than trying to complete all the work simultaneously.

• Do not engage your subordinates in process of Decision Making.

This strategy aims to preserve rather than gaining power. Proposes not to engage your employees when decisions are taken. The central idea here is that, by allowing the employees to be involved in decision-making, can erode your power.

• Maintain a second professional option.

The idea here is to keep in touch with other companies to not only depends on one and so be able to negotiate with better terms.

It is worth noting that the hotel industry studies to demonstrate and / or enhance the aforementioned theories of both the French and Raven's, Etzioni’s and Shetty’s are limited. The criticism has been made as the wider area of management, (Ashkenas: 2002, Bossidy: 2002, Collins: 2001, Daft: 2002, Durbin: 2001, Tichy, 2002: 15-74), without of course take account of differences and the specificities of the hospitality sector and in specific the overall Political, Economic, Social and Technological that Greece is currently facing. French & Raven sources of power could resonate to hospitality executives if taken under consideration the Greek overall environment. Variables such as the nature of the task and of course the subordinates; make the implementation of practical conclusions a relative complex task. At this point it could be argued that Coercive power should not be used in job positions where control of the task preformed is relatively difficult. Such job positions are nearly the majority of all jobs that come in direct contact with the guests (reception, F&B department, housekeeping and sales). But even here the nature of the task limits a priori prohibition of using this power for hotel managers in practice, as could be proved functional to perform routine tasks. For example in time keeping between shifts in the front office Coercive power could be used by the front office head to the employees. Thus, each executive in the hotel business in order to work effectively needs the use of more than one sources of power. In specific:

***Reward Power*** : In the hospitality industry, managers and owners have potentially many ways to reward employees as mere reward, salary increase, promotions and distribution of respective tasks. Even the distribution of shifts of the employees (whether it is night or a holiday, for example), entails an increase of the wage. This means that the executive has the power to exercise authority because of the existing rewards.

In many cases, however, Reward power loses its importance as a source of power for the head of the hotel organization. This may be true in cases where the subordinate:

- does not consider the reward he/she receives as satisfactory,
- if he/she has another alternative, that is another employment opportunity in a similar job at another hotel company,
- if the promotion - and the resulting increase in the salary - comes together with a grueling working shift or a shift in unit of the hotel chain away from the place of residence of the employee, that possibly the employee does not consider it as a priority as it has some family obligations.

***Coercive Power*** : This power source is based on fear. The executive who has this power is able to admonish, punish even dismiss the employee.

In the hotel business executives have this kind of power, although the trade union movement has significantly limited the unlimited and / or the arbitrariness of this source of power, compared to the past, plays an important role due to the economic recession that Greece faces at the time.

Coercive power implies negativity bearing has a great impact in the control routine tasks in the hospitality industry. Shift change at exact times, time pressure in performing the task, an everyday basis obligations in a hotel, most of which are kept for fear of dismissal.

***Legitimate power*** : This kind of power source comes from internal personal values of the employee, which give the legal right to the head to influence and control them. Employees feel obliged to accept this power onto the person.

Legitimate power in hospitality sector derives from three different sources:

First, managers generally have legitimate power because officials believe the hierarchy and in jobs that have power over other jobs at a lower level. The most common incident in the hospitality industry is the legitimacy of the "senior" or "elder", who works more years in the hotel in question.

Second, where there is an acceptable group (team) that acts as “ruling team” without necessarily to hold supervisory positions.

***Reference power*** **:** This type of power derives from the desire of the individual to identify with the person who has the power. Other people wish to identify with this powerful person regardless of the outcome. These individuals perceive a person as powerful, because he/she is attractive, has personal characteristics and naturally desired source of power. The Reference power also stems from the desire of people to identify with the values of such an attractive person.

In a hotel company, the directors with Reference power must show attractive to employees, so the latter want to identify with them, whether if these managers have the legitimacy power to reward or if they have the legitimacy to punish.

***Expert power*** **:** This type of power source based on the extent to which individuals possess knowledge and expertise in specific and clearly delimited areas.

This power is limited to narrowly specific limits and not dissipated in areas with intense sociability. For example, accountants are perceived as having power of specialist accounting matters, but not in public relations.

**6. Conclusions**

In conclusion, once other sources of power sources, and also because these five sources are closely linked one another the hospitality executives should and "must" use different types of power under different conditions and at different times. The power source must use the manager in a hotel in order to be an effective leader must be balanced by the manager himself under the existing variables and conditions. However, more practical implications could be pointed out and used as guides for hospitality executives. In specific:

Within the *Reward Power*, the promotion and increase that accompanies the new position that not includes tips, mainly in the F&B department of the Front Office.

Within the *Coercive Power,* right or wrong, the majority of the hotel business, the strength of coercion used in practice very often strains due to the nature of the task. It is notable that in most cases employees have direct contact with guests and thus increase time pressure.

Within the *Legitimate Power*, when a particular person or hotel executive is authorized by the general manager. Example of this source of power in the hotel business is the son of the owner. In small and medium hotel enterprises descendants of the owner usually hold positions in various departments and / or senior management.

Within the *Reference Power,* we should not omit to note that in most cases the general manager and the owner is the same person as most hotel companies in Greece are small to medium in size

(Hellenic Chamber of Comerce:2014). Probably the Reference power to be more powerful in the eyes of an employee who wishes to become an entrepreneur.

The *Expert* as power source for the strain of the hotel unit is limited to IT issues in food preparation and in the part of maintenance. In other hotel departments the expert identified with the "senior", ie the experienced in this job who, because experience has knowledge of the task to be performed.

Last but not least it worth mentioning that on Human Resources & Labour Market Greece held the 45$^{th}$ ranking, which indicates that there is still space for further human capital development on all aspects.

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# ECONOMIC CRISIS IN GREECE AND THE IMPACT IN TOURISM DEVELOPMENT

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**ABSTRACT**

The purpose of the article is to present the impact of the global economic crisis on international tourism in Greece, where tourism represents an important part of the economy. The goal is to create a brief overview of the economic situation in Greece, describe the changes that followed after the occurrence of economic crisis and to show how tourism responded to this situation. In this regard publicly, available data about tourism and other economic sectors of Greek economy were compared in order to investigate whether Greek tourism sector was less affected due to the international economic crisis than other sectors. The results show that tourism, compared to other economic sectors, represents a very flexible and dynamic sector which even in times of economic crises appears to be very resilient on the long term.

**Key words:** tourism, economic crisis, Greek tourism, accommodation and food service activities

## 1. INTRODUCTION

Tourism is a dynamic worldwide economic activity and, on the basis of modern demand trends, choosing a trip is a key priority in the everyday life of consumers. As this global crisis has affected all countries, without exception, one could say that all sectors of the economy in all countries have been adversely affected by this crisis, including of course tourism. Despite the significant increase in the tourist sector in the world over the last few years, the emergence of the global economic crisis during this period has led to declining growth rates in this sector (Jeetesh, et al., 2015).

On the other hand, tourism undoubtedly has a significant impact on the GDP and employment of the workers, with high rates, especially in countries with high tourist activity. Although it was negatively affected during the first years of the crisis, it proved resilient to the crisis and managed to grow by presenting positive rates to date

## 2. THEORETICAL PERSPECTIVE

Tourism, according to the widely accepted St. Gallen definition, represents a whole of relationships and phenomena that arise from the travel and stay of persons for whom a place of their stay is neither main or permanent residence or a place of employment (Marmot & Bell, 2009) Tourism is comprised of a multitude of different products and services, which are used by visitors and tourists during their stay (Abubakar, 2014). This variety of activities makes the tourism sector highly involved in almost all other sectors. An economic crisis could therefore be a turning point for many sectors, including tourism and that can have a significant effect in the country from a socio-cultural perspective as well (Csapo,2012)

The shrinking economic activity at the global level has also clearly influenced the tourism market. Under the regime of redundancies in the workplace and lack of liquidity, the demand for travel has decreased significantly. In addition, fear of recession combined with higher oil prices and rising inflation have led to a decline in international demand for tourist services at holiday destinations (Steiner et al., 2011, p. 29). The crisis has led to changes in consumer trends and among those who will characterize a consumer after the recession is eclectic pleasure (advanced), green consumerism (slowing down) and the like, but the most important is the progress of Mercurial consumption , (Flatters and Willmott, 2009, pp. 108-110).

According to Gee,& Fayos-Solà (2012), modern tourists are reasonably well-informed, with the result of examining prices in detail, which is in part a consequence of the international economic crisis and its intense impact on the mindset of consumers who were never better equipped to look for more competitive bid. In this search, they use a wide range of on-line tools, from consumer-reviewed websites, to shopping group promotions on price comparison websites.Visa Global Travel

Intentions Survey from 2011 reported that price was the first of the key determinants of choice even before the scene, political stability, climate and variety of activities available at the destination. But even when the financial situation finally improves, this type of consumer behavior will not disappear, as Yeoman says (2012), "smart shopping" makes too much sense to be easily abandoned. What consumers buy can definitely change, but their skills in choosing between different choices and readiness to make a change in brand confidence will remain permanent (Keller,2009)

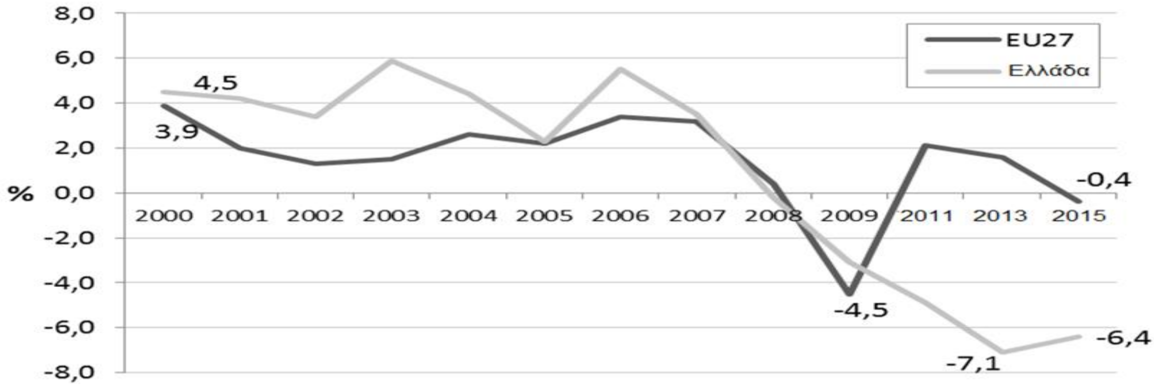
## 3. THE EFFECTS OF THE GLOBAL CRISIS ON GREEK INTERNATIONAL TOURISM

### 3.1 Greek tourism during the crisis

Greece ranks among the EU countries hit hard by the international financial crisis. Greece recorded a negative real GDP growth rate (-0.2%) in 2008 and -3.1% in 2009, when the EU27 even recorded a -4.5% increase in real GDP (Figure 1) (Eurostat, 2013 ). The lowest growth rate for Greece was recorded in the fourth consecutive year of recession in 2011, when economic activity declined by 7.1%. Negative trends continued in 2015 (-3.9% decline). According to forecasts, after eight consecutive years of recession, the Greek economy could return to a weak but positive rate of growth (European Commission, 2015).

The international financial crisis that has hit the world of tourism has also had an impact on tourism in Greece, which is particularly important, given that its economy is based largely on services. In this area, mainly two major axes are mentioned: shipping and tourism (European Commission, 2015). The tourism sector, in relative terms, represents a significant part of the Greek economy, since it has direct and indirect effects on different economic activities, thus affecting the entire economy. In 2012, the total contribution of tourism to GDP amounted to € 30.3 billion or 16.4%. According to the World Travel & Tourism Council (WTTC), Greece is ranked 40th among the 184 countries by the contribution of tourism to the economy. The total contribution of tourism in employment in 2015 it represented 689,000 jobs or 18.3% of total employment, and the share of revenue from international tourist arrivals in total exports was 26.4%, equivalent to 11.4 billion €. The share of capital investment in tourism amounted to 13.7% or 3.1 billion €. These indicators show the high dependence of the Greek economy on the tourism sector (WTTC, 2015).

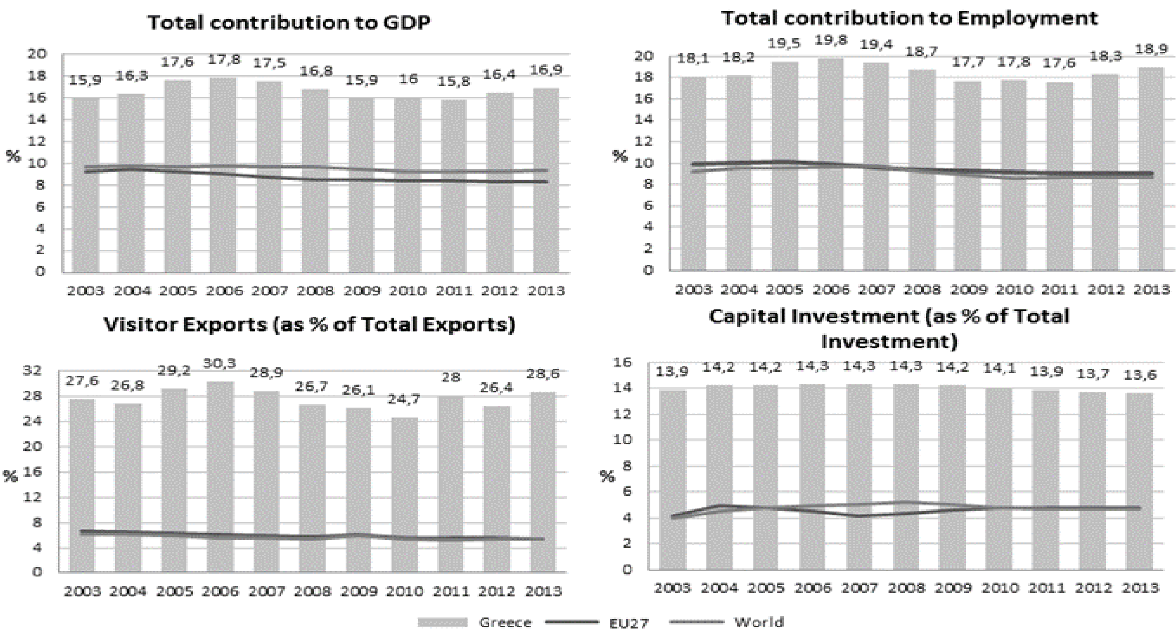
Figure 1 Real GDP growth (%) in EU27 and Greece for the period 2000-2015




Source: Eurostat, 2015

The movement of the four indicators in the period 2003-2015 (Figure 2) shows a decline in tourism's contribution in 2008 for all indicators, from GDP to investment.

Figure 2: Main indicators of the contribution of tourism to the Greek economy (%) for the period 2003-2015



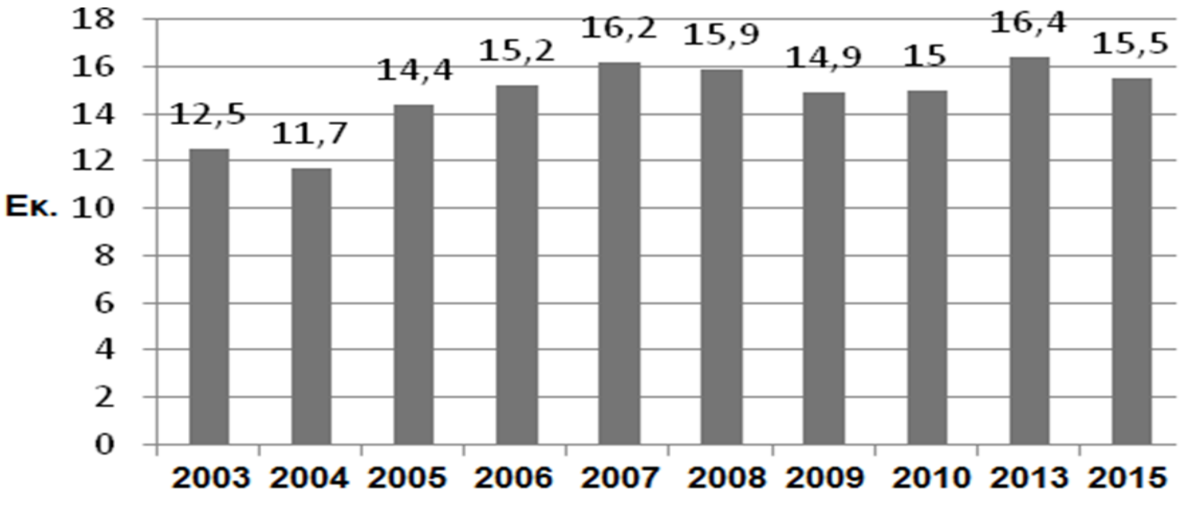

Source: WTTC, Economic Data Search Tool, Greece – T&T Total Contribution to GDP; T&T Total Contribution to Employment; Visitor Exports; Capital Investment, 2013.

In 2013, the contribution to GDP and employment increased slightly (less than 1%), and by 2015 there was a small increase in the contribution to all sectors (WTTC, 2015). The exception was the contribution to the investment sector in the tourism sector, where the rate has fallen further. The share of investment funds in the tourism sector is the only index that has declined for the seventh consecutive year since the crisis - the other indicators have declined differently since 2008, but eventually improve over the years.

Depending on the purpose of the trip in 2013, 94.3% of the direct contribution of tourism to GDP (€ 20.5 billion) arose from leisure travel expenses, while business travel expenses accounted for 5.7% or € 1.2 billion of tourism contribution. In terms of country of origin, 55.2% is represented by foreign tourism expenditure, while domestic tourism expenditure accounted for 44.8%, which is not a negligible share (WTTC, 2015).

The international economic crisis has also influenced international tourist arrivals in Greece (Figure 5.4), which have declined in the early years crisis. Based on the number of international arrivals of tourists around the world, Greece moved from 16th of 2008 to 17th in 2011 (WTTC, 2015).

Figure 3 International arrivals of tourists in Greece (million) for the period 2003-2015




Source: WTTC, Economic Data Search Tool, Greece

The structure of international tourist arrivals has changed in recent years. Traditional market shares have fallen sharply from 2007 to 2015. Specifically, the Italian market share declined by 2.2% and dropped from 3rd to 6th in the top 10 countries from arrivals. The former Yugoslav Republic of Macedonia (FYROM) ranked third with 8.4%. The Netherlands ranked fifth in 2009, and in 2015 it was replaced by Russia with 5.6%. The US share has declined significantly since 2007, so that in 2015 the US did not join the top ten countries of the arrivals. In spite of the crisis, Germany and the United Kingdom still hold first and second positions, which represent the main source of market for Greece, although their shares have fallen during the last period (Table 1) (SETE, 2015).

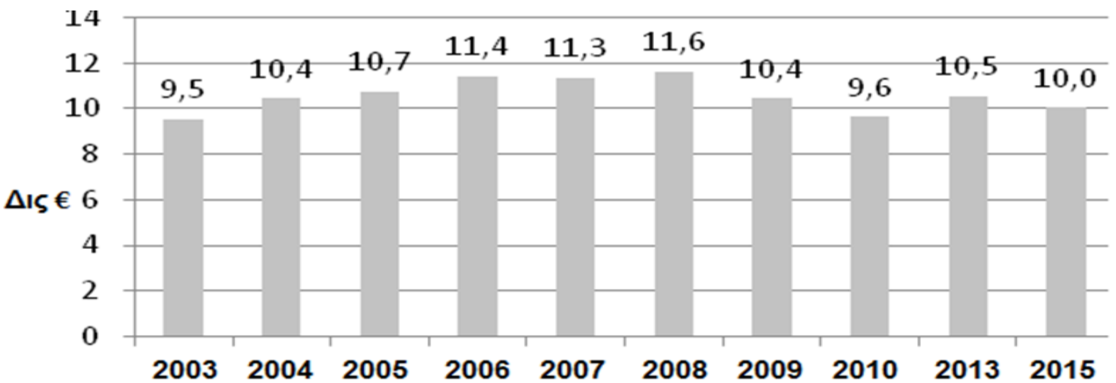
Table 1 The structure of international tourist arrivals by country of origin (% of the total) - Top 10 countries from arrivals in 2009, 2012 and 2015

| | 2009 | | 2012 | | 2015 | |
|---|---|---|---|---|---|---|
| 1. | Germany | 16,8 | Germany | 15,9 | Germany | 13,6 |
| 2. | UK | 15,5 | UK | 14,2 | UK | 12,4 |
| 3. | Italy | 7,7 | France | 6,5 | FYR Macedonia | 8,4 |
| 4. | France | 6,1 | Italy | 6,3 | France | 6,3 |
| 5. | Netherlands | 4,6 | Netherlands | 4,4 | Russia | 5,6 |
| 6. | Bulgaria | 4,3 | Bulgaria | 4,4 | Italy | 5,5 |
| 7. | USA | 3,8 | USA | 3,6 | Serbia & Montenegro | 4,0 |
| 8. | Serbia & Montenegro | 3,4 | Serbia & Montenegro | 3,3 | Turkey | 3,9 |
| 9. | Cyprus | 3,0 | Cyprus | 2,9 | Bulgaria | 3,9 |
| 10. | Belgium | 2,5 | Sweden | 2,4 | Netherlands | 3,1 |
| | Other | 32,3 | Other | 36,1 | Other | 33,3 |

Source: SETE, 2015

Since 2008, there has been a decline in revenue from international tourism (Figure 4). Receipts from international tourist arrivals decreased twice in a row and in 2010 they have almost reached their level since 2003. Based on revenues from international arrivals of tourists around the world, Greece ranks 15th in 2008 and 23rd in 2015 (SETE, 2015).

Figure 4 Receipts from international tourist arrivals in Greece (€ billion) for the period 2003-2015



Source: SETE, 2015

Just as the structure of arrivals has changed, there has also been a change in the country's share of international travel expenditure (Table 2). Similarly to the decline in the traditional share market source from arrivals, there was a decline in revenue from these countries over the period 2009-2015.

Table 2 The structure of revenues from international arrivals of tourists by country of origin (% of the total) - Top 10 countries in 2009, 2012 and 2015

| | 2009 | | 2012 | | 2015 | |
|---|---|---|---|---|---|---|
| 1. | UK | 19,1 | Germany | 17,7 | Germany | 16,5 |
| 2. | Germany | 18,0 | UK | 15,6 | UK | 14,2 |
| 3. | Italy | 7,7 | France | 7,0 | Russia | 9,4 |
| 4. | USA | 6,7 | Italy | 6,1 | France | 7,6 |
| 5. | France | 6,3 | USA | 5,5 | Italy | 5,4 |
| 6. | Netherlands | 4,3 | Netherlands | 4,6 | USA | 4,2 |
| 7. | Cyprus | 3,9 | Cyprus | 3,7 | Cyprus | 3,1 |
| 8. | Belgium | 2,8 | Belgium | 3,0 | Switzerland | 3,0 |
| 9. | Switzerland | 2,3 | Switzerland | 2,9 | Netherlands | 2,8 |
| 10. | Russia | 2,1 | Russia | 2,9 | Belgium | 2,6 |

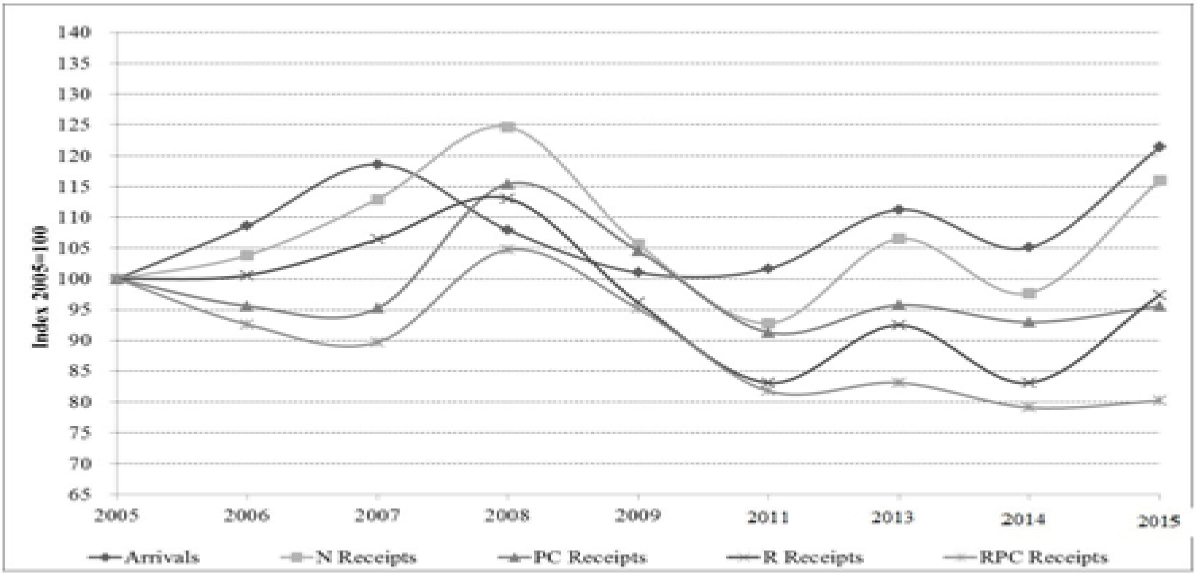
Source: SETE, 2015

Italy, the US and Belgium have fallen in two places in the consumer ranking, while the Netherlands has dropped three. On the other hand, there was a strong increase in Russia's share (7.3%), as in 2015 it became the third largest source of consumption for Greece after Germany and the United Kingdom.

Figure 5 shows the evolution of the five different time series relative to incoming tourism in Greece during the period 2005-2015, namely nominal arrivals, nominal receipts, per capita receipts, actual receipts and actual per capita receipts.

It is clear from the graph that while arrivals (14.7 million in 2005 compared to 17.9 million in 2015) and nominal receipts ($ 13.7 billion in 2005, compared with $ 15.9 billion in 2015) have grown over time, this is not the case in the other three series, which are vital, as they are also considered strategic issues of sustainability. For example, actual per capita receipts declined from $ 929.9 in 2005 to $ 745.6 in 2015, a decrease of 19.8%.

Figure 5: Incoming Tourism in Greece, 2005-2015




Source: UNWTO, 2015

**3.2 The business environment in Greece**

During a recession – which is defined as a situation where the GDP is negative for two or more consecutive quarters – the consumers are very likely to experience a change in consumption habits (Du and Kamakura, 2012, p. 229). The economic crisis as a result may affect tourism consumption due to reduction in disposable income in two ways. First is about the change, individuals or families usually face the decision of whether to travel or not. Even if they decide to travel they might change the destination they used to enjoy or the length of their holidays, for example instead of travel away for a week now they might decide to travel only for five days (Dwyer et. Al,(2009). The second effect is a result of tourism substitution due to the income elasticity. Tourism generally counts as an income elastic service, meaning that even a small change of disposable income will immediately affect the choice of destination, services and the demand for tourism (Buhalis,2001). In particular, a reduction in income is expected to affect negatively especially luxurious tourism destinations and positively destinations and services of basic standards (Stynes, 2012).

The domestic elasticity is likely to affect among others the relationship between outbound and domestic tourism. Domestic tourism, meaning that the residents of the given country are traveling only within the country; (Ueli, 2010). An economic crisis is likely to make individuals travel domestically instead of internationally, as international travel is more income elastic than domestic travel. According to Ueli (2010) this theory may have positive implications for the domestic tourism when it comes to employment and income. In periods of serious recession, domestic tourism is largely associated with a rise in VFR (Visiting Friends and Relatives) flow, meaning that people who previously travelled abroad for holidays now they decide not only to stay at their home country but even to go to a relative's or friend's house to avoid spending money on tourism accommodation and services. In such a case, an economic crisis may negatively affect outbound tourism without benefiting providers at a domestic level. Moreover, the above is also a matter of spatial scale, huge difference if you are traveling domestically in USA, from traveling domestically in France, due to the size difference between the two countries

On the other hand, Tourism undoubtedly has a significant impact on the GDP and employment of the workers, with high rates, especially in countries with high tourist activity. Although it was negatively affected during the first years of the crisis, it proved resilient to the crisis and managed to grow by presenting positive rates to date.

Tourism is an important area of the global economy of services. According to the United Nations World Tourism Organization, 1,087 million international tourist arrivals were recorded in 2013, representing € 873 billion in tourist receipts, or close to € 803 per arrival (UNWTO, 2014). These figures refer exclusively to international tourism and therefore do not include the significant economic impact of domestic tourism, which is generally difficult to measure statistically. nterestingly, tourism seems to account for 9% of global GDP and is responsible for one in every eleven jobs (UNWTO, 2015). At national level, Greece had 17.9 million international tourism arrivals, which represent 12.2 billion euros in 2015 (UNWTO, 2015). This corresponds to € 681 per arrival and 15.2% less than the world average. In any case, Greece has about 1.5% of the world tourist market and 2.9% of the European one (SETE, 2015: 9). Moreover, when all the different impacts are taken into account, tourism contributes 16.4% to Greek GDP and produces 18.3% of the country's total employment (SETE, 2015).

Unfortunately, the importance of tourism for the Greek economy has become widely accepted and understood by policymaking in the wake of the recent economic downturn, which has been the most serious of Greece over the last fifty years. In particular, Greece has experienced 8 consecutive years of recession between 2008 and 2016 as a result of the austerity measures adopted to address the sovereign debt crisis with disastrous consequences for the well-being of its citizens. In 2008, per capita GDP amounted to € 20,795, while in 2015 it was reduced to € 14,302, a decrease of 23.6% in just 7 years. In addition, the unemployment rate rose from 7.6% in 2008 to 29.9% in 2015 and the gross general government debt as a percentage of GDP from 112.9% in 2008 to 175.7% in 2015 (IMF, 2015) . Inbound tourism (ie foreigners visiting Greece) is now viewed as a new economic force that can generate new wealth and help the country overcome the crisis.

Besides, domestic tourism has mainly repercussions on wealth redeployment within the country and has suffered a lot of pressure as a result of the economic crisis, while outbound tourism has a negative impact on the current account and limited impacts on total employment in Greece.

The Greek economy is on track to stabilize and recover after the major recession of 2008-2013, GDP growth of 0.7% in 2014 and a small decline of -0.2% in 2015.

The average annual decline of its GDP in the period 2009-2015 was at -4.2%. The adjustment program implemented by Greece in the period 2010-2015 led to a significant average annual increase in exports of goods of 4,8% despite the credit crunch of Greek exporting firms as opposed to their international competitors during the same period in which imports of goods registered an average annual fall of -3.5%. .

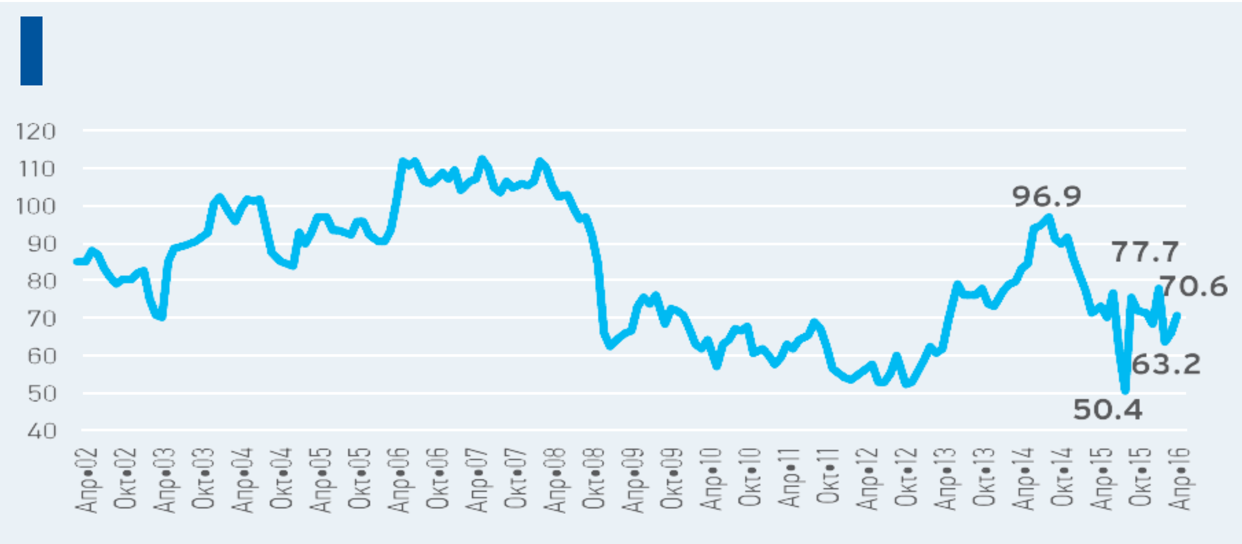
On the other hand, exports of services recorded an average annual fall of 0.9% in the period 2009-2015, mainly due to the large drop in the inflow of incomes from international transport (mainly from shipping). By contrast, in the period 2009-2015, travel receipts from abroad rose 35.6%. Also, payments for imports of services recorded an average annual decline of -6.2% in the period 2009-2015, again due to the large drop in incomes in the international transport sector (shipping) and also due to the decrease in domestic payments for travel abroad and also decrease payments for imports of other services

Figure 6


Source: SETE, 2018

The Business Service Expectation Index (Figure 7) was affected in February 2016 by the large fall in the stock prices of the Banks on the Stock Exchange (which today have fully recovered despite the delays in the assessment) and possibly by the negative impact on Tourism by the Refugee. However, there was little improvement in March and April despite the continuing uncertainty about the slowing down of the assessment and its ending only with the imposition of a new overly expanded package of new anti-development - and largely counter-regulatory fiscal measures.

Figure 7 The Business Service Expectation Index




Source: SETE, 2018

Economic indicators are expected to improve from May 2016 and much longer than in June 2016, with completion of the evaluation. If this happens, they may contribute to a good tourist season even in the field of domestic tourism, which is still at extremely low levels after the great recession, unemployment and a large drop in income over the period 2010-2013.

## 4. CONCLUSION

The current era is characterized by a very serious economic crisis that began in the US in 2007 and the ongoing efforts made at national and international level to overcome this crisis. As a result of the global economic crisis, the hospitality and tourism industry experienced a severe recession in sales and profitability, particularly during 2009. In 2010, tourism recovered strongly in 2011, with international tourist arrivals and revenue rising significantly. The hospitality industry is expected to show a steady recovery in 2017 and return to pre-crisis levels in terms of room prices.

The analysis of the indirect impacts of tourism, which was preceded by more chapters, shows that a dynamic mobilization of the tourist service delivery chain has extremely beneficial consequences for employment and the current payments balance. The T20 countries (Australia, Spain, Argentina, USA, China, Indonesia, South Africa, Turkey, Brazil, Italy, Mexico, France, Japan, United Kingdom, Russia, Canada, Democratic Republic of Korea, Saudi Arabia, Germany and India ) have a great responsibility to promote the economic and social role of tourism both to themselves and to the entire international community, especially the poorest countries.

It is therefore necessary that such efforts be made to promote tourism globally, so that it is a part of economic support for the domestic economies, especially at the time of the international economic crisis that has existed since 2008.

Tourism has managed to adapt to the economic crisis, estimated as economic growth in the sector by almost 8% in 2015.

It is noted that the benefits of the economic impact of the crisis on the tourism market stem from its flexibility. Thus, after a serious blow that was felt in 2009 as a direct result and a public reaction to the economic crisis, in 2010 there were positive results for the national tourist market. The crisis has a particularly strong impact and a negative impact on some countries. One of these countries is Greece, where GDP fell by 7.3%, external debt was 182.2% of GDP, unemployment jumped to 16.3% and wages of civil servants decreased by 30 -40%.

Tourism can be the driving force behind the economic recovery in Greece. Tourism brings a lot of revenue and means more jobs. For these reasons, several measures have been taken to restructure, improve and strengthen Greek tourism. These measures include: strengthening alternative forms of tourism such as agrotourism and religious tourism that encourage visitors to come all year round, protecting and managing the environment, creating quality infrastructures, developing synergies with others sectors and branches of the economy, boosting competitiveness through a quality tourism product. In addition, tourism can become the tool of the Greek government in its effort to achieve social and environmental policy goals.

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