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EFFECTS OF LEISURE ACTIVITIES ON WELL-BEING: MEASUREMENT OF WELL-BEING USING PSYCHOLOGICAL AND PHYSIOLOGICAL INDICATORS

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INTRODUCTION

Vacations are generally believed to heal people physically and mentally and are perceived as an escape from daily responsibilities at work (Pearce, 2009). However, such benefits of vacation are not deterministic and cannot always be reaped. For instance, the positive effects of travel appear short-lived. Several studies using a pre-post design (e.g., Nawijn, 2011; Nawijn, Mitas, Lin & Kerstetter, 2013) indicated that most people felt happier before and during compared to after a vacation. Similarly, de Bloom, Geurts, and Kompier reported that vacationers' health and well-being rapidly increased after the start of the holiday, seemed to peak during the vacations and then, decreased gradually.

Simultaneously, it is unclear what kind of activities during vacation are more useful for improving and maintaining well-being. Therefore, multiple longitudinal surveys and accurate measurements of individuals' well-being to answer such questions. The most widely used survey for this purpose is a questionnaire. However, collecting data using questionnaires has both strengths and weaknesses (Patten, 2016). Questionnaires provide an efficient and economical way to collect data. It allows to collect a large amount of data simultaneously and in a short time. They are also easy to tabulate or score, and the resulting data are easy to analyze. On the other hand, they usually provide only a snapshot rather than a rich, in-depth picture of an area of concern. Additionally, questionnaires elicit incorrect responses as respondents may give answers that they think are socially desirable, regardless of accuracy. It is also difficult to measure things, states, and emotions that the person is not aware of. Therefore, in this study, we attempted to capture the changes in respondents' well-being and stress from physiological substances in saliva and questionnaires.

In recent years, the measurement of indicators of the immune system has been performed in psychology. Recent studies revealed how sensitively the immune system influences the psychological state, along with its biological mechanisms. Specifically, several studies focused on the relationship between stress and saliva secretion in humans (e.g., Bosch, Ring, de Geus, Veerman, & Amerongen; Phillips et al., 2006). Immunoglobulins are essential substances in infection defense mechanisms that eliminate bacteria and viruses that have entered the body. The immune system comprises numerous components, of which this study focuses on immunoglobulin A (s-IgA).

s-IgA is found in saliva, tears, and nasal mucosa and plays a vital role in preventing harmful substances from entering the body. Since s-IgA can be detected in saliva, it is an index of immune function that is easy to handle in psychophysiology. For example, Matsunaga, Kobayashi, Shibata, et al. (2016) reported that one-weekly self-disclosure of emotional experiences enhances happiness using this measurement method. Their study also revealed a positive correlation between changes in well-being and salivary s-IgA levels, that is, individuals' positive emotions affected s-IgA secretion.

From the perspective described above, the purpose of this study was to clarify the effect of a week's vacation on well-being and stress among college students. To test this effect, we conducted a subjective questionnaire survey and physiological analysis. The study of salivary hormone levels and psychological questionnaires may reveal what activities can positively affect personal well-being during leisure.

METHOD

Participants comprised of 44 students (13 men, 27 women, and 4 refusals) ranging in age from 19 to 23 years (M = 19.80, SD = 0.81). All the surveys described below were conducted as part of university classes, and there were no financial rewards as compensation for their time. Participants completed the questionnaires thrice. To capture data from as many people as possible, we conducted the following schedule: The first survey was carried out at the end of October 2019 (Time 1), the second survey immediately after the end of the autumn vacation in early November 2019 (Time 2), and the third survey in early December 2019 (Time 3).

Questionnaires consisted of items obtaining demographic information including sex, age, and details of autumn vacation experience, followed by psychological scales, namely, the Recovery Experience Scale (Sonnentag & Fritz, 2007), PERMA-profiler (Butler & Kern, 2016), and Brief Job Stress Questionnaire (BJSQ; Ando, Kawakami, Shimazu, Shimomitsu, & Odagiri, 2015). The Recovery Experience Scale (Sonnentag & Fritz, 2007) is a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree) having four dimensions: (1) psychological detachment, (2) relaxation, (3) mastery, and (4) control.

We adopted the PERMA-Profiler (Butler & Kern, 2016) to measure changes in the participants' well-being through the autumn vacation in terms of five pillars: positive emotion, engagement, relationships, meaning, and accomplishment. The PERMA-Profiler was developed to apply measurement changes in well-being at the individual, community, and national levels (Butler & Kern, 2016). The questions were rated on an 11-point scale ranging from 0 to 10 with the endpoints labeled. Finally, BJSQ is a self-reported stress questionnaire that can be used easily in the workplace. The scale consists of 57 items composed of three factors: work stress, stress responses, and modifiers. Among these, we used 29 items related to the stress response. In addition, all participants submitted a diary-style record form to keep track of their activities during the vacation (from October 31 to November 5).

To collect and analyze saliva, we used the Cube Reader (SOMA Bioscience product; Figure 1), which is smaller (two-inch cube), quicker (four-second scan time), and considerably cheaper than the previous equipment. Conducting multiplex sampling with such a small and quick reader would save time and speed up data delivery in daily and applied settings (Dunbar & Jehanli, 2015). Considering the participants' burden, we collected saliva and analyzed them twice (Time 1 and Time 2).

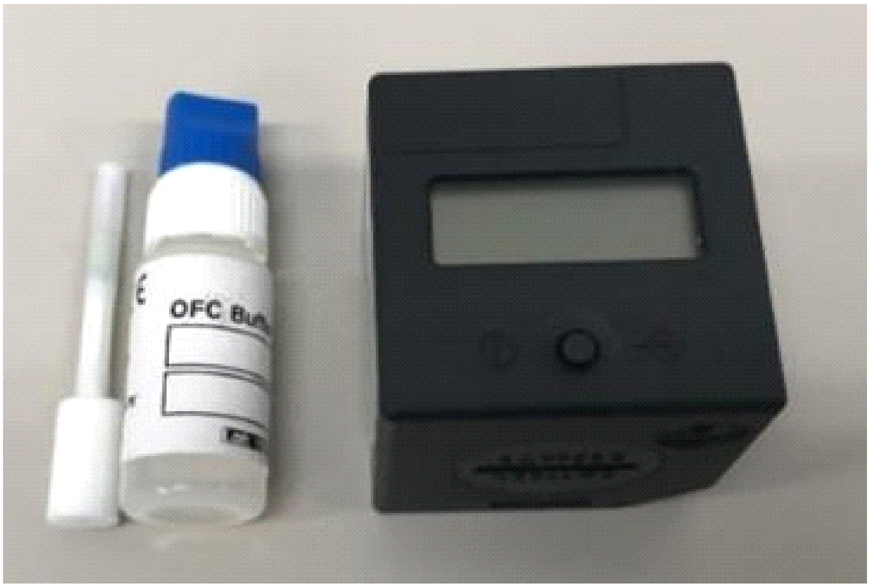

Figure 1. Measuring instrument and saliva sampling kit

FINDINGS AND CONCLUSION

We conducted repeated measure analysis of variance for the effects of time on the participants' stress and well-being. The result showed no significant differences in either stress (F (2, 56) = 0.38, *ns*). η_p^2 = .01) or well-being (F (2, 56) = 2.79, *ns*. η_p^2 = .10) scores before and after the vacation. In other words, the participants' stress and well-being fluctuations before and after the weekly vacation could not be confirmed.

However, hierarchical regression analysis revealed the relationship between recovery experiences (i.e., what respondents experienced during their vacation) and mental health outcomes (Time 2). The full model accounted for 63% of the variance in well-being score after vacation, and the effects of mastery (β = .29, p < .05) were significant. Mastery is a part of the recovery experience and refers to how people experience new and challenging events during their vacation.

In addition, the result of saliva analysis confirmed a marginally significant relationship between S-IgA secretion rates (μg) and the well-being of vacationers (r = 24, p < 10). Also, the content analysis of the diary-style records showed that interpersonal relationships could contribute to individuals' well-being. These results suggest that, instead of just relaxing, new places and experiences can make people happier.

Interpersonal relationships are the leading cause of human stress. However, building good interpersonal relationships is also crucial for promoting well-being. Our results have important implications and show limitations as well as some intriguing directions for future research.

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OTHERS' INFLUENCE ON MY ATTITUDE AND REVISIT INTENTION TOWARD GREEN CAFÉ: CONFORMITY AS MODERATOR

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INTRODUCTION

Over the last a few decades, growing concerns on the environment have led to the advent of green consumerism in which consumers adopt green attitude and behavior to alleviate environmental degradation (Laroche et al., 2001). The new consumer trend has encouraged the emergence of green cafés where its business operations strive to minimize disposable plastic wastes. In Korea particularly, along with the national enactment of the Resources Recycling Act that prohibited cafés from providing single-use plastic cups for dine-in consumers, green cafés are further committed to implement voluntary green initiatives in order to curb disposable plastics such as straws and cutleries (Kim, 2018).

However, sustainable practices from green cafés could not always obtain unanimous acceptance from all consumers. As McCarty and Shrum (1994) identified, prosocial behavior (e.g., recycling) entails a trade-off relationship in which individual needs for short-term are sacrificed for the sake of societal benefits for long-term. In this regard, it is possible to expect that some consumers are not willing to tolerate short-term personal inconvenience, such as unfamiliar quality of alternative straws to plastic straws or longer service lead time due to cleansing of in-store mugs or reusable cutleries, compromised over the long-term environmental sake (Lee, 2018).

In light of the trade-off relationship, it is important to note that an individual consumer's attitude of inconvenience toward green cafés intrinsically involves perceptions on other consumers who build up a society (Woelfel & Haller, 1971; McCarty & Shrum, 1994;). This relationship of social influence that governs an individual's attitude and the one's social presence can be further explained by the concept of ideal social self-image (Sirgy, 1982). It delineates that consumers perceive certain symbolic images or values on consumption behavior; when the symbolic images are congruent with the ideal social self-image (i.e., how consumers want others to see themselves), they portray self-concept indirectly through the symbolic images attributed to consumption (Sirgy 1985; Beerli et al., 2007). In this respect, a consumer who wants to be perceived by others as an environmentally responsible person (i.e., ideal social self-image), for example, is likely to adjust his or her own attitude accordingly, and in turn, revisit or patronize green cafés even if some inconvenience is expected.

Another important determinant of consumer attitude under social influence is consumer conformity (Bearden et al., 1989). An individual consumer whose personality exhibits high tendency toward conformity is likely to be normatively motivated to adopt the attitude of other consumers as they are perceived to form a referent social group with which he or she wants to identify himself or herself (Lascu & Zinkhan, 1999). In association with the ideal social self-image, a consumer with high conformity trait will be more susceptible to the influence of others as they represent the referent social group who are believed to observe and recognize the individual consumer's ideal social self-image. Conversely, a consumer whose tendency toward conformity is low is less likely to be influenced by the attitude of others.

Accordingly, this research aims to investigate how other consumers' attitude affects an individual consumer's attitude, and how, in turn, the individual's attitude of inconvenience with naturally negative valence influences the individual's revisit intention in the context of green cafés. The moderating role of conformity trait is also examined. Therefore, following hypotheses are proposed:

- **Hypothesis 1 (H1)**: Perceived others' attitude of inconvenience toward green cafés positively influences my attitude of inconvenience toward green cafés.
- **Hypothesis 2 (H2):** My attitude of inconvenience toward green cafés negatively influences revisit intention.
- **Hypothesis 3 (H3)**: Conformity trait moderates the relationship between perceived others' attitude of inconvenience toward green cafés and my attitude of inconvenience toward green cafés, such that the positive relationship between perceived others' attitude of inconvenience toward green cafés and my attitude of inconvenience toward green cafés is strengthened when conformity trait is high and weakened when conformity trait is low.
- **Hypothesis 4 (H4)**: Conformity trait moderates the relationship between my attitude of inconvenience toward green cafés and revisit intention, such that the negative relationship between conformity trait and revisit intention is weakened when conformity trait is high and strengthened when conformity trait is low.

METHOD

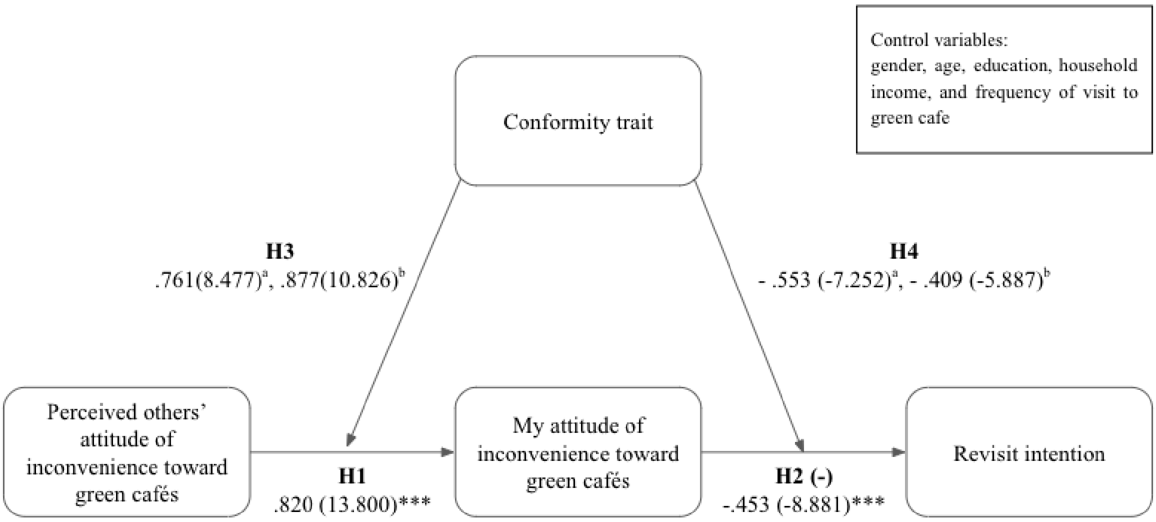
Data collection was conducted by survey questionnaires comprised of twenty-six question items including demographic questions. Survey instruments were adopted from previous researches by Bearden et al. (1989), McCarty and Shrum (1994), and Fiore and Jin (2003), and presented in five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The research targeted on Korean respondents and collected 500 completed surveys. The questionnaire included one screening question that asked respondents to indicate their frequency of visit to café in the recent one month in order to ensure that they are familiar with the context of green café.

The data analysis first conducted frequency analysis to show the demographic profile of survey respondents. Secondly, confirmatory factor analysis (CFA) was conducted to verify reliability and validity of each construct and all measurement items. Then, structural equation model (SEM) and multi-group analysis were conducted to test the proposed research model and hypotheses. Demographic variables were controlled in SEM analysis.

FINDINGS

H1 and H2 were evaluated using SEM. The result showed that perceived others' attitude of inconvenience toward green cafés positively affects my (an individual's) attitude of inconvenience toward green cafés ($\beta = .820, t = 13.800, p < .001$), thus supporting H1. In addition, it was found that the individual's attitude of inconvenience toward green cafés negatively affects revisit intention ($\beta = -.453, t = -8.881, p < .001$), thus supporting H2.

To test the moderating effect of conformity trait, the collected data were divided into two groups based on the mean score of conformity trait (M = 3.23), resulting in low conformity group (n = 235) and high conformity group (n = 265). Then, multiple-group analysis was conducted to empirically test the moderating effect of conformity trait. The invariance of one specific path between two pairs of groups was tested by calculating the chi-square difference. The result found that conformity trait played an important moderating role in the direct path relationship of H1 ($\Delta\chi 2$ (df) = 4.213 > $\chi 2$ .05 (1) = 3.84). The path coefficient of high conformity group was found to be greater than that of low conformity group. Therefore, H3 was supported. Moreover, the resulted also showed that conformity trait moderated the direct path relationship of H2 ($\Delta\chi 2$ (df) = 9.051 > $\chi 2$ .01 (1) = 6.63). The path coefficient of low conformity group was found to be negatively higher than that of high conformity group. Therefore, H4 was supported. Figure 1 summarizes the research model and the results.



Note 1: ***p < .001
Note 2: (-): negative relationship
Note 3: a. Path coefficient and t-value for low conformity group, b. Path coefficient and t-value for high conformity group

Figure 1. Structural Model Results

IMPLICATIONS

As consumers have realized that their consumption behavior entails significant impacts on the environment, it is not surprising that green consumerism is conceived of as prosocial behavior that everyone is responsible for. It reinforces the execution of social influence in the attitude formation of inconvenience toward green cafés through one's desire to exhibit ideal social self-image to the surrounding referent social groups who are perceived to evaluate and approve or disapprove the ideal social self-image. Therefore, it is advised that marketers first identify referent groups with which their target consumers want to express social identity. It would enable marketers to define what are the associated symbolic images that the groups are believed to pursue. As consumers are influenced by each other in a mutual relationship (Latané, 1981), once it is perceived that the symbolic images of green cafés project the desired values of the referent social groups, it is expected that individual consumers will be influenced by the perceived others' attitude to tolerate inconvenience and form favorable attitude toward green café, which, in turn, results in revisit intention.

The understanding of conformity trait poses an important implication to the operation of green cafés where new green initiatives are continuously implemented for environmental protection. While the experience from visiting green cafés itself is an intangible element that may entail initial reluctance, consumers with high conformity are more likely to foster favorable attitude consciously to enhance and support their desired ideal social self-image (e.g., environmentally responsible consumer). Although it is challenging in reality for marketers to measure individual consumer's conformity trait and make targeting strategies according to the level of conformity, it is suggested that green cafés operate a rating system on online reviews such that consumers are able to filter what they want to read (Tsao et al., 2015). It would allow consumers with high conformity trait to selectively and voluntarily expose themselves to the opinions of the majority others, thus capturing the segment of high-conformists from the perspective of marketers.

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EXAMINING DESTINATION LOYALTY FORMATION OF GROUP PACKAGE TOURISTS: THE CASE OF MACAU

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INTRODUCTION

A GPT is an all-inclusive package with air and ground transportation, baggage handling, accommodation, sightseeing and meals all bundled into a single product, sold to the consumer at a single price and paid in advance (Heung & Chu, 2000; Mak et al., 2010). A number of studies have investigated the characteristics of group package tourists. Despite some similarities, Mainland Chinese group package tourists often exhibit different behaviors and characteristics, depending on the destination (Lee, Hitchcock, & Lai, 2018).

Mainland Chinese outbound group package tourists are one of the biggest segments in Asia as well as in Macau (Bi & Lehto, 2018; Gu & Huang, 2019). The number of international visitors arriving in Macau was 35.8 million in 2019, including 9.1 million group package tourists (Statistics and Census Service of Macau, 2019). Approximately 7.1 million of them came from Mainland China, and accounted for 78% of the entire group package tour market in Macau (Statistics and Census Service of Macau, 2019).

To explain the decision-making and loyalty of Mainland Chinese group package tourists to Macau, this study uses an extended model of the theory of reasoned action (TRA) (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975; Kim, 2017). TRA proposes that a tourist's behavioral intentions regarding destination loyalty depend on their attitude and subjective norms toward the destination (Bi & Lehto, 2018; Untaru et al., 2016). Psychological factors such as attitudes, perceptions, and image are important elements influencing travel behavior and destination loyalty.

The purpose of this study is to provide an integrated model for understanding destination loyalty with Mainland Chinese group package tourists to Macau by examining the effects of attitude, subjective norms, destination image, perceived service quality and perceived value on destination loyalty.

METHOD

The survey questionnaire was composed of 46 questions classified into seven dimensions including: four items of attitude toward the Macau trip (Lam & Hsu, 2006), four items of subjective norm (Hsu & Huang, 2012; Sparks, 2007), 12 items of Macau destination image (Chen & Tsai, 2007; Chi & Qu, 2008), 14 items of perceived service quality (Io, 2013; Lin, Lee & Chan, 2009), four items of perceived value (Jang, Cai, Morrison & O'Leary, 2005), and three items of Macau destination loyalty (Park, Lee & Miller, 2015). The questionnaire used a 5-point Likert scale (1=strongly disagree, 5=strongly agree) and five items of demographic variables. For the data collection, With the assistance of four tour guides, 25 tour groups from Mainland China were selected and 500 self-administered questionnaires were distributed to the tourists who expressed willingness to complete the survey during their package tour in Macau. The completed questionnaires were collected by the tour guides before handed over to the researcher. Finally, a total of 454 valid questionnaires were collected representing a response rate of 90.8% after 46 invalid and incomplete questionnaires were removed.

FINDINGS

Confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to test the conceptual model. All six constructs exhibit both convergent validity and discriminant validity. The goodness-of-fit indices suggest that the final measurement model fits the data well, with χ^2 = 902.7, df =306, CFI = 0.91, NNFI = 0.91, RMSEA = 0.05, and SRMR = 0.06. In addition, the goodness-of-fit statistics for the structural model indicate an acceptable fit of the data to the model, with χ^2 = 887.68, df =304, CFI = 0.92, NNFI = 0.91, RMSEA = 0.06, and SRMR = 0.06.

The estimates of the standardized coefficients identify the six supported hypotheses as: attitude → destination loyalty (β=0.42, $p<0.01$), subjective norm → destination loyalty (β=0.25, $p<0.05$), destination image → destination loyalty (β=0.18, $p<0.05$), destination image → perceived service quality (β=0.81, $p<0.001$), perceived service quality → perceived value (β=0.69, $p<0.001$), and perceived value → destination loyalty (β=0.19, $p<0.05$).

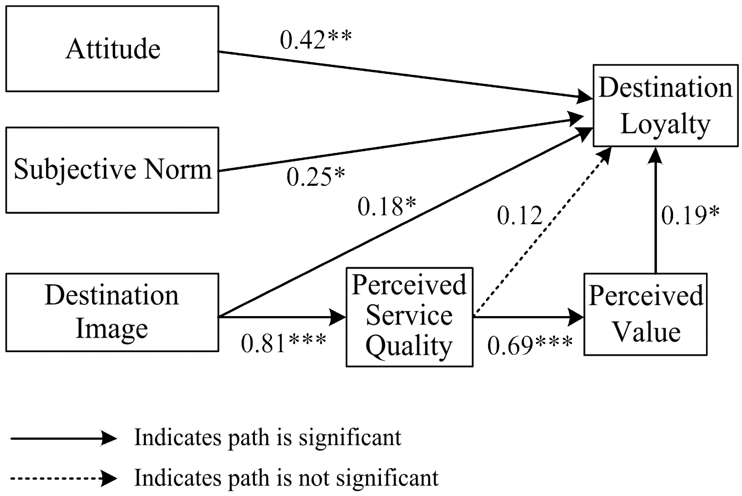

Figure 1. Summary of tested hypotheses

CONCLUSION

This study aims to understand destination loyalty among the Mainland Chinese group package tourist market by proposing an integrated conceptual model employing the extended TRA. The findings of this study show that the extended TRA is a valid and useful conceptual frame for explaining destination loyalty among Mainland Chinese group package tourists. The study confirms that attitudes and subjective norms among group package tourists to Macau play an important role in their destination loyalty, as exhibited through revisit and recommendation intentions. Finding also demonstrates that destination image is directly associated with tourists' perceptions of the service quality of the Macau group package tour as well as destination loyalty for Macau. Image is a key influence as it has a stronger impact on destination loyalty than social norms, perceived service quality, and perceived value. The Macau Government and destination marketing organization should enhance the image of Macau with Chinese group package tourists because image was found to have a significant impact on perceived service quality and value, which influence the destination loyalty.

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THE RELATIONSHIP AMONG TOUR GUIDE PERFORMANCE, SERVICE QUALITY OF TOUR GUIDING TOURIST SATISFACTION, AND TOURIST BEHAVIOR INTENTION

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INTRODUCTION

Tour guides perform an essential role in presenting the business picture of travel companies during tour services. Tour guides are essential representatives of the tourism industry, and their services are primarily dependent on their success and technical expertise (Chen et al., 2011; Hwang & Lee, 2018). Previously, the relationship between tour guide performance, tourist satisfaction, and tourist behavior intention has been investigated (Chen et al., 2011; Huang et al., 2010; Hwang & Lee, 2018). Furthermore, tour guides' level of service can be identified by visitors' and tourists' general picture of travel agencies. Service quality of tour guiding has been mentioned by previous researchers (Chan et al., 2015; Chand, 2010; Chang, 2014; Chen & Chen, 2010; Chen et al., 2016; Lin et al., 2017; Žabkar et al., 2010). Besides, suggested that potential researchers should examine the role of tour guide performance in various contexts, and Vietnamese domestic tourists were considered the source for the study. Moreover, in the context of the Covid-19 pandemic across the world, Vietnam tourism just relies on domestic tourists to gradually recover. However, the research on Vietnamese tour guides who connected between Vietnamese domestic tourists and local travel agencies is still limited in the tourism research field. Therefore, this study responded to the importance of Vietnamese tour guides during tour programs and the process recovery Vietnam tourism at the moment. The purpose of this study conducted a purposive sampling approach to quantitative data from Vietnamese domestic tourists to examine the relationship among tour guide performance, tourist satisfaction, and tourist behavior intention, as well as the role of tour guide service quality in that connection.

LITERATURE REVIEW

The first three hypotheses are then framed base on the previous studies suggested that tour guide performance impacts the satisfaction of tourists (Bowie & Chang, 2005; Huang et al., 2010; Kuo et al., 2018; Zhang & Chow, 2004), on tourist behavior intention (Alazaizeh et al., 2019; Hwang & Lee, 2018; Mak et al., 2011; Teng & Tsai, 2020), on service quality of tour guiding (Lin et al., 2017; Zhang & Chow, 2004). The fourth hypothesis was developed base so previous studies that found that tourist satisfaction impacts tourist behavior intention (Alazaizeh et al., 2019; Chan et al., 2015; Chang, 2014; Murray & Howat, 2002). The next two hypotheses are developed base on the finding studied had pointed out that service quality impacts customer satisfaction (Huang et al., 2010; Kang et al., 2004; Lin et al., 2017) on behavior intention (Chan et al., 2015; Heung, 2008). And two final vital hypotheses to investigate the role of service quality of tour guiding in these relationships as the mediating roles (Alazaizeh et al., 2019; Chan et al., 2015; Hwang & Lee, 2018; Lin et al., 2017; Mak et al., 2010; Zhang & Chow, 2004).

METHODOLOGY

This study was able to generate measurement items for the dimensions by referring to these factors' scales in previous studies, such as tour guide performance with 19 items (Alazaizeh et al., 2019;

Huang et al., 2010; Hwang & Lee, 2018), the service quality of tour guiding with 5 items (Cho & Wang, 2011; Lin et al., 2017), tourist satisfaction with 4 items (Chi & Qu, 2008; Lin et al., 2017; Žabkar et al., 2010), and behavior intention with 4 items (Chan et al., 2015; Lin et al., 2017). Quantitative research was conducted to test the research model's scales and hypotheses through a purposive sampling approach for data collection from 378 Vietnamese domestic tourists (25th to 29th September 2020) in Ho Chi Minh City. This research was conducted out with descriptive analyzes, confirmatory factor analysis, structural equation modeling, and the Sobel test.

RESULTS

Structural equation modeling and the Sobel test were used to test the hypotheses in the study. The result indicates significant positive relationships were presented by the standardized path coefficients of the paths from tour guide performance to tourist satisfaction, tour guide performance to tourist behavior intentions, tourist satisfaction to tourist behavior intentions, and service quality of tour guiding to tourist satisfaction. However, the service quality of tour guiding did not display a practical effect on tourist behavior intention. On the other hand, this research found out the service quality of tour guiding mediates effect on the relationship between tour guide performance and tourist satisfaction. Nevertheless, the tour guide's service quality did not significantly impact the relations between tour guide performance and tourist behavior intention.

Theoretical implication

The finding of this research contributes to tourism literature. Foremost, Alazaizeh et al. (2019) suggested that future researchers can test the mediation relevant variables on the relationship between tour guide performance and tourist behavior. Therefore, to the response suggested above, this study considered the quality service of tour guiding as a mediation variable. Second, this study to discover the missing of Chan et al. (2015) on the impact of tour guiding on tourist intention. And the finding of this result is also similar to other authors (Chan et al., 2015; Hwang & Lee, 2018). Third, the concepts of Hwang and Lee (2018); Lin et al. (2017) are missing the testing the role of service quality of tour guiding. As a result, this study added to and applied previous research by identifying the significant mediating role of tour guide service quality in the relationship between tour guide performance and tourist satisfaction.

Practical implication

The findings of the study provide some management strategies guidelines. This study showed first of all that the tour guide needs to do well on tour. Particularly, Vietnamese tour managers and tour operators can continue providing specific instructions to enhance their tour guides' ability. Further, the service quality of tour guiding plays as a mediator component in the link between the performance of tour guides and tourists' satisfaction. Therefore, tour agencies and tour operators from Vietnam can equally prepare tour guides for the or a technical demonstration to increase tour guides' experiences. Besides, travel managers should consider the dynamic phenomena of visitor satisfaction and tourist behavior intention. Tour guide success achieves the key thing that impacts tourist satisfaction during the tour program. During tour programs, tourist behavior intention could be affected typically by tour guides' performance and tourists' satisfaction. In some cases, tourist behavior intention was directly undetermined by the service quality of tour guiding. Somehow service quality of tour guiding indirectly affects tourist intention through tourist satisfaction.

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DEVELOPING AN ADVANCED HOTEL CSR SCALE FROM CUSTOMERS' PERSPECTIVE

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INTRODUCTION

Corporate social responsibility (CSR) refers to the duty that organizations take on toward others, not only on customers and their shareholders (Holloway, 2004). Especially in the service industry, such as hospitality companies, CSR has become an essential construct, (Martínez & Del Bosque, 2013) because it is a significant attribute of company image and could mechanically attract potential consumers, even promote their loyalty (Han et al., 2011; Cha et al., 2016). Companies, especially those involved in uncertainty and risk, are inclined to focus more on their CSR, since CSR has been presented as an effective approach to generate the 'reputational capital', enhance firm value (Muller & Kräussl, 2011), avoid uncertainty, and fend off risks (Smith, 2003). Nowadays, the COVID-19 pandemic has given a significant impact on nearly every stratum of society. The hospitality industry is among the hardest hit by it (Shin et al., 2021). To make up for the losses and promote the reputation, several hotel companies have engaged more in CSR activities, such as donating rooms and assisting frontline workers. But how do customers think of the companies' CSR activities under COVID-19? Are they willing to pay in the future for their prosocial work? Such questions remain equivocal. There is even no suitable scale to measure customers' perspectives on companies' CSR, especially under the crisis.

Empirical studies that attempt to measure CSR on a firm-level began in the 1970s (Ko et al., 2019). The perspectives concentrated on by prior studies include stakeholders, employees, and customers, while most of the measures focus on stakeholders, only a little concerned about employees and customers. Ko et al. (2019) proposed a hotel CSR scale from employees' perceptions, which contributes to the conceptual specification of a new construct, EMPCSR, to gauge and measure employees' CSR perceptions and expectations of their employers. Fatma et al. (2016) studied a measurement scale on consumer perception of CSR in the tourism industry, which enables consumer evaluation of hotel services concerning CSR. But it only included three basic dimensions (i.e., economics, society, and environment), which could not provide a comprehensive picture (e.g., under COVID-19) to customers. Moreover, it was conducted in a metropolitan city of India and could not reflect consumers in other regions.

Therefore, this research aims to develop an advanced hotel CSR scale from the customers' perspective. This will be the first hotel CSR scale measuring customers' perception under the COVID-19 pandemic.

METHOD

This process of scale is based on that of the scale development of service quality (Parasuraman et al., 1988). In particular, we extract the common practices of CSR among hotel corporations from a well-developed business sustainability index (CUHK, n.d), adapt these practices as measurement items, and ask experienced hotel guests the extent to which they value each item. The business sustainability index covers three main areas under CSR values, CSR management, and CSR practices, as well as the hotel company's contributions to economic, social, and environmental sustainability (CUHK, n.d). It could clarify each sub-dimension (see Table 1) and track the process of CSR. In this way, customers can judge the companies' work.

A pilot study among 300 hotel customers will be used to conduct an exploratory factor analysis and determine the underlying factors that hotel guests value on the hotel sustainability index. A sample of 1000 hotel guests worldwide will be further conducted for confirmatory factor analysis to assess the latent structure and test the validity of the scale.

Table 1. Dimensions of the advanced hotel CSR scale from customers' perspective

L1	L2	L3
Value	Nature	/
	Orientation	/
	Crisis Response	/
Process	Management	/
	Practice	Community Practice Customer Practice Employee Practice Environmental Practice Government Practice Investor Practice Supplier Practice Crisis Practice
Impact	Activities	Community Impact Customer Impact Employee Impact Environmental Impact Government Impact Investor Impact Supplier Impact Crisis Response Impact Change in Financial Performance

FINDINGS

We predict that the scale will reveal robust psychometric properties based on the findings from reliability and validity tests. Hence, the new three-dimensional scale will be well developed to measure customers' perception of hotel CSR. The current advanced scale applies a broad-range model for the hotel companies consisting of community, customer, employee, environment, government, investor, supplier, and crisis response.

In addition, we expect that among value, process, and impact, consumers give higher weight to the process dimension and give a higher score for crisis practice under COVID-19 condition. Furthermore, among the eight stakeholder dimensions (i.e., community, customer, employee, environment, government, investor, supplier), customers will be more likely to think highly of environment and employee sections.

IMPLICATIONS

The advanced scale covers a wider range of CSR practices than the research in 2016 (Fatma et al., 2016). And it will help organizational behavior researchers to examine the causal relationship between an organization's CSR activities and customers' outcomes, thereby enhancing further development of predictive and prescriptive studies that provide a prescription to hotel managers with instrumental reason to pursue CSR in an organizational setting.

This study is one of the scales developing studies of customers' perceptions in the context of the hotel industry. But it's the first study to include a broader range of factors and to take the crisis factor into consideration, which could be well used during the COVID-19 context, thereby providing hotel companies with the answers about what customers concern most for their CSR activities.

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HOW DO DESTINATION NEGATIVE EVENTS IMPACT TOURISTS' PERCEIVED BETRAYAL AND BRAND EXTENSION EVALUATION?

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INTRODUCTION

Negative events occurred in a destination, such as fraudulent selling of souvenir and false propaganda of scenic spots, not only influences visitors' destination choices (Jalilvand & Samiei, 2012), but also impact a destination's image and sustainable development (Ayoun et al., 2015; Fuchs & Reichel, 2011). As the well-documented negativity bias suggested, people tend to process negative information in greater detail and to weight negative events more than positive events (Rozin & Royzman, 2001). Therefore, the impacts of negative events occurred in tourism destinations are critically important for destination marketing (Kumar, 2016).

Drawing on accessibility–diagnosticity theory, psychological contract theory and construal level theory, this study presents and tests a conceptual model that examines how types of negative events occurred in a tourism destination affect tourists' evaluations of destination brand extension. In particular, the moderating role of tourists-destination relationship quality is examined in the proposed model. This study contributes to the body of knowledge in several ways. First, this research distinguished two types of destination negative events (competence negative events vs. moral negative events) and investigated their relationships with tourists' perception of betrayal and destination brand extension evaluation. Second, this study contributes to the literature by examining the mediation effect of perceived betrayal between destination negative events and tourists' evaluations of brand extension. Third, drawing on the construal level theory and expectation violation effect, this study revealed the interaction effect of destination brand relationship quality and destination negative events (i.e., competence/moral negative events) on tourists' perceived betrayal and destination brand extension evaluation. The findings of this study provide theoretical and practical implications for destinations' marketing responses to negative events.

THEORETICAL BACKGROUND AND HYPOTHESES

Types of destination negative events

This study applied Votolato and Unnava (2006)'s classification to study two types of destination negative events: competence-based and moral-based negative events. Competence-based negative events refer to the incidents or problems caused by the tourism destination's incompetence in offering the functional benefits of a tourism product, such as a run-down infrastructure condition, shabby dining facility, lack sufficient reception capacity. Moral-based negative events referred to the occurrence that conflicts with the moral standards and value orientation established in the society, such as false propaganda, arbitrary price increase, and fraudulent selling. It should be noted that his study does not examined the crisis events caused by force majeure such as natural disasters and the COVID-19 pandemic, because these crises are unpredictable and beyond the control of destination marketers.

Perceived betrayal

Perceived betrayal refers to a cognitive emotion triggered by a customer's subjective determination that the company has violated some of the important norms or standards necessary to maintain customer relationships (Grégoire & Fisher, 2008). Given different types of negative events have different effects on consumer attitudes and behavior (Smith, 2003), we proposed that,

- H1: Compared with competence-based negative events, moral-based negative events have a stronger negative impact on perceived betrayal.

Destination brand extension evaluation

In line with the brand extension literature, we consider that destination brand extension evaluation is tourists' judgement of new tourism products introduced by a tourism destination based on their knowledge of the destination's existing tourism products. We proposed,

- H2: Compared with competence-based negative events, moral-based negative events have a stronger negative impact on destination brand extension evaluation.

The mediating role of perceived betrayal

According to the self-regulating attitude theory, emotion is an important factor to influence behavior. Perceived betrayal will further undermine tourists' trust on a destination (Morrison & Robinson, 1997) which produces a strong negative rating, affects the tourists' perceived quality of tourism products. Therefore, we proposed,

- H3: The relationship between types of destination negative events and destination brand extension evaluation is mediated by perceived betrayal.

The moderating role of destination brand relationship quality

Based on the existing literature, we consider that the brand relationship quality between tourist and destination reflected the strength and development ability of the continuous relationship between tourists and destinations. According to the construal level theory, individuals are more concerned with information that matches their construal level in their perception, judgment, and decision-making, and different social distances result in differences in construal level that cause differences in processing information (Maglio, Trope, & Liberman, 2013). Hence, we proposed,

- H4: The brand relationship quality between tourists and destination moderates the relationship between the types of destination negative events and destination brand extension evaluation.
- H5: The tourists-destination brand relationship quality moderates the relationship between the types of destination negative events and tourists' evaluation of perceived betrayal.

METHODOLOGY

To test the above hypotheses, a mixed-method approach with three studies were adopted. In Study 1, using the Weibo microblogging platform data, we tested whether different types of negative destination events have different effects on tourists' evaluations of destination brand extension (H2). In Study 2, we conducted an experimental study to investigate the relationships among the types of negative destination events, tourists' perceptions of betrayal, and evaluations of destination brand extension, testing H1, H2, and H3. In Study 3, an additional experimental study was conducted to verify the moderating role of tourists-destination relationship quality between the types of destination negative events and tourists' responses (H4 and H5).

Study 1

A web-based survey was conducted and subjects were randomly assigned to one of two groups based on experimental conditions of different types of destination negative events (competence-based vs. moral-based). First, participants read this lead-in: "Imagine that you are now looking for a suitable tourism destination for the upcoming weekend. At this time, you happen to see a report about a negative event occurred in the destination A." Next, participants were presented a scenario of a destination negative event, as well as a news on destination A's upcoming new tourism product——a stage show called "The Memory of Impression. Then, respondents were asked to answer questions related to key constructs, which were adapted from previous studies (Votolato & Unnava, 2006; Aaker & Keller, 1990).

Eighty participants (35males and 45 females) completed the survey. A two-way ANOVA was conducted to test hypotheses H1 and H2. The results showed that participants in the moral-based negative event condition had greater impact on destination brand extension evaluation (M_{moral} = 2.3917, S.D. = 1.161) than those in the competence-based negative event condition ($M_{extrinsic\ motives}$ = 3.7375, S.D. = 1.071). Further, there was a significant diff erence between the two groups in the destination brand extension evaluation ($F_{(1,74)}$ = 24.154, p<0.001, partial η^2 = 0.246). As expected, there was a significant difference in perceived betrayal between the groups exposed to the different types of destination negative events ($F_{(1,74)}$ = 63.377, p < 0.001, partial η^2 = 0.461). Particularly, in the moral negative event group, participants really felt more betrayal on tourism destination (M_{moral} = 5.8500, S.D.=1.055) than those in the competence-based negative group ($M_{competence}$ = 3.7950, S.D. = 1.186). These results confirmed H1 and H2. SPSS PROCESS macro Model 4 by Hayes (2013) was used to test the perceived betrayal construct regarding its mediating role in the conceptual model. The results supported H3 that perceived betrayal plays a completely mediating role between types of destination negative events and destination brand extension evaluation.

Study 2

In Study 2, the procedure was to random assign participants to one of the four conditions in a 2 (types of negative event of destination: competence-based vs. moral-based) × 2 (tourist-destination brand relationship quality: high vs. low) between-subjects design. The process was the same as Study 1. Two hundred participants completed the online survey. A two-way ANOVA was used to assess the interaction effect of types of negative event of destination and relationship quality on destination brand extension evaluation.

The results showed significant interaction effects on perceived betrayal ($F_{(1,192)}$ = 160.467, p < 0.001, partial η^2 = 0.455) and destination brand extension evaluation ($F_{(1,192)}$ = 7.216, p<0.01, partial η^2 = 0.036). We found that competence-based and moral-based destination negative events would have similar impacts on tourists' perceived betrayal and brand extension evaluation when the tourists-destination brand relationship quality is low. However, when the tourists-destination brand relationship quality is high, moral-based (competence-based) negative events will elicit a stronger perception of betrayal and a great negative impact on tourists' evaluation of brand extension. These findings confirmed H4 and H5.

CONCLUSION AND IMPLICATIONS

This study proposed a conceptual model to investigate how types of destination negative events affect tourists' perceived betrayal and destination brand extension evaluation. The findings of this study supported that, moral-based (vs. competence-based) destination negative events would elicit a stronger perception of being betrayed and have stronger negative impacts on tourists' brand extension evaluation. In addition, we found that perceived betrayal fully mediates the relationship between the types of destination negative events and the tourists' evaluation of destination brand extension. Moreover, we revealed the moderating role of the brand relationship quality among the relationship between destination negative event, tourists' perceived betrayal, and destination brand extension evaluation.

This study offers useful managerial implications for dealing with destination negative events. Most importantly, tourism destination management organizations (DMOs) and tourism service providers should constantly monitor negative events. Once a negative event occurred at the destination, we should effectively classify the type of the negative event and apply different communication strategies with tourist segments based on their relationship quality. Even though it is difficult to avoid the occurrence of negative events, DMO managers should respond to the negative events in a timely manner and mitigate tourists' perception of being betrayed. When facing moral-based negative events, tourism service providers should realize that it is not appropriate to promote all kinds of new products and projects in tourist destinations at this time, especially extended products, but it takes more effort to recover the crisis brought about by negative events.

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HOW DO FANS' CONNECTEDNESS AND SELF-EXPANSION FORM DESTINATION IMAGE? A CASE OF BTS FANS

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INTRODUCTION

Popular culture (hereafter pop culture) such as drama, music, movies, and popstars has been recognized as an important vehicle to promote tourist destinations (Beeton, 2001). In recent years, pop culture from South Korea (hereafter Korea) has assisted in generating an interest in the country, created a desire for traveling there, and eventually led fans to visit. Accordingly, the Korean Tourism Organization (KTO) has used many celebrity endorsers (e.g., Rain, Psy, EXO, BTS) in their marketing campaigns to promote Korea as a tourism destination. Indeed, previous research has evidenced that celebrity endorsement plays a critical role in increasing awareness, image, and selection of the particular destination where the celebrity resides (Ambroise et al., 2014; Glover, 2009; Magnini, Honeycutt, Cross, 2008).

Celebrity endorsement has been proved to be one of the key influential destination promotion approaches. A recent study on the impact of connectedness to celebrity found that the more one feels connected to the celebrity, the better one is receptive to the massage endorsed by the celebrity, which in turn increases purchase intention (Tran, Yazdanparast, & Strutton, 2019). Celebrity connectedness describes the strength and nature of relationships between consumers and their favorite celebrity who populate a theme (Russell & Puto, 1999). In the tourism context, the perceived intensity of the relationships can be a vital antecedent to form perceived image toward a destination. In addition, when consumers find strong connectedness between celebrity's work and a celebrity-endorsed advertisement (ad), they may show positive and favorite perception toward the message and eventually the product or destination. Thus, celebrity-endorsed advertisement that reflects their characteristic and work can play an important role in helping consumers forming positive image about a destination.

A recent study identified an important psychological characteristic of pop star fans, which is called self-expansion (Lee, Bai, & Busser, 2019). Self-expansion is defined as a desire to enhance an individual's potential efficacy and it is individuals' inherent motivation to broaden themselves by including others into one's self (Aron & Aron, 1986). The study found that fans possess self-expansion, a strong motivation to establish positive relationships with their favorite pop star and the country, exhibiting higher travel satisfaction, and greater destination loyalty. Given the importance of self-expansion in fan behaviors, fans who feel connected to a celebrity may better recognize the connectedness between the celebrity work and the destination in a promotional ad and further show positive image toward the destination.

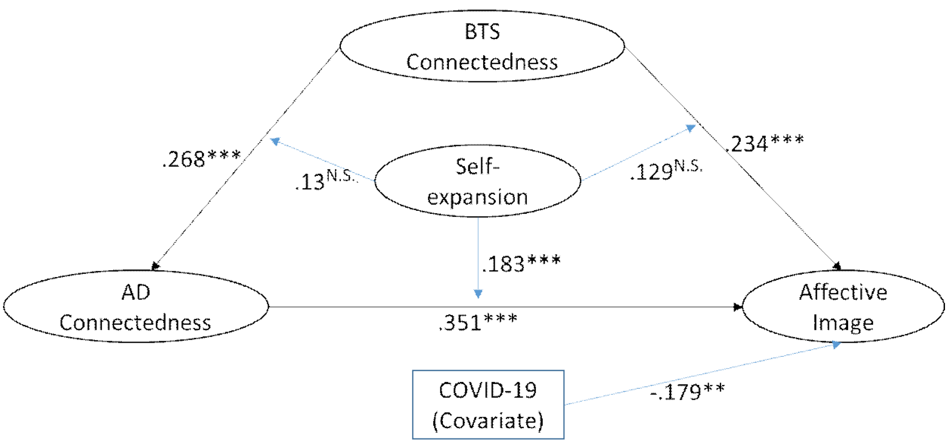
The purpose of the study was to investigate how fans develop destination image, by employing the concept of connectedness and self-expansion theory. This study chose fans of a Korean pop-star group, Bangtan Sonyeondan (BTS). For the purpose, a proposed model was developed to examine three specific objectives: 1) examine the influence of consumer connectedness to celebrity (hereafter BTS connectedness) on their perceived ad connectedness to celebrity (hereafter AD connectedness) on destination image; 2) to investigate the impact of AD connectedness on destination image; and 3) examine the moderating role of self-expansion in the destination image formation process. As this study was conducted during the COVID-19 pandemic, this study added as a control variable of COVID-19 to the proposed model.

METHOD

A scenario-based online survey questionnaire method was employed. Respondents were asked to imagine that they were planning for an international trip for pleasure and searching for a destination via online travel websites. In one travel website, they see an advertisement of a celebrity (BTS) promoting South Korea. The advertisement consisted of two main components: Title/tagline of the poster and a picture of the celebrity and destination. The title was created to correspond with an advertised South Korea and BTS. Based on the BTS's series album title, the tagline of the advertisement was created as "Love yourself, Love your next step to South Korea". A picture of BTS members with the background of a Korean traditional architecture was embedded. After reviewing the advertisement, respondents were asked to complete the survey including six sections; (1) self-expansion (six items - Lee, Bai, Busser, 2019), (2) BTS connectedness (eight items - Tran et al.,2019), (3) AD connectedness (four items − Tran et al.,2019), (4) affective destination image (three items − Russel, Ward, & Pratt, 1981), (5) perceived impact of the COVID-19 on their responses (control variable), and (6) demographics and fan profiles. All items for four main constructs were assessed on a 7-point Likert scale, ranging from 1 (strongly disagree) to 7 (strongly agree). A total of 433 responses collected by Amazon Mechanical Turk were used for the data analysis. A confirmatory factor analysis (CFA) was conducted to check the measurement model. Then, a structural model was assessed using a robust maximum likelihood estimation method (MLR) (Anderson & Gerbing, 1988). Lastly, a latent moderated structural (LMS) equation analysis was conducted to examine the moderating role of self-expansion (Maslowsky, Jager, & Hemken, 2015).

FINDINGS

The measurement model showed a good fit:^{2} = 299.679, df = 113, $\chi 2/df$ = 2.652, $p < .0005$, CFI = .960, TLI = .952, RMSEA =.062 (90% C.I.: .054, .071), and SRMR =.033 (Hair et al., 2018). Convergent validity (Bagozzi & Yim, 1991), internal consistency (Nunnally, 1978), and discriminant validity (Hair et al., 1998) were tested and confirmed prior to analysis of structural model. The structural model displayed a good model fit: ^{2}= 162.163, df = 131, $\chi 2/df$ = 3.180 $p < .001$, CFI =. 961, TLI = .950, RMSEA =.072 (90% C.I.: .060, .084), and SRMR =.093 (Hair et al., 1998). BTS Connectedness had a significant impact on AD connectedness (= .268, $p < .0005$) and on Affective image (= .234 $p < .0005$). AD connectedness in turn influenced affective image (= .351 $p < .0005$). Lastly, COVID-19 as a control variable had a significant effect on Affective image (= -.179, $p < .001$).



Notes: *: $p < 0.05$, **: $p < .001$; *** $p < 0.001$; N.S.: not significant

Figure 1. The final model with path coefficients level of 3.84 (df = 1, p < .001).

The results of latent moderated structural equation (LMS) analysis revealed that self-expansion had a significant positive interaction effect (= .138, $p < .001$) with AD connectedness on affective image.

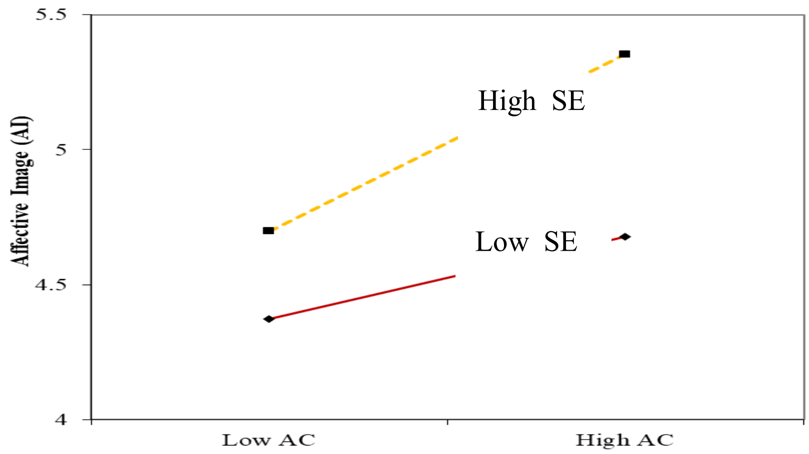
Furthermore, difference in the log-likelihood ratio (-2DLog = 19.000) surpassed the cut-off significance level and the effect size (f^2=.059) of the interaction effect represented a medium effect size (Cohen, 1988).

Table 1. Main effect, interaction effect, and test statistic for log-likelihood ratio test and R2

Path	β		Log-likelihood ratio			R2 (%)			
	M0	M1	M0	M 1	-2ΔLog	M0	M1	ΔR2	f2
SE*BC→AC	.439	.130 (p=.071)	-6958.051	-6964.795	13.488	.327	.339	.012	.018
SE*BC →AI	.367	.129 (p=.061)	-6960.987	-6957.738	6.498	.610	.622	.012	.031
SE*AC→ AI	.367	.183***	-6960.987	-6951.487	19.000	.610	.633	.023	.059

Notes. M0: Main Model; M1: Interaction Model; SE = Self Expansion; BC: BTS Connectedness; AC=Advertisement and BTS Connectedness; AI: Affective Image; β: standardized path coefficient for the impact of SE; Ratio: difference (Δ) in the log-likelihood ratio between M0 and M1: -2 [(log-likelihood for Model 0) − (log-likelihood for Model 1)] with the cut-off value of 3.84 for 1 *df;* Δ R^2: difference (Δ) between M0 and M1 in R^2; Effect size (f^2) = (R^2 of M1 − R^2 of M0)/(1 − R^2 of M1); * p < .05, ** p < .01, *** p < .001.

A simple slope analysis confirmed the significant positive interaction effects of Self-Expansion (SE) with AD connectedness on Affective image by comparing the slope of High SE (one standard deviation above the mean) and the of Low SE (one standard deviation below the mean) (Edwards & Lambert, 2007). (Figure 2). As individuals' self-expansion increases (from Low SE to High SE), the impact of AD connectedness on destination image would increase. Overall, this study revealed that self-expansion had a significant positive moderating effect on the relationship between AD connectedness and affective image.



Note. SE; Low: 1 standard deviation below the mean; High: 1 standard deviation above the mean.

Figure 2. Simple slope analysis

CONCLUSION

Grounded in the concept of connectedness and self-expansion theory, this study revealed that how consumer's perceived connectedness to the celebrity (BTS) and AD connectedness influenced destination image while self-expansion had a significant moderating role of in the relationships − particularly between AD advertisement and affective image. The findings imply the importance of fans' connectedness to the celebrity and their perceived degree of ad reflectiveness regarding celebrity in terms of developing a positive destination image. That is, the more fans feel connected to the BTS, the more they perceive the ad relatedness with celebrity and the more they form positive destination image. Furthermore, findings indicate that when people have higher self-expansion, fans' perceived connectedness between AD and BTS has a stronger impact on destination image. That is, self-expansion played a significant moderating role in strengthening destination image, when people have stronger self-expansion.

The findings of this study make several theoretical implications. By applying the concept of connectedness and self-expansion theory, this research provides new theoretical insights on understanding fans' destination image. In particular, by employing the concept of connectedness from the advertisement literature, this study offers an important insight of celebrity endorsement within the tourism context. Lastly, by evaluating the interaction effect of self-expansion in the model, this study expands the role of self-expansion as a significant moderator in the destination image formation within the pop-culture tourism context.

The findings also provide practical implications and guidelines for destinations to develop destination marketing strategies grounded in celebrity endorsement. By highlighting the importance of connectedness, destination marketing organizers should develop promotional messages that reflect the connection between celebrity's work and the destination. In addition, as highly self-expanded fans were found to often influence stronger impact of advertisement connectedness on affective image, destination markers should recognize a group of fans as potential market segment and develop travel products and services that motivate fans' self-expansion, which will foster fans to form perceived image toward the destination.

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EXPLORING EFFECTIVE MENU STRATEGY FOR FOOD DELIVERY APP – THE MODERATING ROLE OF CONSUMPTION NATURE

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INTRODUCTION

Food delivery apps (FDAs) as an emerging online-to-offline mobile technology, has been widely adopted by restaurant industry world-wide. For instance, FDA market in the United States is very popular, as it is associated with convenience. Several factors including hectic working schedules and increase of single-person household are driving force to this market. In addition, FDA market has even grown tremendously since COVID-19 outbreak because more and more consumers have rather chosen dining at home using food delivery over dining at a traditional restaurant setting in order to minimize social contacts. The Online Food Delivery segment is expected to show a revenue growth of 5.8% ($30 billion) in 2022, and the number of FDA users in the U.S. is expected to amount to 128.3 million by 2024.

However, research in the context of FDA has received less attention in the literature compared to the traditional restaurant business. Because ordering food delivery and dining at home is clearly different behavior compared to dining at a traditional restaurant, it is necessary to investigate consumers' various responses including purchase behavior in the context of FDA. In addition, FDA market has been very competitive now a days. In order to survive from the fierce competition, it is important to explore effective marketing strategies including menu promoting strategies especially suitable for FDAs.

The restaurant menu is a critical tool to influence customer expectation and buying behavior (Lee & Cranage, 2007). Well-designed menus in the FDA can have a huge influence on consumers` behavior and purchase intention. As with other purchases, consumers believe their food purchase decisions are the result of rational evaluations, preferences, and personal values. However, purchase decisions can be influenced by cognitive limitations that lead to the use of mental shortcuts or heuristics (Svenson & Maule, 1993). Whereas systematic processing entails careful and deliberative processing of a message, heuristic processing entails the use of simplifying decision rules or 'heuristics' to quickly assess the message content. Food-related decisions, specifically, tend to be more heuristically cued than other behaviors (Cohen & Babey, 2012).

There are several cues that are inherent in the purchase environment. One of these cues can be scarcity and popularity messages are two pervasively used promotional strategies in marketing. While some promotions emphasize scarcity (e.g., limited edition), others highlight popularity (e.g., best seller). Both types of promotional messages are highly powerful and it is vital to know which type of message has more effect on perceived product value as well as consumer`s purchase intention.

According to commodity theory, the individual evaluates a product as more attractive when it is scarce rather than abundant. Thus, a scarce product is viewed as having high value and is considered to be more desirable (Verhallen & Robben, 1994). Therefore, the question arises as to whether or not a perceived scarcity message in restaurants influences customers' perceived value estimation of the restaurants' offerings. Popularity cues can be defined as "promotional cues that indicate pervasive consumer interest in a product" (Wu & Lee, 2016, p. 487). For example, a popularity cue can be "a best-seller label" or "a large number of online reviews." Many researchers examine the effects of popularity cues used in advertising (e.g., Dean, 1999; Song, 2015) and e-commerce (e.g., Steinhart et al., 2014; Wu & Lee, 2016). There is a plethora of studies have examined how consumers react to scarcity and popularity cues (e.g., Gierl, Plantsch, & Schweidler,2008; Wu & Lee, 2016), but the research is sparse on the effectiveness of different selling cues on hedonic versus utilitarian products and fulfillment of consumer goals. Utilitarian consumption value is related to rationally-oriented benefit, practical functionality, and instrumentality. In contrast, hedonic consumption value is related to affective and sensory gratification, fun, and entertainment (e.g., Babin, Darden, & Griffin, 1994; Batra & Ahtola, 1990; Drolet & Williams, 2007; Lim & Ang, 2008; Okada, 2005; Voss, Spangenber, & Grohmann, 2003).

To address this gap, this research examines the impact of consumption nature (Hedonic vs. Utilitarian) on the relationship between scarcity vs. popularity cue on the menu and consumers' purchase intention. The previous research has highlighted that hedonic and utilitarian products satisfy fundamentally different consumer goals (Chitturi, Raghunathan, and Mahajan 2008; Halamish et al.2008; Khajehzadeh, Oppewal, and Tojib 2014). Therefore, understanding whether product types moderate the effect of selling cues on consumer's goals fulfillment and purchase intentions are particularly relevant from both theoretical and managerial standpoints.

Past literature (Chitturi, Raghunathan, and Mahajan 2008) has highlighted that utilitarian and hedonic product align well with a prevention and a promotion focuses, respectively. Hence, we argue that for hedonic products, a limited-edition cue will result in positive responses from consumers. On the other hand, for utilitarian products, a best seller cue will result in positive responses from consumers. This implies that consumption nature of the product moderates the effect of selling cues on purchase intention. Furthermore, it is necessary to compare the effectiveness of these two types of promotion messages as well as consumers` goal and understand the contexts in which one message type may outperform the other in driving consumers' buying behaviors. A better understanding of why and when one promotional message is more effective than the other can help to make a guidance for restaurant managers also increase restaurants` revenue management and finally online retailers such as FDAs develop more successful targeted promotions. Overall, our findings have implications for marketing communication strategies that relate to selling cues and customers' consumption goals. Our research contributes to the revenue management and marketing literature by proposing consumption goals (i.e., hedonic vs. utilitarian) as an important contextual variable that determines the relative effectiveness of scarcity versus popularity cues. We propose that the consumption target (Hedonic versus Utilitarian) moderates the relative effectiveness of scarcity versus popularity cues in marketing promotions. Specifically, we predict that for hedonic consumption, scarcity cues outperform popularity cues in eliciting buyers' purchase intentions. Conversely, for utilitarian consumption purchases, we predict that popularity cues are more effective in triggering buying intentions. Finally, we propose the mediation effect of perceived product value to explain the positive impact of scarcity (vs. popularity) cues on consumers` goals and purchase intentions.

METHOD

We conducted a 2 (Message cue: scarcity vs. popularity) x 2 (consumption nature: hedonic vs. utilitarian) between-subject experimental design. First of all, participants were randomly assigned to one of four scenarios that demonstrates food delivery situation and menu stimulus. For scarcity experimental condition, we used 'limited edition' message cue ("Only 10 orders per day available for this menu"). For popularity experimental condition, we used 'best-seller' message cue ("the most popular menu"). For hedonic condition, participants were asked to imagine that they order food from a quick and fast restaurant through FDA in order to tease their hunger quickly. For utilitarian condition, participants were asked to imagine that they order food from a fancy restaurant through FDA in order to give a reward for their hard work during the weekday. The manipulation for consumption nature – hedonic vs. utilitarian – is based on the previous research that demonstrating that a fancy restaurant and a quick and fast food restaurant offer highest hedonic and highest utilitarian experience, respectively (Parsa, Shuster and Bujisic 2020).

After reading a scenario, participants were asked to complete manipulation checks and measures for each variable – perceived value and willingness to purchase. Perceived value was measured by a three item 7-point Likert scale (Sweeney, 1999). A three-item, 7- point Likert scale were used to measure purchase intention (Maxwell, 2002). Total 200 participants were recruited from an online survey platform.

FINDINGS

To test our moderated mediation hypotheses model, we conducted Haye's Process macro for the SPSS (Hayes, 2017). We adopted PROCESS model 7, which applied an ordinary least squares regression-based path analytic model to predict conditional indirect effects of the moderated mediation model we proposed. The results indicate that the indirect effect of message cue – scarcity vs. popularity – via perceived value on purchase intention is moderated by the consumption nature of food order (index=0.72; 95% CI=0.27, 1.21). More specifically, when the consumption nature of food delivery order is hedonic in nature, scarcity message has more significant positive impact on perceived value ($F=6.23$; $p < 0.05$). In contrast, when the consumption nature of food order is utilitarian in nature, popularity message has more significant positive impact on perceived value ($F=7.39$; $p < 0.01$).

IMPLICATIONS

This research has several salient theoretical implications related literature. First, although scarcity and popularity cues were studied by many researchers (e.g., Castro, Morales, and Nowlis 2013; Parker and Lehmann 2001), prior research has not examined the moderating effects of hedonic and utilitarian values on the relationship between selling cues (limited edition vs popularity) and purchase intention in the FDA context. Secondly, this research has explored consumer responses to message cues in the context of FDA.

This study explores the psychological mechanisms behind the interactive effects of selling cues and consumers` values on purchase intention. The findings show that perceived product value mediates the effects of selling cues on purchase intention. Our findings provide several key managerial insights that are likely to be useful for marketers, manufacturers, and brand managers. Accordingly, retailers may promote a limited edition to promotion-focused consumers and a best seller to prevention-focused consumers. Based on the findings, retailers will benefit from using a best seller cue for utilitarian products (e.g.,salad). On the other hand, purchase intention for hedonic products (e.g., pizza) will be higher if the products are promoted with a limited-edition cue. When the selling cues are properly aligned with product types it leads to better goal fulfillment of the consumers. Finally, we find while promoting a hedonic product, FDA managers need to convey its benefits via a limited-edition cue, as it will lead to fulfillment of promotion goals, which in turn leads to higher purchase intention. Similarly, a retailer needs to emphasize a best seller cue while promoting a utilitarian product for fulfillment of prevention goals, which in turn leads to higher purchase intention. These results help inform marketers and restaurant and FDA managers on how to design effective product benefit messages for various products.

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DESTINATION TOURIST INSPIRATION : AN EXPLORATION STUDY

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INTRODUCTION

The concept of inspiration was first proposed in the domain of psychology, and previous studies mostly used qualitative method to explore its concept. Thrash and Elliot (2003) defined inspiration as a specific intrinsic motivation because it is evoked by an external source and is connected to the realization of new ideas. With the development of inspiration theory, Böttger, Rudolph, Evanschitzky, and Pfrang (2017) extended the concept of inspiration to marketing and proposed customer inspiration, which is defined as a customer's temporary motivational state that facilitates the transition from the reception of a marketing-induced idea to the intrinsic pursuit of a consumption-related goal.

In the field of tourism, the first reference to the concept of inspiration was made by Fredrickson and Anderson (1999), who studied the sources of spiritual inspiration in wilderness tourism. The results showed that specific landscape qualities influenced the spiritual inspiration of wilderness destinations. Because of the sheer vastness and expansiveness of the wilderness environment conditioned a more emotional and psychological-spiritual understanding of the experience overall. Latham, Narayan, and Gorichanaz (2019) explored museum visitors' experiences of inspiration in the context of museums. The findings showed that inspiration drived action (e.g., desire to seek more information). Khoi, Phong, and Le (2020) proposed tourist inspiration and described it as the moment of sudden realization, insight, recognition, or comprehension (Oleynick, Thrash, LeFew, Moldovan, & Kieffaber, 2014; Thrash, Maruskin, Moldovan, Oleynick, & Belzak, 2017) that promoted the transformation from an acceptance of tourism-induced ideas into the quest of a goal (Thrash & Elliot, 2003).

Experience lies at the heart of the tourism business (Lin & Kuo, 2016). Khoi et al. (2020) proposed that it is important for tourism services to provide customers with an experience of inspiration. Once inspirational feelings are evoked, the core inspirational characteristics might bring about emotional outcomes (e.g. delight), which in turn foster attitudinal consequences such as enduring cognitive evaluations (e.g. satisfaction), and subsequently generate behavioural consequences (e.g. place loyalty). Thus, it is one of the important tourism marketing strategies for the tourism field to evoke tourists' inspiration experience. Therefore, the study of tourists' state of inspiration in tourist destinations contributes to the development of tourism theory. However, previous research has not focused on the content of inspiration (Fredrickson & Anderson, 1999; Latham et al., 2019), but on the source of inspiration and the relationship between inspiration and information. In addition, the study by Khoi et al. (2020) on tourist inspiration is directly following the concept of the marketing field. In this study, it is considered that the concept of tourist inspiration cannot be fully covered if it is directly applied to the marketing field. In particular, we believe that in the field of tourism, more diverse, inspired-by state arises, not only in the intrinsic pursuit of a consumption-related goal. Thus, this study aims to conceptualize destination tourist inspiration by using in-depth interviews and content analysis.

METHOD

The conceptualization of destination tourist inspiration.

The present study refers to previous literature (Böttger et al., 2017; Thrash & Elliot, 2003, 2004) and defines destination tourist inspiration as a temporary motivational state is evoked by external stimuli or objects of destination and motivates the action intention of a travel-related goal. We measured it by using two dimensions, which are described as follows.

Inspired-by.

Thrash and Elliot (2004) defined the inspired-by state as an activation state that is captured in the notion of being inspired by something. Latham et al. (2019) found that when museum visitors were inspired, it made them interested and curious about the exhibits. In conclusion, this study suggests that during travel, when tourists feel inspired, a temporary motivational state is evoked by external stimuli or objects of destination.

Inspired-to.

According to Thrash and Elliot (2004), the inspired-to state is an intention state that can be understood as being inspired to act or to do something. Böttger et al. (2017) mentioned that the inspired-to state relates to the intrinsic pursuit of a consumption-related goal. Therefore, this study suggests that during travel, when tourists feel inspired, it leads to action intention of a travel-related goal.

Data collection.

The present study used purposive sampling for selecting participants from travel websites and communities. We conducted in-depth interviews to collect data from November to December 2019, each interview lasted an average of 1 hour. Before the interview, all interviewees were explained the definition of destination tourist inspiration. The interviewees were encouraged to remember their inspiration experiences as vividly as possible. To facilitate recollection, respondents were asked to answer various priming questions, such as the destinations they visited, what attractions they visited, and whether they had any companions while traveling. Interviewees were also asked to briefly describe their inspiration experiences to ensure that the they were indeed the subjects sought for this study. Twenty tourists, 6 males and 14 females. Their ages ranged between 23 and 56, with an average age of 30. Destination types include: cultural tourism, dark tourism, eco-tourism, urban tourism, and rural tourism.

Content analysis.

This study used content analysis to analyze the data, the same method that has been used in previous psychological studies (e.g., Anshel & Wells, 2000). We invited two researchers from the university to read every text and try to discover any neglected units of analysis as well as offer opinions on the data analysis. At the first stage, 208 units were coded from the transcriptions. At the second stage, inductive content analysis procedures were used to analyze these 208 units and group them into 19 meaningful and interpretable categories. Next, the two researchers examined those 19 categories carefully and both agreed with 58 categories to be further sorted into 6 higher-order categories. The interrater reliability scores of the preceding classification processes were 0.89 (186/208) and 0.84 (16/19), respectively, which exceeded the 0.8 standard (Kassarjian, 1977), indicating that the classification results demonstrated strong reliability.

FINDINGS

Stimulate potential.

Böttger et al. (2017) mentioned that in the inspired-by state, customers may then experience transcendence toward a new state of mind. Customers sometimes described this transcendence as the stimulation of imagination. An and Youn (2018) found that inspiration can improve individual creativity. In travel destinations, tourists may be exposed to new and unfamiliar things, which may stimulate their imagination, inspiration or curiosity and stimulating their inner potential.

Discover new things.

Latham et al. (2019) found that when museum visitors were inspired, they got new ideas or discovered something new from the exhibits. Similarly, interviewees mentioned that they were inspired by scenery or interactions with others, resulting in new perspectives or discoveries that they had never noticed before.

Connect with myself.

Latham et al. (2019) showed that visitors had a similar inspiration experience, which is making connections. Whether the connections were with the past, with people, or with the objects themselves. The interviewees reported that when the destination was familiar to them, or they had experienced the same experience in the past, it resonated easily or evoked past memories.

Want to do something.

Thrash and Elliot (2004) defined the inspired-to state as an intention state that can be understood as being inspired to act or to do something. During travel, tourists may be motivated by the excitement of the destination to experience more local activities, search for relevant information, or share with others. Some interviewees also mentioned that the interaction with others would inspire them to improve their skills.

Want to change something.

We found that interactions with others tend to create intentional state that tourists want to change. In the process of communication, value or lifestyle differences may be perceived, which in turn affected the tourists' own attitudes or values.

Reflection to myself.

Latham et al. (2019) mentioned that visitors had an inspiration experience, which is making connections. This study found that when tourists connected with a destination, it causes them to feel empathy or emotion and triggered action intentions such as reflecting or wanting to cherish.

IMPLICATIONS

Since the concept of inspiration has rarely been explored in the field of tourism, the contribution of this study expands the scope of the literature on tourist inspiration from a theoretical perspective and fills the gap in the literature on tourism. Examining destination tourist inspiration helps to identify the states of inspiration that tourists experience at destinations and to gain insight into the meaning of tourist inspiration. The study supports previous researches (Böttger et al., 2017; Latham et al., 2019), when tourists feel inspired, it leads to action, intention of a travel-related goal, includes want to do something, want to change something, and reflection to myself. In the present study, we expanded the category of the inspired-to state through interviews and found that besides wanting to experience more, tourists also had the intention to change or reflect. Previous study has found that individuals were more likely to be inspired by activities that required experience in person (Latham et al., 2019). Therefore, in order to increase the tourist inspiration experience, this study suggests that destination managers can increase interactive experiences planning, tourism activities in order to enhance the generation of tourist inspiration.

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UNDERSTANDING BEACH TOURISTS' ENVIRONMENTALLY RESPONSIBLE BEHAVIORS: AN EXTENDED VALUE-ATTITUDE-BEHAVIOR MODEL

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INTRODUCTION

Tourism activities are perceived as important factors in local and national economies. Despite the positive effects of tourism, it has also been argued that tourists' irresponsible behaviors could cause environmental damage on a global scale (Merino and Prats, 2020). For example, beach tourism activities have been shown to cause various environmental harms, such as ocean pollution, which are not conducive to the sustainable development of beach tourism (Chen and Teng, 2016; Chiang et al., 2017). Thus, it has become a priority to reduce the degree of tourism's adverse impact on the environment to achieve sustainable tourism development. If individuals behave in environmentally responsible ways, tourism destinations will be able to more effectively achieve sustainable development. Indeed, fostering beach tourists' environmentally responsible behaviors could be the best management practice for sustainable tourism (Marzetti et al., 2016; Zhang et al, 2019). Therefore, it is important to understand the main factors promoting ***environmentally responsible behaviors*** **(ERB)**.

Extensive researches have been conducted on tourists' ERB. Most studies have attempted to further elucidate the environmental behaviors of tourists by concentrating on the factors that affect ERB, including values, attitudes, social norms, knowledge, and habits (Zhang and Huang, 2019; Singh et al., 2020). Among the variables that explain ERB, values and attitudes are considered to be the core explanatory variables (Hurst et al., 2013). Thus, adding these two core variables, this study intended to develop beach tourists' ERB by expanding the **value-attitude-behaviors model (VAB)**. In addition, this study introduced two new variables, ***environmental concerns*** **(EC)** and ***perceived consumer effectiveness*** **(PCE)**, in an attempt to bridge the gap between the high value that people place on the environment and the low level of action they take.

In summary, this paper was designed to incorporate EC and PCE into the VAB model to offer a more comprehensive and transparent understanding of tourists' ERB in the beach tourism context. Specifically, the main purpose of this study is to 1) test the power of research model to predict beach tourists' ERB; 2) verify the effectiveness of the new variables, EC and PCE; 3) explore the moderating effect of ***environmental interpretation*** **(EI)**, and eventually propose several specific suggestions and solutions based on the results obtained.

This study is the first attempt to integrate VAB model with EI, EC and PCE to explore potential drivers of beach tourists' environmentally responsible behaviors in China, and provided some unique findings compared to previous studies (Teng et al., 2014; Cheung and To, 2019). Most importantly, this study also provides several practical implications concerning how to promote beach tourists' environmentally responsible behaviors in coastal destinations of China.

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EXPLORING THE DIMENSIONS OF TOURIST EXPERIENCE VALUE IN A DESTINATION CONTEXT

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INTRODUCTION

Value and value co-creation have received increasing interest among service, marketing and tourism scholars and practitioners in recent years (e.g., Grönroos, 2017; Prebensen & Xie, 2017; Vargo & Lusch, 2018). The American Marketing Association has designated value as the central concept in its definitions of marketing, replacing the "product" as the object of exchange (American Marketing Association, 2020). Additionally, the Marketing Science Institute (MSI) has identified "delivering customer value" as a key topic in its latest 2020-2022 research priorities (Marketing Science Institute, 2020). The importance of value has been further underlined by recent advances in service marketing theory which emphasize the significance of value as core concepts of marketing research (Gummesson, Mele, Polese, Galvagno, & Dalli, 2014; Ostrom, Parasuraman, Bowen, Patrício, & Voss, 2015; Ranjan & Read, 2016).

Value is considered central to competitive advantage and the long-term success of a business (Gallarza & Saura, 2020; Kotler, 2020; Woodruff, 1997). Although value has far- reaching implications for enhancing the competitiveness of tourist destinations, value-related research in tourism remains fragmented and underdeveloped (Prebensen, Chen, & Uysal, 2018). On the one hand, compared to the constructs of service quality and satisfaction, value perception has received scant attention in tourism research (Oh & Kim, 2017). Despite research on tourist experience value, few studies have focused on experience value as a central concept to be investigated. Instead, most literature use value as one of the constructs, linking it with other constructs to form a structural model to be tested (e.g., Chen & Chen, 2010; Pandža Bajs, 2015; Raza, Siddiquei, Awan, & Bukhari, 2012).

On the other hand, current studies explore the concept of value from an economic perspective; as a trade-off between costs and benefits (e.g., Kim, Holland, & Han, 2013; Ryu, Han, & Kim, 2008; Zeithaml, 1988; Zhu, Scott, Coghlan, & Jin, 2019). This trade-off approach to value has its roots in goods-dominant logic (G-D logic) and represents a view of the consumer as a rational decision maker. However, this approach is criticized as too simplistic to capture the rich meaning of experience value (Holbrook, 1999a). In recent years, following the development of service-dominant logic (S-D logic) by Vargo and Lusch (2004) and Lusch and Vargo (2014), scholars have found it important to examine value from an experiential perspective (e.g., Gallarza, Arteaga, Del Chiappa, & Gil-Saura, 2015; Helkkula, Kelleher, & Pihlström, 2012; Prebensen, Woo, & Uysal, 2014). The experiential approach can better capture the essence and richness of consumer value and provide guidance for destination managers.

In addition, existing research on value dimensions has examined the hotel (Oh & Kim, 2017; Sparks, Bradley, & Jennings, 2011), adventure tourism (Prebensen & Xie, 2017;

Williams & Soutar, 2009), and tourist shopping contexts, but little attention has been given to measuring and operationalizing the construct of tourist experience value in the context of a destination (Adhikari & Bhattacharya, 2016; Prebensen, Vittersø, et al., 2013). The destination is a fundamental unit of analysis in tourism (Pike & Page, 2014), and most tourism activities take place at a destination. During their holiday, tourists "consume" a destination as a comprehensive experience, often ignoring that tourism products are produced and managed by individual players (Buhalis, 2000).

Understanding the dimensions of tourist experience value has strategic importance for destination managers. Destination managers need to move from selling tourism products and services to aiding and cooperating with tourists in maximizing experience value during their visit. In fact, one of most important tasks in destination marketing and management is to communicate and create value with tourists to drive their satisfaction and wellbeing.

To address the research gaps, this research aims to explore the nature and meaning of tourist experience value and identify its dimensions in a destination level. It is fundamental and important to determine what tourist experience value is and what components of tourist experience value comprise. This research adopts an experiential perspective to explore tourist's subjective perceptions of experience value derived from the destination. An instrument is developed to capture tourist experience value in the destination context holistically.

METHODS

In order to address the above research objectives and questions, a post-positivist paradigm was chosen to guide the research methods design. This paradigm emphasizes the importance of using mixed methods to allow data triangulation across multiple sources. Therefore, this study proposes to apply a sequential explanatory research design (Creswell & Creswell, 2018). A mixed methods approach combining both qualitative and quantitative methods was adopted in this research.

In phase 1, a qualitative investigation was conducted to derive insights regarding the nature and dimensions of tourist experience value at a tourist destination. A semi-structured interview method was adopted for the qualitative investigation. Fifty face-to-face interviews were carried out with tourists in Huangshan, China. An in-depth interview allows the researcher to gain an in-depth understanding of tourists' perceptions of experience value in their own words. The results from Study 1 inform the quantitative data collection and aid the conceptual development, interpretation, and validation of quantitative findings.

Phase 2 is a quantitative investigation that involves two stages of questionnaire data collection. There were 183 valid questionnaire responses for the pilot test and 958 responses for the main survey. Participants were asked to answer a structured survey questionnaire; the participants were recruited from tourists who had just completed their trip to Huangshan. Data were analyzed by descriptive statistics, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA) using SPSS 20.0 and AMOS 25.0 software.

FINDINGS

This section discusses the main findings related to the dimensionality of tourist experience value. First, value should be interpreted from an experiential perspective, which is embedded in tourists' consumption experience at the destination. Recent research in services and marketing has witnessed a shift towards an experiential and co-creation perspective of the service-dominant logic paradigm (S-D logic) (Vargo & Lusch, 2004, 2018). In the S-D logic paradigm, value is inherently experiential in nature (Helkkula, Kelleher, & Pihlstrom, 2012; Holbrook, 1999). Individual tourists derive experience values differently at the same destination, indicating that value is unique and context-dependent (Vargo & Lusch, 2018b).

Second, the results indicated that tourist experience value is a second-order construct, comprising seven reflective dimensions, namely aesthetic value, positive emotional value, restoration value, social relationship value, educational value, spiritual value, and economic value. All dimensions exhibited high factor loadings, indicating that they are significant factors of the construct supporting the proposed conceptualization.

Among the seven dimensions, economic value, positive emotional value, social relationship value, and educational value are widely explored in previous tourism studies (Gallarza & Saura, 2006; Prebensen & Xie, 2017; Williams & Soutar, 2009), while the aesthetic value, restoration value, and spiritual value are seldom included in the measurement of tourist experience value. Interestingly, items measuring the aesthetic value, restoration value, and spiritual value have the highest average score among the seven dimensions, indicating that tourists, indeed, value the aesthetic, restorative, and spiritual aspects of their experience at a destination.

In summary, this research has developed and validated a tourist experience value scale with a multi-dimensional construct in the context of destination. This research confirms that tourist experience value is a multi-faceted and holistic construct. The multidimensional nature of tourist experience value goes beyond a purely rational, cognitive consideration of value (Holbrook & Hirschman, 1982; Zeithaml, 1988). Value not only resides in the functional or utilitarian benefits of products or services (i.e., value for money), but also lies in the experiential consumption itself (Schmitt & Zarantonello, 2013).

IMPLICATIONS

This research conceptualizes tourist consumption value from an experiential perspective (Lusch & Vargo, 2014; Zeithaml, 1988). An experiential perspective highlights the tourists' phenomenological world and how they interpret and experience different events. By adopting an experiential lens, this research shifts from a product and exchange-centric view to personalized tourist experience and how these experiences generate value-in-use, which deepens the understanding of the nature of tourist experience value.

While tourism researchers have conducted numerous studies on tourist perceived value, few researchers have explicitly examined the dimensions of tourist experience value at the destination level. This study has established a multi-dimensional scale of tourist experience value in a destination context through combing qualitative and quantitative methods, which expands the scope and boundary of research on experience value in previous literature. The scale tested in this research indicates that the experience value elements are interrelated, encompassing a broad spectrum of tourist experience, and forming a unitary tourist experience value. In addition, this research explicitly adds aesthetic, restorative, and spiritual value dimensions to the measurement scale. The experience value that tourists obtain at the destination level is more comprehensive and diversified than in a hotel, restaurant, or rural tourism context (Peña, Jamilena, & Molina, 2012; Sparks et al., 2008; Tsai & Wang, 2016). Hence, the current study offers additional insights into the dimensions of tourist experience value research.

The measurement of tourist experience value dimensions provides an important tool for destination managers to assess, predict, and enhance the quality of tourist experience. Being able to understand and capture the tourist experience value, from a tourist's perspective, can enable destination managers to connect with visitors in a more personal way and to develop effective marketing strategies to facilitate tourist experience value creation. As Kotler (2017) indicates the organization is not to create what he or she thinks is value to the consumer but what the consumer will perceive as value. It is necessary for tourism organizations to understand how to assess experience value from a tourist's perspective.

Despite the great efforts to conduct comprehensive research, this study still has several limitations that should be taken into consideration in interpreting the results of the findings. For example, this research only chose one destination to collect data which may potential reduce the external validity of the findings. To conclude, this research extends the understanding of tourist experience value from an experiential and value-in-use perspective, which has been recently called for as one of the primary research priorities in the literature streams of value co-creation and S-D logic.

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FRIENDLY TOURISM DESTINATION INDEX

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INTRODUCTION

Tourism destination is considered a combination of products and experience that influences tourists to travel (Benur & Bramwell, 2015). In particular, the friendliness of tour destinations is a key factor in tour destination decision-making (Azali, Basha, Chang, Lim, & Cheah, 2021; Han, Al-Ansi, Olya, & Kim, 2019). Anuar et al. (2012) defined friendly tourism destinations as locations that connect, integrate, and optimize space, activities, and products to reduce interruptions and obstacles in tourism experiences and to fulfill the tourists' demands and expectations. Studies have proposed the use of friendliness as an index for the attractiveness (Lee & King, 2019) and competitiveness of tourism destinations (Reisinger, Michael, & Hayes, 2019). Friendliness is a key element in the brand development of tourism destinations (Apostolopoulou & Papadimitriou, 2015) and is critical in increasing tourist satisfaction and revisiting willingness (Abd Jalil, Azdel, Basri, & Mustapha, 2013). Therefore, establishing an index and theoretical framework for the marketing and management of friendly tourism destinations is pivotal for tourism destination managers.

The concept of visitor-friendly environments was first proposed by Kotler, Haider, and Rein (1993). Thereafter, it was applied by studies in various fields, including eco-friendly destinations (Ahmad, Kim, Anwer, & Zhuang, 2020), Muslim-friendly destinations (Azali et al., 2021), and seniors–friendly destinations (Lee & King, 2019). However, these studies discussed the characteristics of friendly tourism environments based on specific travel reasons and tourist characteristics, the indexes and frameworks developed by these studies may not be suitable in the evaluation of general tourists. Additionally, Anuar, Ahmad, Jusoh, and Hussain (2012) proposed the concept of tourist friendly destinations, which employs the three dimensions of space, activities, and products to construct the component-based and attribute-based theoretical frameworks of tourism destinations. However, the definition of tourist friendly destinations proposed by Anuar et al. (2012) was not rigorously conceptualized. Besides, the proposed index and theoretical framework failed to encompass all dimensions of friendly tourism destinations. This is because the dimensions of tourism destinations are closely associated with various tourism stakeholders (Goeldner & Ritchie, 2009), including local government policies and local residents. Therefore, the present study adopted the perspectives of different tourism stakeholders to construct a friendly tourism destination index and classification framework for general tourists.

CONCEPTUALIZATION OF FRIENDLY TOURISM DESTINATION

Anuar, Ahmad, Juson, Hussain, and Nasir (2015) developed a tourist friendly destinations framework from a mixture aspect of space, activities and products within the tourism system approach. Activities include mix activities, culture and history, entertainment, and special events (Ritchie & Crouch, 2003). Product refers to physical characteristics, service, hospitality, freedom of choice and involvement in creating products at tourism destination (Smith,1994)。Space represents a combination of infrastructure and superstructure, accessibility, location, security, cost and value (Anuar et al., 2012). Anuar et al. (2015) constructed a theoretical framework of friendly tourism destinations by directly adopting components from the literature without developing rigorous conceptualization, which was a shortcoming in terms of methodology. Reisman (1983) defined friendliness as a form of dispositional tendency comprising four key components, namely self-concept, accessibility, rewardingness, and alienation. Self-concept refers to the person's beliefs about self-related to peer relationships. Accessibility represents giving behaviors involving attention and respect. Rewardingness involves the giving of more tangible rewards, such as money and compliments. Alienation refers to personal beliefs about acceptance and the world as a friendly place. Contrarily to the classification framework of Anuar et al. (2015), the present study employed the four components of friendliness as the basis for conceptualization (Reisman, 1983) and defined friendly tourism destinations as tourism destinations that are perceived to be easily accessible, provide bountiful reward incentives, and respectful and welcoming to visitors.

METHODOLOGY

Data collection

In-depth interviews were held with 18 tourism stakeholders, namely three destination managers, three travel agency managers, four travel suppliers (managers from hotels, restaurants, transportation companies, and tourist attractions), four tourists, and four local residents. An interview handbook, which provides the definitions of friendly tourism destinations and lists the interview items, was created for ensuring a smooth interview procedure. The sample of interview questions designated for the tourists are as follows: In your traveling experience, have you visited specific tourism destinations that were particularly easy to travel or convenient to visit? Were you accepted or welcomed by the locals at destination? Did the destination make you feel respected or revered? If so, please describe. The in-depth interviews were held face to face from November 2020 to January 2021. The mean interview time for each participant was approximately 50 min. Subsequently, the data collection and compilation process (including transcript writing and content analysis) was completed in approximately 2 months, during which the recorded interview content was converted to 78 pages of transcript.

Data analysis

The present study adopted content analysis to analyze the collected data. Among the three authors of the study, two have extensive research experience in content analysis and academic research. These two authors independently screened the items to confirm the basic analysis unit of friendly tourism destinations from the characteristics of friendly tourism destinations as described by the interviewees. Items were eliminated if not matched the scope of friendly tourism destination. After screening, the two authors discussed their screened items and reached a 100% consensus on 341 items. The authors then subsequently classified the 341 items into 37 categories (hereafter indexes); each item was classified into only one category that most represented and detailed each item. Subsequently, the 37 indexes were classified into 6 dimensions based on their characteristic and property similarity. The two authors named each category and dimension. Among the 37 indexes, 8, 6, 7, 7, 5, and 4 were classified into the transportation and infrastructure dimension, friendly tourism environment dimension, government policies and tourism promotion measures dimension, tourism products and activities dimension, tourism information services dimension, and local resident dimension, respectively. Triangulation was then performed to ensure the validity of the results; three tourism destination managers were invited to review the data and review the classification of items and dimensions (Patton, 2002). The triangulation results confirmed that the 37 friendly tourism destination indexes were suitably classified under their corresponding dimension.

FINDINGS AND DISCUSSION

According to the data analysis results, the present study classified the framework of friendly tourism destination into 37 indexes constituting 6 dimensions. The indexes in the transportation and infrastructure dimension are as follows: comprehensive public basic infrastructure, convenient mass transportation, safety measures and services, real-time public transportation schedules, public transportation ticket packages with discounts, comprehensive transportation and transit services, convenient vehicle services (e.g., Easyrent, iRent, GoShare, and Ubike), and convenient parking services. The indexes in the friendly tourism environment are as follows: intuitive tourism signs (e.g., traffic signs and signals), high travel safety and low security risks, barrier-free tourism facilities and services, clean hygiene and tourism environment, certificates of friendly tourism environments (e.g., Muslim Friendly Certificate), and free and convenient wireless internet services. The indexes in the government policies and tourism promotion measures dimension are as follows: government-provided tourism discounts and rewarding incentives, active improvement in tourism quality by the local government, easy-to-understand local regulations and standards, visa-free travel programs provided by the local government (e.g., visa-free or landing visa), simple airport arrival and departure procedures, tourism safety and security certifications, and low exchange rates. Next, the indexes in the tourism products and activities dimension are as follows: diverse selection of tourism products, reliable tourism products, convenient tourism booking websites, comprehensive tourism packages, experience in local festivities and culture, thorough visitor-welcoming services (e.g., welcoming ceremonies or tailored welcoming services), and diverse and convenient payment methods. In the tourism information services dimension, the indexes are as follows: accessible tourism information, comprehensive tourist advisory services, information and services provided in different languages, barrier-free verbal communication, and trained service personnel. Finally, in the local resident dimension, the indexes are as follows: high inclusiveness by local residents, high cultural acceptance by local residents, welcoming and hospitable local residents, and friendly local residents.

The findings have multiple practical management implications. First, friendly tourism destination indexes serve as a reference for tourism decision-making; they allow tourists to assess the overall degree of friendliness of their desired tourism destination. Next, the friendly tourism destination index and classification framework developed in this study provides a crucial checklist for tourism destination managers to perform self-evaluations of the degree of friendliness of their tourism destinations. Tourism destination managers can compare the performance of their tourism destination with that of other competing tourism destinations and regularly evaluate the friendliness of their tourism destinations. Additionally, the managers can investigate dimensions or items in which their tourism destinations underperformed to determine the main problem, propose improvement solutions or policies, and implement said measures with comprehensive management. Finally, tour destination managers can examine the indexes and items valued by tour agencies as a reference for improving their friendly tourism destinations.

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EFFECTS OF PRODUCT TRANSFORMATION SALIENCE (PTS) ON EVENT ATTENDEES' RECYCLING INTENTIONS: DO GENDER AND AGE MATTER?

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INTRODUCTION

The attendees of the meetings and events industry contribute significant solid wastes every year, leading to serious environmental impacts. Furthermore, attendees tend not to engage in recycling due to the inconvenience and perceived low benefits (Strydom, 2018; White et al., 2011). Product transformation salience (PTS) has been identified as an effective communication strategy that can encourage individuals' recycling behaviors (Winterich et al., 2019; Zhang et al., 2021). PTS refers to "a novel, positive approach to increasing recycling that entails providing information about the transformation of recyclables into new products" (Winterich et al., 2019, p. 23) and has two levels: high or low. High PTS emphasizes transforming recyclable materials into different products, which have higher value than the original products (e.g., used plastic bottles transformed to a coat). For low PTS, the outcome products will be the same products, which have similar value than the original products (e.g., used plastic bottles to new plastic bottles). Previous studies have identified the positive effects of PTS on attendees' recycling behaviors (i.e., Zhang et al., 2021). However, extant studies have not attempted to investigate how PTS effects on recycling intentions vary depending on individual characteristics such as gender and age. As fundamental key demographic variables often used to differentiate markets (Fitzgerald & Arnott, 1996), investigating the interrelationship between people's gender/age and PTS, and examining psychological mechanism explaining this interrelationship on attendees' recycling intention can provide useful information for event industry professionals as it could help design more sophisticated green communication to promote their targeted attendees' recycling intentions.

Attendees' gender and age may influence their reactions toward PTS messages and recycling behaviors. When compared to females, males' recycling behaviors tend to be impacted by their past behaviors (Oztekin et al., 2017) and psychological factors toward environmental issues, such as environmental concern (Han & Hyun, 2018) and subjective norm (Moon, 2021). Conversely, females' recycling behaviors are more impacted by the context of the behavior, such as the perceived behavioral control of conducting recycling (Oztekin et al., 2017) and their perceptions of benefits of green behaviors and the image of the information provider (Han & Hyun, 2018; Hwang & Choi, 2018). Previous studies also found the effect of age toward recycling attitudes and behavior. Compared to older consumers, younger consumers often show higher environmental concern (Diamantopoulos et al., 2003). This environmental concern impacts the involvement level of environmental issues (Thieme et al. 2015), which could in turn impact people's information processing of green messages and their sustainable behaviors. According to Petty and Cacioppo (1986), when individuals have high levels of involvement in an issue, they tend to focus on the core value of the green messages, thus their behaviors might be less likely impacted by the framing of the message. For those who have low involvement levels, their decision-making relies more on the heuristic factors in the green messages (e.g., design of the message).

To deepen the psychological mechanism explaining how gender and age would interplay with PTS and further influence attendees' recycling intention, this study also tested mediation effect of attendees' perceived green value of recycling. Perceived green value refers to "a consumer's overall appraisal of the net benefit of a product or service between what is received and what is given based on the consumer's environmental desires, sustainable expectations, and green needs (Chen & Chang, 2012, p. 505)". The attendees' awareness of higher value of the upcycled products (i.e., high PTS products) would increase their overall appraisal of the benefit of upcycled product, and in turn, impact customers' intentions toward engaging in the communicated green practices (Chen, 2013). Built on previous studies, we propose that the effects of PTS will be more salient in female (vs. male) and older (vs. younger) event attendees. In addition, we propose that perceived green value of recycling will mediate the effects of PTS on recycling intentions.

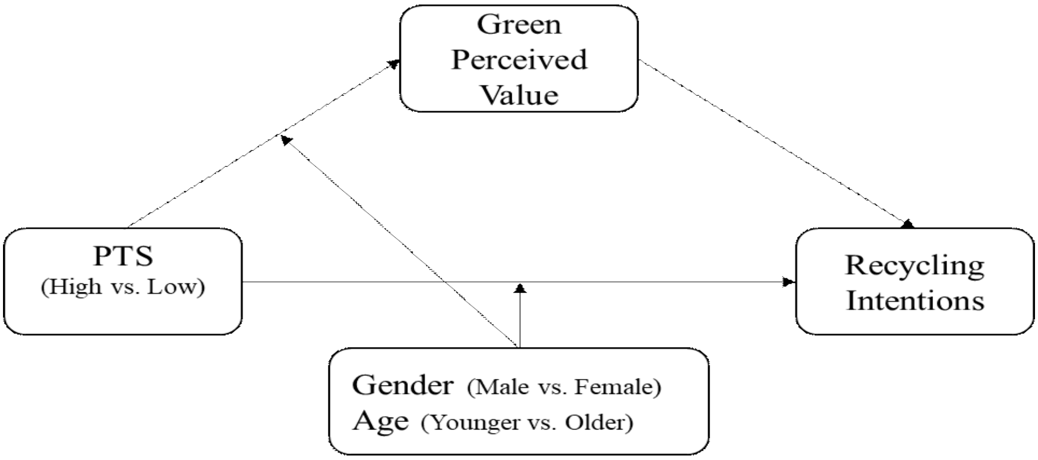

Figure 1. Proposed research model

METHOD

A 2 (PTS: high vs. low) × 2 (Age: younger vs. older; Gender: male vs. female) quasi-experimental design was used. Attendees' age was split into two groups based on the median score of 32. Two advertisements (PTS: high vs. low) were used as study stimuli. Specifically, the ad title for high PTS was framed as "Think about the higher value products we will gain if we recycle". In addition, pictures of four types of wastes (paper, food, plastic, and metal) and transformed final products (a book, gas, a coat, and bike parts) that have higher value than the original products were displayed in the high PTS advertisements. In the low PTS condition, the title of the message was framed to be "Think about the similar value products we will gain if we recycle". The pictures of the four types of wastes and the final products (a piece of clean paper sheet, compost, a new plastic bottle, and a new metal can) that have similar value with the original products were demonstrated in the low PTS advertisements. The messages were embedded in a scenario-based (a fictional music festival) online survey and were distributed via Amazon Mechanical Turk. The measurements for manipulation checks (two items; Zhang et al., 2021), perceived green value of recycling (four items; Chen, 2013), and recycling intentions (four items; Taylor & Todd, 1998; White & Hyde, 2012) were adopted from previous studies and slightly modified to fit in the context of the present study. Behavioral compatibility and perceived impacts from COVID-19 were used as control variables. For data analysis, a multivariate analysis of covariance (MANCOVA) was used to test the interaction effects between PTS and attendees' age and gender on perceived green value of recycling and recycling intentions. The moderated mediation effect of green perceived value of engaging in recycling was tested using a bootstrapping approach (PROCESS Model 8; Hayes, 2017).

FINDINGS

A total of 229 valid responses were used for data analyses. The *t*-test results showed that respondents who received the high (vs. low) PTS message perceived higher value of the final products (M_{HPTS}=5.28; M_{LPTS}=4.68; t=4.51, p<.001). Thus, the stimuli were considered as effective. The MANCOVA results indicated significant interaction effects between PTS and attendees' gender (Wilks's Lambda=0.97; F(197,2)=3.60, p=.03) and age (Wilks's Lambda=0.96; F(187, 2)=4.13, p=.02). The two-way interaction effects between PTS and gender on perceived green value (F=4.14, p=.04) and recycling intentions (F=7.18, p<.01) were statistically significant. Female attendees had significantly higher perceived green value (M_{HPTS_Female}=5.78, SD=0.16; M_{LPTS_Female}=4.96, SD=0.18; F=12.19, p<.01) and recycling intentions (M_{HPTS_Female}=5.80, SD=0.15; M_{LPTS_Female}=4.94, SD=0.18; F=13.89, p<.001) when the high (vs. low) PTS message was shown. However, when exposed to different PTS messages, male respondents did not report different levels of perceived green value (M_{HPTS_Male}=5.19, SD=0.12; M_{LPTS_Male}=4.97, SD=0.13; F=1.46, p=0.23) and recycling intentions (M_{HPTS_Male}=5.09, SD=0.12; M_{LPTS_Male}=5.01, SD=0.13; F=0.20, p=0.65).

The results of MANCOVA also indicated that the two-way interaction effect between PTS and age on green perceived value (F=5.05, p=.03) and recycling intentions (F=8.21, p<.01) was statistically significant. Specifically, by showing the high (vs. low) PTS messages, older attendees perceived higher green value of recycling (M_{HPTS_Old}=5.69, SD=0.14; M_{LPTS_Old}=4.92, SD=0.15; F=13.74, p<.001) and higher recycling intentions (M_{HPTS_Old}=5.74, SD=0.14; M_{LPTS_Old}=4.96, SD = 0.15; F=14.05, p<.001). However, younger attendees did not have different perceptions of the green value of recycling (M_{HPTS_Young}=5.14, SD=0.13; M_{LPTS_Young}=5.02, SD=0.15; F=0.24, p=0.56) and recycling intentions (M_{HPTS_Young}=5.02, SD=0.13; M_{LPTS_Young}=5.08, SD=0.15; F=0.07, p=0.79) when they viewed different PTS messages (Figure 2).

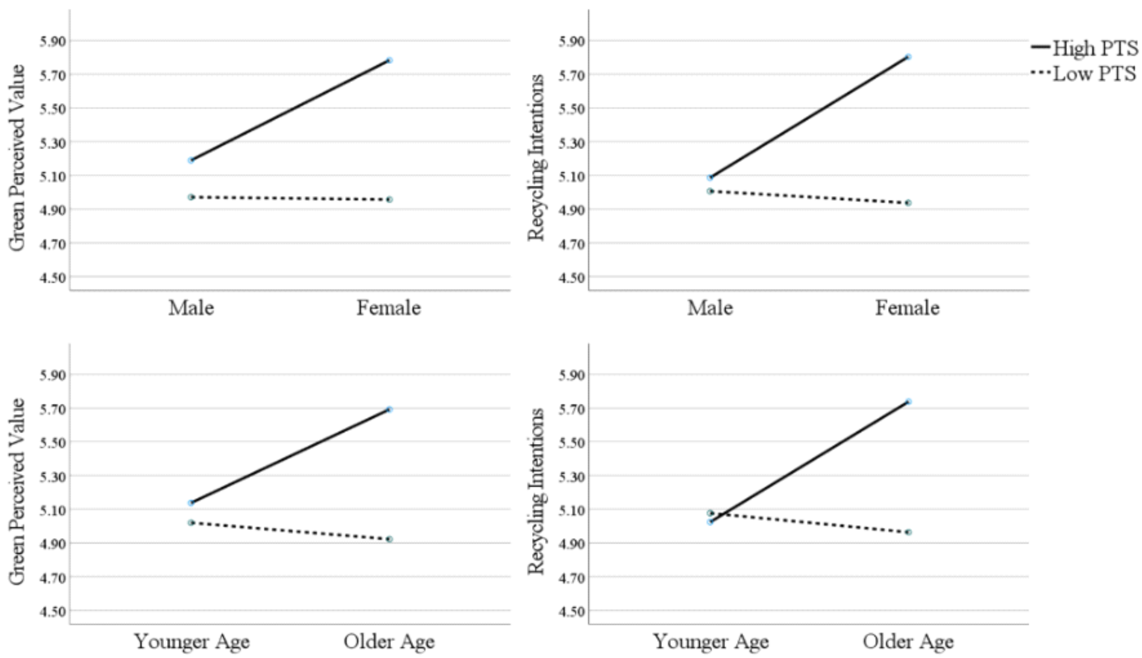

Figure 2. Two-way interaction effects between PTS and gender and age

The result of moderated mediation analysis with bootstrapping indicated that perceived green value of recycling mediated the interaction effects between PTS and gender (index=-0.42; 95%

CI=-0.85 to -0.02) and age (index=-0.46; 95% CI=-0.90 to -0.06) on recycling intentions. Specifically, the mediating effect of green perceived value was significant in the female group (indirect effect=-0.57; 95% CI=-0.91 to -0.24) and old group (indirect effect=-0.54; 95% CI=-0.85 to -0.26); however, the effect was not significant in the male group (indirect effect = -0.15; 95% CI = -0.38 to 0.10; n.s.) and younger group (indirect effect=-0.08; 95% CI=-0.35 to 0.20; n.s.).

CONCLUSION

The findings of this study indicated that gender and age can moderate the effects of PTS on perceived green value of recycling and recycling intentions. To be more specific, for male and younger aged attendees, their recycling behaviors are not impacted by the PTS levels of the messages; however, for female and older attendees, showing the high PTS messages significantly improves their perceived green value and recycling intentions. This finding contributes to the persuasion literature by suggesting the moderating role of age and gender. Event managers are suggested to utilize high PTS messages to encourage attendees' recycling behaviors, especially for events that target female and older groups. Moreover, the perceived green value of recycling was found to be a mediator between the relationship between PTS and event attendees' recycling intentions (Chen, 2013). This finding will shed lights on the significant role of perceived green value of persuaded green behaviors in green messages. Event managers and scholars should spend more efforts on helping people perceive the concrete environmental benefits and values of recycling.

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WHO AND HOW SHOULD RESPONSE TO NEGATIVE ONLINE REVIEWS?

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INTRODUCTION

Online reviews have turned out to be a valuable source of information for travelers to decide about staying at hotel properties. Since there are different sites (such as booking and TripAdvisor) that provide the platform for customers to share their positive and negative experiences, it becomes important to recognize the noteworthy impact of online reviews on the customers' decision making and on the hospitality industry in general. (Avant, 2013; Mattila & Mount, 2003; Meng et al., 2018; Sparks & Browning, 2011). Additionally, it is essential to consider that the chance of sharing the experience from dissatisfied customers is four time of sharing positive experiences (Black & Kelley, 2009). Consequently, responding from hotel to the online review has a significant impact on maintaining, promoting, and repairing the hotel's image (Avant, 2013; Gretzel et al., 2007) and it can be as part of the online service recovery (Avant, 2013; Chuang et al., 2012; Hoffman & Chung, 1999).

According to previous research, the effects of negative reviews on business are greater than those of positive reviews for self-promotion (Basuroy et al., 2003; Chevalier & Mayzlin, 2006; Li et al., 2018). Positive comments are less impressionable than negatives ones (Hornik et al., 2015). Previous research shows that responding to negative online reviews is crucial and has influence on customer inferences (Sparks, So, & Bradley, 2016). Hospitality firms have been asked to follow and respond to customer comments (Wei et al., 2013). Furthermore, A study shows that "being unresponsive to customers' negative comment may put a company in a disadvantageous position as the company may lose the customers' business in the future (Chan & Guillet, 2011, p.362)". Managers have been advised to reply to negative online reviews and offer explanations, Also, scholars have been called to find the effectiveness of these responses (Leung et al., 2013). Moreover, further investigations into administrative online responses have been advised (Min et al, 2015). One of the biggest challenges is effectively managing the e-WOM, and it becomes significant and crucial to recognize how and who should answer the online reviews, mainly negatives one. The aim of this research to bridge the gap in this area. There are few studies related to using pronoun in responses to negative online reviews, but there is no single study about exploring the effect of using a pronoun and social cognition (agentic /communal) role of responder on customer inferences.

RATIONAL

Response to negative online review and booking intention

One of the most significant resources for collecting information is the online review; this can affect travelers' accommodation choices (Ye et al., 2011) and is employed to gather information from previous customers regard lodging quality (Filieri and McLeay, 2014). Travelers have a tendency not to pick and choose a hotel before looking for online reviews (Kim et al., 2011). It is hard to know about the experienced goods' quality (for example hotels) before Actually using them. Hence, customers must depend on e-WOM to make presumptions about these goods' quality (Wirtz and Chew, 2002). For instance, 53% of tourists would not reserve a place prior to browsing through online reviews and 77% typically or constantly make their booking decisions based on online reviews (Xie, Z. Zhang & Z. Zhang, 2014).

Since online reviews are perceived as predictors of a fortunate experience, they are often considered as an essential clue affecting buying decisions (Fagerstrøm et al., 2016). In fact, one study reveals that four of five customers have altered their choice of options founded on a negative online comment (Esmark et al., 2018; Cone, 2011). Online reviews have a remarkable role on travelers' decisions (Lui et al., 2019; Phillips et al., 2017;). According to congruity theory (Osgood & Tannenbaum, 1955), the distinctive problem elevated by the variable replies to a complaining review. Cognitive principle illuminates that when customers receive conflicting ideas, they sense strain to resolve those ideas (Esmark et al., 2018). A positive answer to a negative online review from either another consumer or from the company itself could result in that pressure and cause the reader to expend rational effort to rearrange his/her opinion as shown by an attitudinal change (Osgood et al., 1957). Congruity theory (Osgood & Tannenbaum, 1955) proposes that a company‑positive response to a negative review will cause incongruence and should provoke more positive‑attitude shift than if no response to the negative review were posted. Extending this line of the research, the current research aims to find out the impact of the responder and the way they are answering on booking intention.

Impact of agency/ communal of responder on using pronoun (I vs. we) in responding to the negative online review

Research reveals that language has an undeniable role in marketing. Slight distinctions in linguistic usage have been presented to influence customers' word of mouth (Moore, 2012; Sela, Wheeler & Sarial-Abi, 2012) and replies to encouraging efforts (Kronrod, Grinstein & Wathieu, 2011). Ahearn (2001) has emphasized on the role of language in interactions as well. Managing the "speaking terms" between companies and their customers is a pivotal task for marketers (Vargo & Lusch, 2004). The conversation extends the scope of marketing interaction and consumer–firm connections in business ecosystems. Based on the Customer orientation theory, firm representatives should highlight that the way "we" (as a firm) provide "you" (as a customer), while minimizing the usage of "I" (as an agent) in these interactions to answer customer's questions or complaints (Packard et al., 2019). However, Packard et al. (2019) research revealed that firm representatives who use "I" instead of "we" pronouns raise customers experiences that the representative is in customers side and wants to help them. As a result, this positive experience of sympathy can help enhance customer satisfaction, buying purpose, and buying actions.

Interaction between clients and firms is a crucial component in a service procedure (Davidow, 2003), and online reviews and reactions to them have become known as essential means of interaction between consumers and firms. Responses from the firm to online reviews are important and can expand the bottom line of the firm, it is also suggested that firms should modify the responding strategy based on the sort of service or product they offer (Chen & Xie, 2008). Contrarily, according to the results of the experimental research conducted by Mauri and Minazzi (2013) in Italy, hotel manager reactions to guests' reviews have an opposite connection with buying intentions, compared to other results (kim et al., 2015). Based on this, we assume, the format of responses from different responders (manager or front desk agent) would affect guests' opinion.

Because responses to negative reviews in current service recovery literature hava a crucial role as imperative as conventional solutions (explanation and apology) (kim et al., 2015), companies can seize the opportunity to assuage customer unhappiness or enable service recovery (Bitner, 1990; Hoffman et al., 1995; Miller et al., 2000). Furthermore, Study indicates that how firm act in response to criticisms influence the consumers' satisfaction (Homburg and Furst, 2007), their loyalty, and retention (Davidow, 2003). There is a research gap between these studies. Little research has studied the role of social cognition of the responder on using the appropriate pronoun. The current study aims to answer these research questions: will responder position affect the effectiveness of using particular pronoun to answer the negative online review on booking intention? And how?

Abele and Wojciszke (2014) summarized and combined a large amount of literature and concluded "agency" and "communion" are two essential components of content in social cognition. According to the society cognition theory, the terms agency and communion were presented by Bakan

(1966) to psychology and defined them as fundamental procedures of human being presence. He asserted that “I have adopted the terms ‘agency’ and ‘communion’ to characterize two fundamental modalities in the existence of living forms, agency for the existence of an organism as an individual, and communion for the participation of the individual in some larger organism of which the individual is part” Agentic implies goal-achievement (assertiveness and decisiveness), while communal infers the preservation of relations and social behaviors (helpfulness and benevolence) that have been named the “fundamental dimensions” (Abele & Wojciszke, 2007; Fiske et al., 2007; Peeters, 2008).

Consequently, for numerous social categories, the weaker is associated to communion whereas the stronger is linked to agency (yang & Aggarwal, 2019). for instance, the poor vs. rich (Christopher & Schlenker, 2000), and small vs. large countries (Poppe &Linssen, 1999). Based on these categories, we assume managers (with more power and authority) are among agency content, whereas front desk employees (with less power and authority) belong to communal content. It should be mentioned that these distinct classifications have been employed to refer to the two essential dimensions related to social perception (Yang & Aggarwal, 2019). To illustrate more, the power literature mainly uses a difference among “communion” and “agency” (Rucker et al. 2012). Contrarily, the stereotypes literature would rather differentiate among “warmth” and “competence” (Fiske et al. 2002). Scholars have been exploring these two basic dimensions from a variety of viewpoints (Abele et al. 2008). Nevertheless, the scholars mention that though both agency and competence consist of attributes linked to ability such as structured (Abele et al. 2008), study employing the word agency focuses on decisive assertive, (Abele and Wojciszke 2007). I am drawing our theory based on the power literature which employs the phrases “communion” and “agency”. Additionally, based on the agency and communal traits, I am assuming for the use of the pronouns. Based on the assumption, the pronoun “I” will be interact with agency content while the pronoun “we” will have more interaction with communal content.

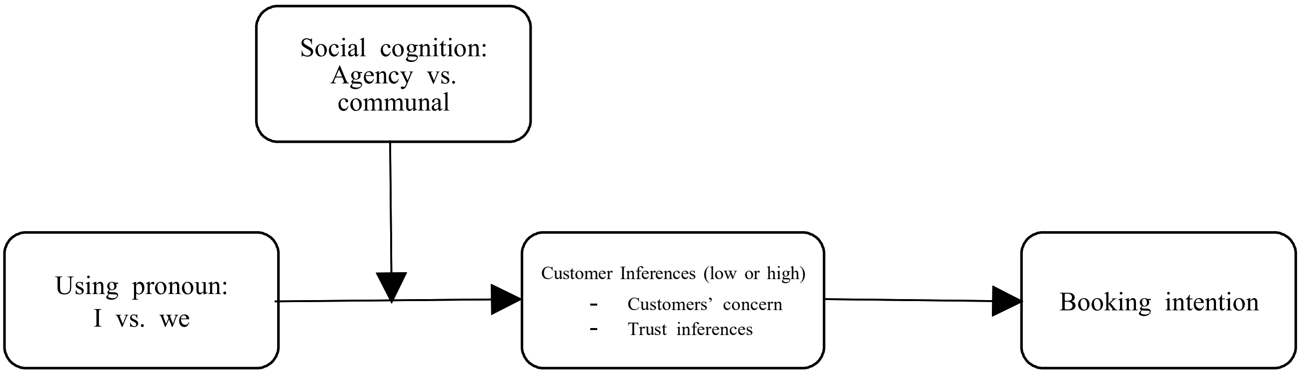
- **H1**: For manager (agency) responses to negative online review, using “I” (vs. we) will cause higher booking intention.
- **H2**: For front desk agent (communal) responses, using “we” (vs. I) will elicit higher booking intention.

Mediating role of customer inferences

Based on consumer inferences theory of Kardes (1993), it is critical to understand the impact of firm replies to consumer online reviews. Kardes's theory emphasizes on the possible presence of several signals in firm messages, as well as the possibility of new customers drawing inferences based on these clues about the firm. Prospective customers rarely have completely accurate information for making decisions or evaluating a service/ product, so they instead must draw their inferences based on available cues. In an online environment, there can be numerous signals such as source types (e.g., who is the responder), efficacy indicators (e.g., how fast they answer), solution evidence (e.g., if the problem is solved), or the communication style used in sending a message (e.g., leave the voice or typed massaged)(Sparks et al., 2016). “Hearing or reading about a product (e.g., via advertising or e-WOM) typically provides information about some product attributes and benefits, but other product features, if they are important to the purchase decision (e.g., the trustworthiness of the company), must be inferred, essentially by going beyond the information a bettervailable” (Kardes et al., 2004). Assumption development therefore includes the creation of if-then connections between existing information and appropriate inferences (Kardes et al., 2004, 2008). While useful, this account leaves unanswered questions regarding which cues are used by potential customers, how these cues are interpreted, and what inferences about the organization are thereby drawn (Sparks et al., 2016). Based on these, I make an assumption that using different pronoun (I/we) can draw distinct inferences and influence the booking intention.

- **H3**: Customers inferences (costumer concerns and trust inferences) will mediate the impact of using pronoun and agency/communal of the responder to negative online review on booking intention.

CONCEPTUAL FRAMEWORK

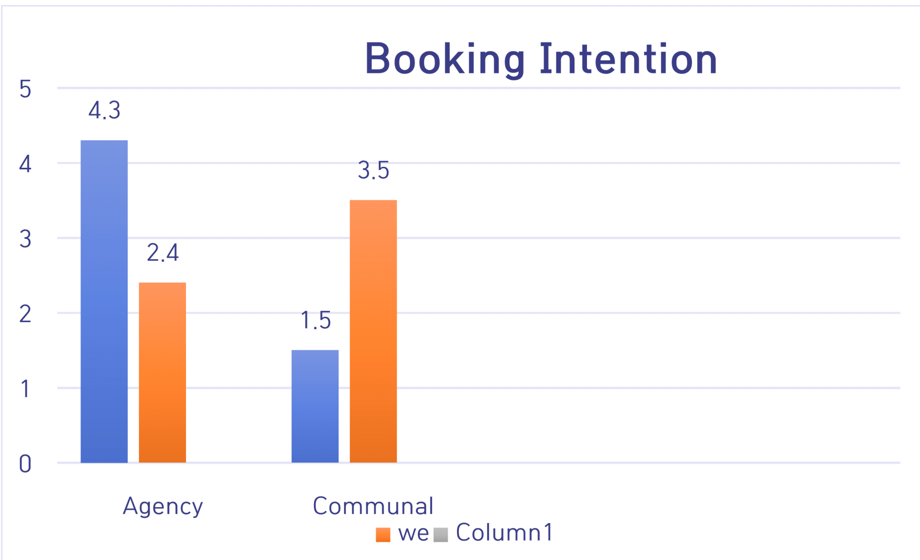


METHOD

The study will use a 2 (Social cognition: agency vs. communal) × 2 (pronoun: I vs. we) between subject design. A total of 200 participants recruited from Amazon Mechanical Turk. Within the experiment, participant will be asked to imagine that they are planning for a trip; they are looking for an economically priced hotel and while reading online reviews, they will find a negative reviews which firmed has responded to them. There are 4 different situations, and each participant will see one of them. There are managerial/front desk agent responses to the negative online review using the pronoun I/we. After reading the responses, participants are asked to answer a survey to measure mediator (customer inferences) and booking intention,

EXPECTED RESULTS

Based on social cognition theory(bakan, 1996), I expect a significant interaction between agency/communal and the pronoun they use, such as managers' (agency) response to negative online reviews leading to more booking intention when they use "I" in their responses. On the other hand, when employees (communal) respond by using "we", they will have more impact on booking intention. Furthermore, I expect the mediating effect of customer inferences on using pronoun and booking intention. I believe answering the online negative while using "we", to show the company as a whole and the responder as a part of the bigger team, will cause higher customer inferences and consequently higher booking intention.



THEORETICAL CONTRIBUTION

This study can have several theoretical contributions if all hypotheses are supported. First, there is no research related to the interaction between social cognition and the used pronoun and the results will expand the literature review. Second, while online review is one of the top topics, there are no studies about how to respond to negative online review based on using pronouns. The current research extends the literature by providing information about who and how should response to negative online review and how.

MANAGERIAL IMPLICATION

This research has several manager implications. First, it shows that responding to negative online review has affected the customers' inferences and that by increasing the positive inferences, booking intention will increase as well, which bring profit to the firm. As mention before language is important in marketing and this research will help to better understand using pronouns to answer the negative online review. Moreover, based on the results, firms can understand who is better to answer to the negative online review as well as which pronoun they should use while answering to them.

LIMITATION AND FUTURE DIRECTIONS

In this study, I am not examining the influence of culture on results. Future studies can study the impact of different cultures (idealism and collectivism) on using the pronouns by agency or communal responders. Also, this research focuses on the economic hotels, but future research can expand this to other hotels such as luxury or mid-scale. Finally, since this study investigates through hotels and negatives online reviews, in future, scholars can research on the affect of using the pronouns and agency/ communal responders on positive online reviews in different industries.

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LOCAL FOOD PROMOTION AND SALE AT AGRICULTURAL FOOD FESTIVALS

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One of the main goals of agricultural food festivals is to promote and sell local food products produced and sourced in the local agricultural regions (Di-Clemente, Hernández-Mogollón, & Campón-Cerro, 2020). While studies in agricultural food festivals have increasingly appeared in the festival and tourism literature, this goal of local food promotion and sale at agricultural food festivals has not been discussed in those studies (Stone, Migacz, & Wolf, 2019; Yuan & Jang, 2008). This study therefore examines visitors' decision to buy local food products at agricultural food festivals by understanding their onsite engagement. On the basis of the stimulus–organism–response model (Russell & Mehrabian, 1974), this study argues that the social relationships embedded in visitors' experiences encountered and activities participated in at the festival influence their decision to purchase local food products during and after the festival. According to social capital theory and resource theory, when social relationships become embedded in or associated with an object, they enhance the object's value (Foa, 1971; Robison & Ritchie, 2010), in addition to its value connected to its physical properties (Brinkley, 2017). Therefore, it is important to examine how visitors' experience and activities at the agricultural food festivals embraces social relationships reflecting collective social identities, thus resulting in higher investments in their relationships, i.e., local food purchase (Robison, Shupp, Jin, Siles, & Ferrarini, 2012).

Compared to foods obtained through globalized supply chain, local foods are generally promoted to provide a list of benefits, being healthier, fresher and more environmentally sustainable, which primarily come from their short travel distance to consumers which also lead to reduction of CO^2 emissions. Regardless, the distance-based definition indicating where food is produced and sourced is controversial. The boundary defining the local food produced and sourced in the local area has been applied to a variety of contexts— from foods produced in the same geopolitical terms as the final consumer, e.g., county and state, to those produced within a certain pre-defined distance. Furthermore, most local food branding primarily emphasizes the characteristics involving its travel distance to general consumers e.g., food grown in town or within 100 miles (Farris, Malone, Robison, & Rothwell, 2019), as in visitors to agricultural food festivals (Hall, 2005). But, this distance-based definition adopted for local food promotion can create a confusion (Bazzani, Caputo, Nayga Jr, & Canavari, 2017) at the agricultural food festivals where two different types of visitors exist: in-town visitors and out-of-town visitors. For the latter group of visitors, the short travel distance of local food might not be always considered as its main benefit as they go back home. This means, their perception of "local" in the local food at the festival cannot be always characterized by the benefit from geographic distance, although other social benefits from social relationship, e.g., direct purchase from small scale farmers/producers, can remain relatively constant. A few studies have discussed the importance of experience value in the local food consumption because consumers choose local food not just to enjoy the taste or healthy ingredients of the food but to consume the meaning linking place and tradition behind it (Sims, 2009; Spiller, 2012). Therefore, it is necessary to understand how out-of-town visitors perceive "local" in the local foods during and after the festival. For this, comparison of meaning and value of local food between in-town and out-of-town attendees will provide important information on local food promotion at the festival.

Agricultural food festivals are a potentially powerful vehicle for local food promotion and sale. In the food festival literature, Getz (2019) recognized the importance of understanding how visitors reflect on their experience for their future behavior, which not only involves their return behavior to the festival but also their purchase decision of foods experienced at the food festivals. Many of previous food festival studies have paid attention to the former behavior, but the latter behavior of local food purchase has been mostly overlooked. For farmers and local food producers participating in agricultural food festivals, understanding visitors' decision to buy local food seems more important than visitors' future repeat attendance to the festival.

This study fills this gap by examining the local food purchase behavior during and after the festivals between in-town and out-of-town visitors. It is hoped that an understanding of information on the meaning and value of festival attendees' experiences and activities will contribute to developing marketing programs of agricultural food festivals and their promotion of food, as above arguments will be empirically examined as part of the author's field study in July, 2021.

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THE INFLUENCE OF EMOTIONAL SOLIDARITY ON DESTINATION IMAGES AND TRAVEL INTENTION IN AN ANTICIPATED TRAVEL SETTING

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INTRODUCTION

Almost every tourism experience, if not all, involves interacting with others, and this makes social emotion an effective lens through which a better understanding of individuals' perception and behavior can be obtained. One example of social emotion is affective bonds that exist between individuals or so-called 'emotional solidarity' (Woosnam, 2008). Inter-group (i.e., tourist-to-resident or vice versa) emotional solidarity, as a concept, has been proven highly useful in explaining residents' attitude toward tourism (Woosnam, 2012), tourists' expenditure pattern (Woosnam, Dudensing, & Walker, 2015), or tourists' destination loyalty (Ribeiro, Woosnam, Pinto, & Silva, 2018). More recently, Joo and Woosnam (2020) has made the concept more widely applicable by considering intra-group (i.e., tourist-to-tourist) emotional solidarity and devising a scale for measuring it.

Yet, given its recent introduction to tourism research, how intra-group emotional solidarity is related to other concepts remains unknown. The existing literature on inter-group emotional solidarity suggests that tourist-to-tourist emotional solidarity is closely associated with how tourists view a destination and intend to visit the destination. Destination image is the concept that represents such tourists' perceptions and impressions of a destination (McClinchey, 1999). Depending on which aspects of a destination is highlighted, destination image can be further classified into cognitive image and affective image (Dobni & Zinkhan, 1990), where the former captures the beliefs and knowledge that tourists have about a destination or its attributes and the latter refers to tourists' feelings toward the destination (Baloglu & McCleary, 1999). Destination image, whether it be cognitive or affective, has been found closely related to tourists' attitude and intention regarding a destination (Jalilvand, Samiei, Dini, & Manzari, 2012).

Although the existing literature suggests significant and positive relationships among tourists' cognitive and affective views of a destination and their intention to visit the destination, it is unknown how intra-group emotional solidarity factors into the relationships. Furthermore, most studies have only validated the relationships by sampling actual tourists in a destination, so whether the positive association between destination image and travel intention is supported among potential tourists (or not) still demands further research. As such, the purpose of this study was to investigate the relationships among potential tourists' a) emotional solidarity with one another, b) cognitive destination image, c) affective destination image, and e) travel intention. Notably, this study considered affective destination image as an antecedent to cognitive destination image; while this runs contrary to the cognitive-affective-conative model of destination image (Agapito, Oom do Valle, & da Costa Mendes, 2013), the intention was to see if potential tourists engage in emotional reasoning or not.

METHOD

Measurement

The following scales were utilized to measure the construct of interest: Joo and Woosnam's (2019) modified emotional solidarity scale (ESS) for intra-group emotional solidarity, Baloglu and McCleary's (1999) scales for cognitive and affective images of a destination, and Jalilvand et al.'s (2012) scale for travel intention. All items were measured on a 7-point Likert scale where '1' indicated strong disagreement and '7' represented strong agreement to a positively worded statement.

Data collection and data analysis

The population of this study was potential Christian tourists residing in the U.S. who expressed their interest in visiting an international or domestic destination for religious causes (i.e., demonstrating, practicing, or promoting their religious beliefs). To obtain a more representative sample of the population, a survey respondent panel (hereafter 'panel') was built and utilized via an online survey company. While using a panel has some shortcomings such as risks of sampling bias (Fulgoni, 2014) or panel exploitation (Query Group, 2014), it was deemed that in this study its benefits outweighed the costs. Onsite data collection would have resulted in covering only selected religious institutions located in a certain geographic area, all of which would have caused even greater sampling bias.

Before data analysis, the data was screened for multivariate or univariate outliers, as well as any disengaged responses. When analyzing the data, this study followed Anderson and Gerbing's (1988) two-step approach to structural equation modeling. First, confirmatory factor analysis was conducted to establish the best-fitting measurement model to the data. Then, structural models were used to examine the proposed relationships among the constructs. The goodness of fit was measured using Satorra-Bentler scaled χ^2 (S-B χ^2), comparative fit index (CFI), non-normed fit indices (NNFI), standardized root mean squared residual (SRMR), and root mean square error of approximation (RMSEA). SPSS 26.0 and EQS 6.1 were used for data analysis.

FINDINGS

Respondents' socio-demographic profile

Of 439 responses collected, five contained multivariate outliers and were excluded. As such, the effective sample size was 434. The sample comprised of 35.3% (n = 35.3) male and 64.7% (n = 281) female, whose average age was 44.32. As for the education level, the sample had 51.9% (n = 228) with a four-year university degree or higher, 24.7% (n = 107) with a high school diploma, and 22.4% (n = 97) with a technical, vocational or trade school degree. In term of their religious affiliation, 55.6% (n = 242) professed Catholic beliefs followed by 27.4% (n = 119) Evangelical Protestants, and 16.8% (n = 73) Mainline Protestants.

Measurement model

The measurement model included the following five factors: *commonality*, *fairness* (which are factors of the modified ESS), cognitive destination image, affective destination image, and travel intention. The initial measurement model was deemed inappropriate (S-B $\chi^2_{(df)}$ = 1396.44$_{(517)}$, CFI = .884, NNFI = .874, SRMR = .062, and RMSEA = .063), and Lagrange Multiplier (LM) test results suggested that five items from cognitive destination image and four items from *commonality* had to be removed due to low reliability or high cross-loading. The modified measurement model showed a good fit to the data (S-B $\chi^2_{(df)}$ = 491.90$_{(265)}$, CFI = .957, NNFI = .951, SRMR = .044, and RMSEA = .044). Table 1 presents descriptive statistics and factor loading.

Table 1. Descriptive statistics and factor loading

Constructs	Loading	Mean	S.D.
Emotional solidary - *Commonality*			
I feel close to other faith-based tourists	.844	5.36	1.333
I expect to make friends with other faith-based tourists.	.867	5.45	1.274
I identify with other faith-based tourists.	.879	5.42	1.271
I have a lot in common with other faith-based tourists.	.812	536	1.339
I understand other faith-based tourists.	.832	5.46	1.227
I feel the community will benefit from having us.	.794	5.37	1.360

Constructs	Loading	Mean	S.D.
Emotional solidarity - *Fairness*			
I will treat other faith-based tourists fairly.	.877	5.85	1.261
I plan to get along with other faith-based tourists.	.934	5.91	1.233
I have respect for other faith-based tourists.	.835	5.90	1.187
Cognitive destination image			
… good value for money.	.719	5.21	1.302
… good climate.	.748	5.37	1.217
… suitable accommodation.	.829	5.43	1.235
… appealing local food.	.793	5.46	1.242
… quality infrastructure.	.751	5.20	1.274
… good personal safety.	.785	5.19	1.283
… unpolluted or unspoiled environment.	.674	5.20	1.277
… standard hygiene and cleanness.	.756	5.26	1.252
… interesting and friendly people.	.790	5.63	1.155
Affective destination image			
… pleasant	.699	6.05	1.283
… arousing	.722	5.37	1.456
… relaxing	.816	5.61	1.375
… exciting	.818	5.87	1.372
Travel intention			
I predict, I will visit the destination in the future.	.822	5.36	1.522
I would rather visit the destination more than anywhere else.	.697	5.21	1.514
If everything goes as I think, I will plan to visit the destination in the future.	.849	5.41	1.429

Rho coefficient values of the factors ranged from .834 (travel intention) to.934 (*commonality*) which all exceed a cut-off of .70 suggested by Fornell and Larcker (1981) for internal consistency. Values of Average Variance Extracted (AVE) were between .580 (cognitive destination image) and .780 (*fairness*), indicating good convergent validity (Hair, Black, Babin, Anderson, & Tatham, 2006). Lastly, all the AVE values were greater than values of the squared correlations of corresponding constructs, suggesting satisfactory discriminant validity (Byrne, 2006). The full results of the reliability and validity tests are provided in Table 2 below.

Table 2. Results of the reliability and validity tests.

Construct (Rho)	COM	FAIR	CDI	ADI	TI
Commonality (COM) (0.934)	.838[1]				
Fairness (FAIR) (0.914)	.794	.883[1]			
Cognitive destination image (CDI) (0.925)	.715	.596	.761[1]		
Affective destination image (ADI) (0.849)	.348	.292	.501	.765[1]	
Travel intention (TI) (0.834)	.699	.523	.647	.362	.792[1]

Note. [1] = Square root of AVE values

Structural model

The structural model including all the constructs and their hypothesized relationships demonstrated an acceptable fit to the data: S-B $\chi^2_{(df)} = 492.87_{(266)}$, CFI = .957, NNFI = .951, SRMR = .045, and RMSEA = .044. Emotional solidarity successfully predicted both cognitive image (H_1: $\beta = .620$, $p < .001$) and affective image (H_2: $\beta = .351$, $p < .001$) of a destination, as well as travel intention (H_3: $\beta = .480$, $p < .001$). Affective destination image had a significant influence on cognitive destination image (H_4: $\beta = .284$, $p < .001$), but its direct impact on travel intention was not significant (H_5: $\beta = .057$, $p > .05$). Lastly, the path from cognitive destination image to travel intention was significant (H_6: $\beta = .273$, $p < .01$), indicating that cognitive destination image functioned as a full mediator between affective destination image and travel intention (H_7).

IMPLICATIONS

This study revealed that, in an anticipated travel setting, potential tourists' feeling of emotional solidarity with one another had positive impacts on their cognitive and affective views of the destination. Both emotional solidarity and cognitive destination image exerted positive influences on travel intention. Interestingly, the positive impact of affective destination image on travel intention was fully mediated by cognitive destination image, indicating a causal relationship. The findings underscore the importance of positive social emotion in developing favorable images of destination and encouraging travel intention. Furthermore, the findings also suggest that affective images of a destination can influence the functional evaluation of the destination, suggesting that potential tourists are likely to engage in emotional reasoning.

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THE INFLUENCE OF TRAVEL VLOGS ON TOURIST BEHAVIOR: APPLICATION OF THE AIDA PRINCIPLE

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INTRODUCTION

Travel vlogs have been massively consumed on YouTube and have been gaining increasing attention in recent years. The term “travel vlog” has covered over a half popularity on YouTube since March, 2020 (Google, 2021). Created by individual tourists (mostly younger generations), travel vlogs are regarded as trustworthy and authentic (Wang, Kim & Agrusa, 2018; Mathisen & Prebensen, 2013). In addition to demonstrating destination attributes such as people, culture and natural resources, which is similar to destination promotional videos, travel vlogs creatively integrate personal travel stories. These travel stories may be a key factor that attracts tourists as they contain useful travel information and depict real destination scenes (Kavoura, Kefallonitis & Giovanis, 2019). Since tourists nowadays prefer to seek realistic travel information (Khan, 2017; Lodha & Philip, 2019), travel vlogs have become an adequate travel information source. Travel vlogs, undoubtedly, have penetrated to tourists’ lives and may invisibly affect their travel decisions.

Despite of the popularity of travel vlogs among younger generations such as Generation Y, the mechanism of how travel vlogs exert influence on tourist behaviors is still unknown. This helps to identify the momentous features of travel vlogs and to understand tourist behaviors. Although it has been demonstrated that providing authentic and useful travel information are the attractiveness of travel vlogs (Mathisen & Prebensen, 2013; Kavoura et al., 2019), no empirical evidence has shown whether it is authenticity and informativeness that make travel vlogs influential. It is also undiscovered what affection will be elicited by the two characteristics, which will in turn affect actual behaviors. Created by tourists, travel vlogs belong to user-generated content (UGC) while DMO promotional videos belong to marketer-generated content (MGC) because they are created by organizations. Recent literature highlights UGC as a potential marketing tool and the differences between UGC and MGC have been extensively investigated (e.g., Yu, Xie & Wen, 2020; Lee, Lee & Hansen, 2017; Hautz, Füller, Hutter & Thürridl, 2014). However, despite of the potential influence of travel vlogs on younger tourists, travel vlogs are still unexplored as a UGC in destination marketing yet by compared with MGC (i.e., DMO promotional videos). This provides insight for DMOs into future marketing strategies regarding the two types of travel videos.

To fill in above research gaps, this research includes two parts, targeting Generation Y. Study 1 is to illustrate travel vlogs’ influence by adopting the Attention-Interest-Desire-Action (AIDA) principle (Strong, 1925). In this study, attention is regarded as a precondition. Authenticity and informativeness are selected as features that stimulate interest. Inspiration is considered as an affective state that elicits desire. Searching additional information and spreading word-of-mouth (WOM) are the proposed two tourist actions. Furthermore, DMO promotional videos are compared with travel vlogs in these constructs and relationships to highlight the importance of travel vlogs in destination marketing. According to AIDA principle, which is originally used to explain consumer behaviors in marketing context, consumers will go through three stages sequentially before purchasing a product: pay attention to it, get interested in it, and desire for it. This principle has been extensively applied to video advertisement contexts (Sharifi, Khazaei Pool, Jalilvand, Tabaeeian & Ghanbarpour Jooybari, 2019). Despite each component of AIDA can be tested as an individual construct (e.g., Lee, Song, Lee & Petrick, 2018), literature has suggested personalizing each component by other constructs (e.g., Sun, Cardenas & Harrill, 2016). For example, Xu and Schrier (2019) reveals the mechanism underlying website aesthetics and booking intention by adopting AIDA components as theoretical foundation. Based on above, AIDA principle is appropriate to be applied to this study.

Self-report questionnaire is used in study 1 to measure related constructs. However, one significant drawback of self-report measures is potential cognitive bias (Li, Walters, Packer & Scott, 2018). To increase the reliability of study results, study 2 adopts Becker-DeGroot-Marschak (BDM) auction (Becker, DeGroot, Marschak, 1964) to explore how individuals show differences in willingness to pay (WTP) for a destination after watching travel vlogs and DMO promotional videos. As an incentive-compatible method, this auction has been constantly applied to economic experiments (e.g., Eustice, McCole & Rutty, 2019). While DMOs deliberately create a positive destination image in promotional videos for marketing purpose, travel vloggers share positive or negative comments freely depending on their experiences in a destination. Destination attributes such as physical environment, services and tourism resources affect the valence of comments (Hosany & Witham, 2009), which will affect others' attitudes toward the destination (Pahlevan Sharif & Mura, 2019). These destination attributes can be reflected as destination competitiveness (Gómez-Vega & Picazo-Tadeo, 2019). On this basis, destination competitiveness may affect WTP differently between travel vlogs and DMO promotional videos.

In summary, study 1 answers two research questions: 1) What is the mechanism underlying the influence of travel vlogs on tourist behaviors? 2) Does the mechanism apply to travel vlogs and DMO promotional videos differently? Study 2 answers two research questions: 1) Does travel video type (i.e., travel vlog and DMO promotional video) affect WTP? 2) Does destination competitiveness affect WTP for each travel video type? To address above questions, study 1 proposed a measurement model with six aforementioned constructs based on AIDA principle and compares travel vlogs and DMO promotional videos regarding the measurement model. Study 2 conducted a 2 (video type: travel vlog vs. DMO promotional video) x 2 (destination competitiveness: high vs. low) online experiment on WTP, where BDM auction is adopted.

METHOD

A total of four destinations were selected for the study including two high and two low competitive destinations, according to the destination travel and tourism competitiveness index in the Travel & Tourism Competitiveness Report 2019 (World Economic Forum, 2019). For each destination, one travel vlog and one DMO promotional video were selected from YouTube based on criteria that characterize the two types of videos. The target sample population was Generation Y (i.e., born between 1981 and 2003) who live in North America, with a sample size of 205. Convenience sampling was used to recruit participants, who were from a participant pool of a research laboratory at a major university in Canada.

Data was collected via Zoom and Qualtrics. After joining the Zoom meeting, participants at first gave consent to this experiment via an online survey. A sample video was played and BDM auction was explained. Each participant watched two videos, including one travel vlog and one DMO video. After watching each video, participants filled out a survey related to WTP, manipulation check and AIDA constructs. A total of 27 experiment sessions were conducted from April 3 to April 9, 2021. Each session took between 40 minutes and one hour. The order of video type and the depicted destinations were randomized among different experiment sessions. The two videos in the same session depict different destinations to avoid accumulated effects on study results.

FINDINGS

The two factors (i.e., video type and destination competitiveness) were both manipulated successfully in this study. However, three competitiveness levels were found across the four selected destinations. Confirmatory Factor Analysis

(CFA) results indicated that the measurement model in study 1 had good model fit for both video types. By conducting Structural Equation Modelling (SEM), a four-step influence of travel vlogs on travel behaviors of Generation Y was found. Travel vlogs initially attract viewers' attention. By providing helpful travel information and showing authentic travel experience, travel vlogs inspire viewers. Finally, viewers will search additional information and spread WOM about the depicted destination. It was also discovered that there were significant group differences between travel vlogs and DMO promotional videos in the relationship between attention and authenticity as well as the relationship between informativeness and inspiration. Both relationships were strengthened by travel vlog group. Additionally, destination competitiveness affects WTP positively when tourists watch travel vlogs. However, no significant differences in WTP between different competitiveness levels were found when tourists watch DMO promotional videos. Moreover, travel video type did not affect WTP for all three competitiveness levels.

IMPLICATIONS and CONCLUSION

Theoretically, the study enriches the AIDA literature by introducing six constructs to operationalize the four AIDA components in the destination marketing context. Tourist behaviors facilitated by travel vlogs have been better understood with a four-step measurement model. New insight into the differences between UGC and MGC has been provided by comparing travel vlogs and DMO promotional videos. A potential ranking index range for categorizing destinations based on competitiveness has been identified. In addition, BDM auction has been introduced to measure WTP in the tourism destination marketing context.

Practically, by enhancing understanding of both travel vlogs and DMO promotional videos in destination marketing from this study, DMOs may develop future marketing strategies accordingly. To consider travel vlogs as an additional marketing tool, DMOs may collaborate with travel vloggers by sponsorship (Shin, Lee & Perdue, 2018). Marketing strategies can be adjusted based on the current destination competitive position. For example, high-competitiveness destinations may use travel vlogs as a primary marketing tool while low-competitiveness destinations may consider DMO promotional videos for attracting tourists. Based on the mechanism underlying the influence of travel vlogs on tourist behaviors, it might be a good idea for DMOs to consider each video characteristic that may lead to the influence. For example, to attract tourists' attention, in addition to the attractive design of DMO videos (Guerrero-Rodríguez, Stepchenkova & Kirilenko, 2020), storytelling can be incorporated (Cho, Shen & Wilson, 2014). Voiceover can be included in DMO videos to provide more useful travel information. It might be helpful to select current popular travel vlogs to supplement the DMO media channel to increase the authenticity of the depicted destination. Using "inspiration" as a keyword in DMO video titles or using hashtagging which contains "inspiration" when disseminating DMO videos might be beneficial to arouse inspiration (Colorado, 2016; Travel Wyoming, 2020; Nova Scotia, 2018; Du, Liechty, Santos & Park, 2020). Moreover, an official destination website is necessary for tourists to obtain destination-related information.

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IMPACTS OF TASTE CUES ON CULINARY TOURISTS' TRAVEL INTENTION —BASED ON THE ONLINE REVIEWS OF CULINARY DESTINATIONS

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INTRODUCTION

Nowadays, with the prevalence of information technology, visual marketing tools have been widely used in tourism destinations (Buhalis, 2000), such as promo, films, and pictures. However, excessive dependence on a single sensory channel has led to marketing information overload and reduce the marketing effect (Krishna, 2012). Tourists have been falling into visual fatigue, and destinations must develop novel marketing strategies to capture the minds of consumers. Therefore, the other sensory marketing strategies such as taste, touch, and smell are becoming a new frontier research theme in destination marketing (Agapito, Mendes, & Valle, 2014; Agapito, Pinto, & Mendes, 2017).

Food is an important element in the travel experience, playing a significant role in attracting tourists. For example, after the broadcast of a Chinese food documentary called "A Bite of China", tasting regional delicacies has become an important motivation for travel, which set off a culinary tourism boom in China. Food is not only a marketing tool for tourist attraction, but also an important means of cultural spread and local economic development. However, up to now, the existing research of culinary tourism mainly focuses on the motivation and typologies of culinary tourists(Kim& Eves, 2012; Wolff& Larsen, 2019) and the impact of food resource on destinations such as destination image and branding value (Karimsupa, Supsup, &Sup S A, 2010; Tsai & Wang, 2016; Choe & Kim, 2017). The field of culinary tourism consumer behavior has not been deeply explored (Alderighi, Bianchi, & Lorenzini, 2016). How do culinary tourists make their travel decision? What kind of food recommendation information can stimulate their travel intention? What is the psychological mechanism behind it? These questions are the basic topics of both culinary tourism and taste sensory marketing, which are very essential, but remained unknown.

In the era of Web 2.0, the online reviews of taste experience in destinations play an important role in culinary tourists' travel decision-making process. More and more tourists evaluate the food resources of prospective destinations based on others' travel notes and snapshots containing the taste information (cues). Therefore, online reviews provide a good research scene for exploring the role of taste cues in culinary tourists' travel decision-making and preference.

In order to enrich the related research, this study intends to carry out four studies based on regression analysis and experiment, to explore the impacts of taste information on culinary tourists' online decision-making process. The research questions include: (1) Do the online reviews with taste cues have higher referential utility(usefulness) in culinary tourism decision-making? (2) What kind of taste cues is more attractive and can improve travel intention? (3) What is the psychological mechanism of the impacts on travel intention?

The answer to the above questions is expected to make both theoretical and practical contributions: First, it will enrich the culinary tourism consumer behavior research by identifying the underlying factor of their travel decision-making process. Second, it will demonstrate the causal relationship of taste cues and travel intention; and identify shared similarity between the potential tourist and the customer reviewer will influence the trustworthiness of the review content, so as to advance the study of online sensory marketing in the tourism context.

Third, it will provide innovative suggestions of taste marketing strategy for culinary destinations and companies in the Web 2.0 era.

THEORY AND HYPOTHESES

(1) Construal Level Theory and Psychological Distance

Construal level theory (CLT) is an account of how psychological distance influences individuals' thoughts and behavior (Trope, Liberman, & Wakslak,2007). CLT assumes that the closer the psychological distance perceived by individuals, the more they tend to use low-level, detailed, and contextualized information to construe objects. On the contrary, Under the far psychological distance, individuals tend to construe objects abstractly in terms of high-level, abstract, and stable characteristics (Trope, & Liberman, 2010). The relationship between mental construal and psychological distance is bidirectional. The level of construal will also affect one's psychological distance. When information is consistent with individuals' mental construal mode, it has the greatest impact on individual attitude and decision-making process (Trope&Liberman,2003; Trope, Liberman, &Wakslak,2007; Fujita, Eyal, Chaiken, Trope, & Liberma, 2008).

(2) Research Hypotheses

In the culinary tourism decision context, potential tourists cannot experience the taste of food directly, so they have to refer to others' comments and get the perception of food. Therefore, taste cues in online reviews meet their information needs and have an important reference role for travel decisions. Previous studies have found that the content and valence of information cues will impact customers' purchase intention (Lv. et al., 2020). Similarly, the content and valence of taste cues will also directly affect tourists' evaluation and perception towards the destination food, and then have an impact on their travel intention.

According to the CLT, psychological distances are influenced by level of mental construal, and in turn, affect individuals' prediction, preference, and action. Specifically, low-level construal information presents the detailed content of an object, which helps reduce the psychological distance between the object and the consumer, and then in turn, guides consumers' evaluation and behavior. (Trope, Liberman, & Wakslak, 2007). In the culinary travel decision context, we suggest that taste cues with detailed descriptions (i.e., low-level construal) can reduce tourists' psychological distance towards the destination food. The closer they feel to the destination food, the higher the attractiveness of the food, and therefore increase their intention to travel to the culinary destination. Thus,

- **H1**: Compared with no taste cues, the online review contains positive (negative) taste cues can improve (decrease) tourists' travel intention to the culinary destination.
- **H2**: The more detailed of the positive taste cues (i.e., the lower the level of construal) in the online review, the higher the tourists' intention to travel to the culinary destination.
- **H3**: The impact of taste cues on tourists' intention to travel is mediated by psychological distance.

Online reviews provide potential tourists with useful information about the destination resources and services based on other customers' experiences. When considering the online opinions from other customers, it is possible that the shared similarity between the potential tourist and the other customer will influence the trustworthiness of the review content. For example, the fellow-townsman tourists' food comments might also be more trustworthy, due to the similar regional culture, diet culture and eating habits. Previous research has shown that the incidental similarity (e.g. same last name) between the two customers can shorten the psychological distance between them and result in interpersonal trust (Wan & Wyer, 2019). Therefore, we suggest that shared similarity (same native place, same last name) between the potential tourist and the customer who wrote the review will further strengthen the effect of taste cues on tourists' travel intention to culinary destinations.

- **H4**: Shared similarity between the potential tourist and the customer who wrote the review will strengthen the effect of taste cues on tourists' intention to travel to the culinary destination.

(3) Conceptual framework

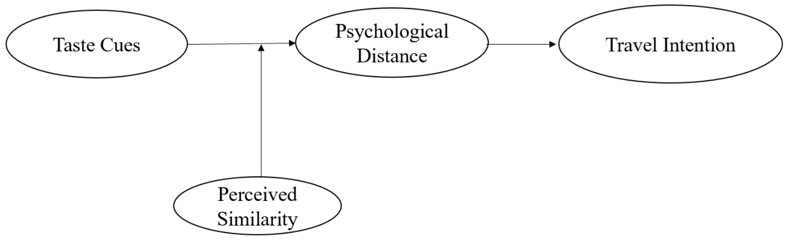

Figure 1. Conceptual framework of this paper

METHOD

Three studies will be conducted to test the hypotheses.

In Study 1, based on the online reviews data of food tourism destinations in Ctrip, this paper will construct a regression model to examine whether the number of taste cues in online destination reviews is helpful during the culinary tourism decision-making process.

In Study 2, we first design an experiment to manipulate verbal taste cues (no vs. positive vs. negative) to examine the effect of taste cues on culinary tourism travel intention.

In Study 3, a 2 (verbal taste cues: with high or low-level construal) X 2 (shared similarity: yes vs no) between-subjects experiment will be designed to test taste cues' information on the culinary tourists' travel intention. The study will only focus on the positive taste cues. More important, we will manipulate shared similarity between the potential tourist and the customer reviewer by using the same native place.

In Study 4, we will replicate study 3 in a different destination context and examine the mediation effect of psychological distance. We will manipulate shared similarity between the potential tourist and the customer reviewer by using the same last name.

FINDINGS

The expected findings of this research include:

First, taste cues will significantly improve tourists' perceived online reviews usefulness, which is helpful for food tourism decision-making.

Second, (positive) taste cues with low-level construal will improve travel intention of potential culinary tourists. Psychological distance will play a mediating role in this effect.

Third, the shared similarity between the potential tourist and the customer reviewer will have a significant impact on shortening the psychological distance between them, which will further increase the potential tourist's travel intention.

IMPLICATIONS

Based on the secondary and experimental data, this study intends to explore the effects of taste cues on culinary tourists' travel intention in the online travel decision-making context. The findings of this study will have positive theoretical and practical implications.

Firstly, it may enrich the research about culinary tourism consumer behavior and psychology, by providing a better understanding of their information preference and decision-making process in the online travel decision context.

Second, it will demonstrate the causal relationship of taste cues and travel intention; and identify shared similarity between the potential tourist and the customer reviewer will influence the trustworthiness of the review content, so as to advance the study of online sensory marketing in the tourism context. Lastly, it will provide a range of innovative suggestions for food tourism marketing for culinary destinations and companies in the Web 2.0 era.

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DOMESTIC TOURISM VALUE CHAIN AND LINKAGES AND LEAKGES – A CASE STUDY, COX'S BAZAR, BANGLADESH

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INTRODUCTION

The development of the tourism sector in many developing countries is prioritized because of its perceived potential for facilitating inter-sectoral linkages (Cai et al. 2006; Meyer 2007; Nyaupane and Poudel 2011; Adiyia et al. 2015), generating employment and capacity to contribute to poverty reduction. The majority of research exploring the impact of tourism on poverty alleviation is predominantly based on the impact of international tourism and does not include domestic tourism (Ghimire 2001; Scheyvens 2007; Njoya and Seetaram 2017). However, there is research (Meyer and Meyer 2015) which argues that domestic tourism has potentially higher levels of linkages with the local economy and more benefits for poor households. This research examines the level of linkages and leakages of tourism in a destination where the vast majority of tourists are domestic. In this respect, this research addresses a gap in the current literature and suggests proposals for to identify and measure the linkages and leakages in the domestic tourism value chain in order to analyse the extent to which the tourism value chain has strongest linkages and weakest leakages in Cox's Bazar, Bangladesh.

Research (Llorca–Rodriguez et al. 2018) indicate that while both domestic and international tourism reduced poverty rates domestic tourism demonstrated significantly higher pro-poor economic linkages than international tourism. Domestic tourism has different characteristics from international tourism, and it is proposed that these characteristics may result in different levels of impact on poverty (Jafari 1987; Gladstone, 2005; Winters et al.2013). Domestic tourists may have greater impact in supporting backward economic linkages and income to poor households as their spending patterns may be closely linked to the local supply chain of goods and services in the formal and informal economy. These findings are supported by research (Saayman et al 2000) which indicates that multiplier effect of domestic tourism spending exceeds that of inbound tourism and that the expenditure pattern of domestic tourists has significantly higher levels of local linkages.

A review of the literature demonstrates that there are a wide range of definitions of the term 'leakage' and differing approaches to its measurement (Lange 2011, Chok et al. 2007, Lejarraga and Walkenhorst 2010). Meyer (2007) sets out a conceptual framework for creating linkages between the tourist accommodation sector and poor households in the local community in developing countries. That framework focuses on four types of linkages, (i) employment (ii) sourcing and procurement (iii) small and medium enterprise (SME) development and outsourcing and (iv) other types of partnership. Linkages may be analysed at the level of an enterprise and its links with the local economy or at an inter-sectoral level between tourism and other sectors of the economy.

METHOD

The research method is based on quantitative research predicated on tourism value chain mapping in order to identify leakages from and linkages to the local economy. The Cox's Bazar conurbation was selected as the specific geographic study area because it is the most popular resort for domestic tourism in Bangladesh and has a high level of dependency on employment in the tourism sector by people from economically vulnerable households (Amin 2017) Much of the research in developing economies tends to focus on the linkages and leakages between agriculture and the accommodation sector of the tourism value chain (Pratt et al. 2018). This research provides a wider lens incorporating a total of twelve actors in the tourism value chain in Cox's Bazar including those in the formal and informal economy. This research was conducted in the three most frequented tourist spots in the resort namely Kolatoli, Suganda and Laboni beaches.The sampling technique used to select research participants in the tourism value chain was convenience sampling including *ad hoc* techniques.

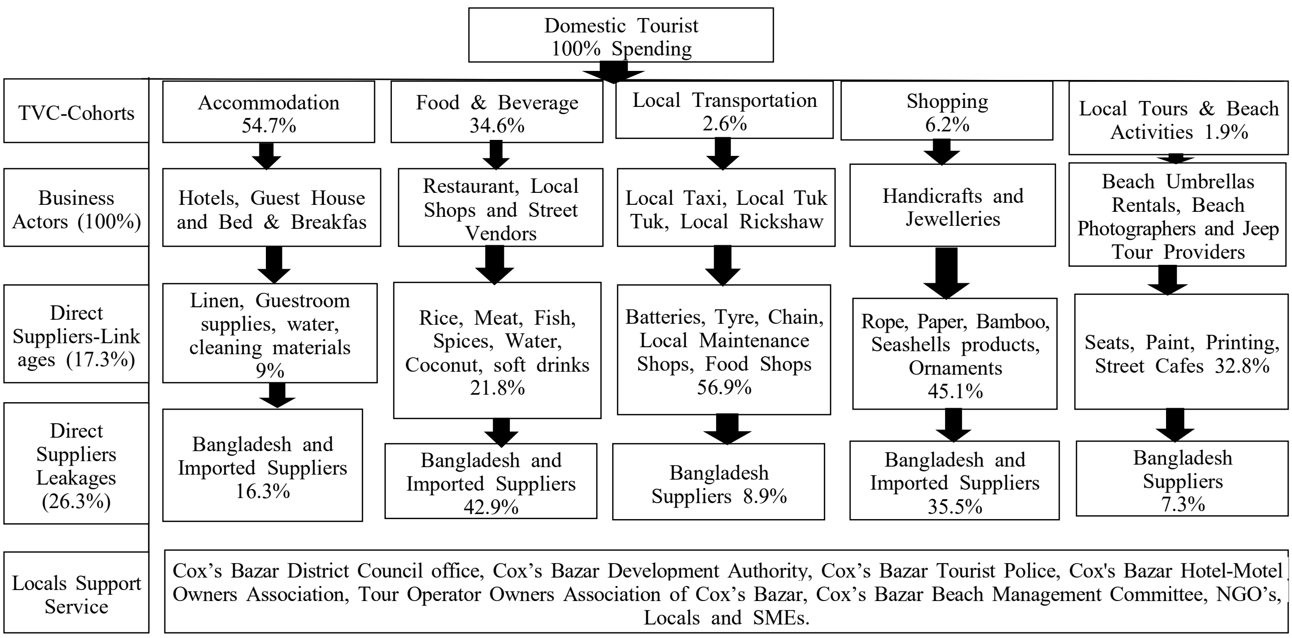
The sample included actors in the formal and informal economy size in the Cox's Bazar tourism value chain incorporating, 71 domestic tourists, 27 suppliers, 22 restaurants, 20 hotels, 25 handicrafts, 15 rickshaw and 20 tuk-tuk drivers. A structured questionnaire was distributed using of convenience and ad hoc techniques and a total of 180 participants participated in this research.

FINDINGS

The data analysis encompasses calculation of (i) the share of total tourist expenditure allocated to each actor in the domestic tourism value chain, (ii) each actor's linkages and leakages to the local economy in Cox's Bazar,

It can be seen (Figure 1) that accommodation accounts more than half of tourists' expenditure. There is a modest rate of linkages, but the total leakages rate is higher. More than a third of tourists' expenditure is allocated to the food and beverage sector. Although the rate of linkages is double that of the accommodation sector, it has the second highest level of leakages in the research sample primarily due to sourcing of branded beverages from other parts of Bangladesh. The local transport sector which comprises taxis, tuk tuks and rickshaws attracts the second lowest share of tourists spend. The sector has generally high levels of linkages but there is some variation between the actors in terms of leakages. Rickshaw pullers demonstrate the lowest leakages rate among all actors. The shopping category which has the third largest amount of tourists spend comprises two actors with very different patterns of linkages and leakages. The dried fish retail sector is the most integrated into the local economy and has no imports. The handicrafts sector on the other hand is highly dependent on imports and consequently has the highest level of leakages and the lowest level of linkages. Tours and beach activities, incorporating beach umbrella rentals, beach photographers and jeep tour operators receive the lowest share of tourists spend and have average levels of linkages among the cohort and the third lowest level of leakages. Overall, it can be noted that the three actors (accommodation, food and beverage and shopping) which together attract over 95 per cent of tourists' total expenditure cumulatively have the highest levels of leakages.

Figure 1: The Tourism Value Chain Mapping Framework in Cox's Bazar, Bangladesh



Source: Author's own work 2019.

IMPLICATIONS or CONCLUSION

Overall, the findings of this research relating to that the areas of high expenditure by tourists such as accommodation, food and souvenirs have a low level of linkages but areas of lower tourist expenditure such as street vendors, local transportation and the local excursions sector have a higher level of linkages.

In conclusion, the findings of this research indicate that there is evidence of leakages in the tourism value chain. The literature (Chok et al. 2007; Lange 2011) suggests that the hotel sector is normally associated with high levels of leakages. However, this assertion is not supported by this research as none of the hotels in Cox's Bazar are owned by foreign chains. Overall, the research findings demonstrate that although there are significant leakages (22.3 per cent) from the local economy to other regions of Bangladesh due to supply chain issues, the rate of leakages based on imports is only 4 per cent.

The findings demonstrate that domestic tourists stay in the tourism destination for a longer duration and allocate a greater share of expenditure on locally owned hotels and guest houses rather than luxury hotels. This pattern of expenditure may result in a higher contribution to poor households due to the higher level of linkages of the smaller, locally owned accommodation providers. The results of the research in this paper supports Llorca –Rodriguez et al., (2018) hypothesis that inbound tourism and domestic tourism have characteristics that can differently impact on levels of linkages and leakages with the local economy.

In terms of tourism policy, the key recommendation relates to the absence of any policy specifically focussing on the domestic tourism market Bangladesh is a country undergoing profound economic and social change. Tourism has also followed a growth trajectory from a figure of 300,000 domestic tourists in 2000 to 7 million in 2017 (Economist 2019). The vast majority of tourists are domestic, however as in many developing countries, tourism development strategies are exclusively oriented towards international tourism. The findings of this research indicate that there is a case for developing policies and infrastructure to facilitate more domestic tourism based on an analysis of this segment's levels of linkages and leakages to the local economy.

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NEW PERSPECTIVES FROM INTERNATIONAL VISITORS TO THAILAND

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INTRODUCTION

Competition for tourists and tourist dollars are fierce. Many countries in Asia have been vying for these international tourist dollars. With the increasing integration of the Association of Southeast Asian Nations (ASEAN), unprecedented opportunities and challenges exist for tourism development and tourists' flows. The tourism industry is vital to the economy of Thailand and the Tourism Authority of Thailand (TAT) has thrived to position Thailand as a cultural, historical, and natural tourism destination (Rittichainuwat, Qu, & Brown, 2001). In fact, tourism growth had quadrupled from 2001 when Thailand had received 10.13 million visitors to 39.8 million tourists in 2019 (TAT, 2019). Tourism has been promoted in Thailand as a major generator of national income for the country. However, Thailand had suffered from negative effects of uncontrolled tourism, which in part had led the Thailand government to take steps to search for ways to develop a more sustainable tourism product (Worrachaddejchai, 2019). In addition, Thailand as an international tourist destination has had the effects of competing other South East Asian destinations.

In 2020, international travel in Thailand plummeted during the COVID-19 pandemic (Bhaskara & Filimonau, 2021). Tourism is expected to rebound as vaccinations accelerate (Knight, 2021); however, the vulnerability of tourism to external threats such as COVID-19 and their associated impacts may have impact on the image of Thailand as a tourism destination. In tourism, the concept of image is generally explained in two distinct ways. Image can be either an associative image of a product that is developed by the consumer or a mental image of a product created by a marketing department (Kim & Agrusa, 2005; Kim, Holland, & Han, 2013; Tuohino, 2002). Tourism destinations must be cautious in reference to their image so the perception that they have is not different from the way that it is perceived by potential travelers.

According to previous studies in the tourism industry, the perceptions of a tourist destination are critical to its image which has a direct impact on the success as a tourist destination (Kim & Agrusa 2005; Wu, Li, & Li, 2018). The perception that a destination will meet their needs of a visitor, the more attractive that destination becomes, therefore, the greater the probability that it will be selected as the final destination. A destination's attractiveness has a tremendous influence on determining: a person's destination of choice (Chen & Uysal, 2002; Cong, 2016; Hu & Ritchie, 1993), expectations of satisfaction (Kozak & Rimmington, 1999; Prideaux, Agrusa, Donlon, & Curran, 2004), intentions to revisit (Crompton, Fakeye, & Lue, 1992), perceptions of benefits and motivations (Kim, Botha, & Crompton, 2000; Prideaux et al., 2004), positive perceptions of opinion leaders (Kozak & Rimmington, 1999), and the amount of money spent along with the duration of stay (Kim, Botha, & Crompton, 2000). A number of studies have determined that destination attributes can also be classified by the characteristics of cognitive resources, such as entertainment, cultural/historical, natural, events, along with sports and recreation (Wu & Li, 2017; Wu, Li, & Li, 2018). In image and competitiveness studies of destinations, the destinations' attributes identified have included climate, atmosphere, comfort, safety and security, sports, recreation, sightseeing, food, beaches, culture, shopping, tourism infrastructure, ease of communication, service quality, friendliness of residents, cost, and entertainment (Echtner & Ritchie, 1993; Fakeye & Crompton, 1991; Hu & Ritchie, 1993; Kim & Agrusa, 2005; Kim, Botha, & Crompton, 2000; Sharafuddin, 2015). Therefore, it is important to continue in understanding what international tourist perceptions are of the Thailand tourism product.

In previous research, personal business travel, corporate business travel, visiting relatives and friends, and for pleasure vacations are among reasons to travel (Wang, Kim, & Agrusa, 2017). This study is geared toward the pleasure vacation segment of the tourism industry and seeks to discover a relationship among the images that international travelers have about Thailand as a tourist destination. Additionally, the study results are compared to the findings from Henkel et al., (2006) to identify changing international tourists' images about Thailand.

METHOD

This study re-examines whether there has been a change in the perceptions of international visitors on their image of Thailand as a tourist destination after a previous study more than 10 years earlier (Henkel et al., 2006). International visitors were surveyed to determine their perceptions of the image of Thailand and if there have been any changes to the perceptions by international tourists. The population for this study consisted of international travelers. Data were collected using a self-administered questionnaire through a review of previous literature and previous study such as Henkel et al. (2006). The study analyzed and compared two sets of data collected in 2005 and 2021. T1 in Table 1 represents a sample group of 225 international travelers gathered in 2005, and T2 indicates a sample group of 350 international travelers in summer 2020. T-test was performed to analyze the data.

FINDINGS

The sample consisted of 52% males and 48% female with an average 35 years of age and with an average household income of 110,000 USD with the T1 sample. T2 consisted of 49% males and 51% female with an average 32 years of age. The majority of the sample 51% reported that they were single in T1 and 47% in T2. The results indicated significant differences between T1 and T2 regarding their cognitive perceptions toward Thailand, such as shopping, nightlife and entertainment, sports activities, budget vacation, historic architecture, erotic tourism, hiking, and health tourism. Related to international tourists' perception considering tourist destinations, significant differences were found between T1 and T2 regarding quality of public services, traffic flow, availability of entertainment, recreation, cultural activities and freedom from terrorism and disease.

Table 1. Significance Tests on Items Concerning Thailand as a Tourist Destination

Item	T1		T2		t	p
	Mean	SD	Mean	SD		
Importance of cultural sightseeing	4.29	0.90	4.27	0.98	0.27	0.758
Importance of shopping	3.28	1.16	2.96	1.32	3.02	0.000**
Importance of beaches	3.62	1.15	3.89	1.23	-2.74	0.792
Importance of nightlife and entertainment	3.65	1.13	3.11	1.31	5.16	0.000**
Importance of nature, wildlife, and parks	3.68	1.03	3.83	1.09	-1.68	0.896
Importance of friendly people	3.97	1.07	3.77	1.12	2.19	0.057
Importance of sports activities	3.00	1.18	2.46	1.24	5.33	0.003**
Importance of an exotic destination	3.86	1.06	3.87	1.14	-0.14	0.258
Importance of a budget vacation	3.91	1.07	3.38	1.26	5.38	0.000**
Importance of food	4.10	0.96	4.30	0.94	-2.56	0.769
Importance of historic architecture	3.65	1.06	3.68	1.18	-0.33	0.036*
Importance of erotic tourism	2.40	1.38	2.09	1.30	2.76	0.050*
Importance of hiking	2.61	1.08	2.56	1.33	0.45	0.000**
Importance of health tourism	2.76	1.21	2.47	1.32	2.74	0.017*

** p < .01, * p < .05

Table 2. Significance Tests on Perceptions When Considering Tourist Destinations

Item	T1		T2		*t*	*p*
	Mean	SD	Mean	SD		
Cleanliness of the community	4.17	0.87	3.92	1.05	3.09	0.160
Quality of public services	4.01	0.93	3.60	1.14	4.59	0.000**
Traffic flow	3.51	0.97	3.09	1.24	4.37	0.000**
Distance traveling to tourist destinations	3.50	1.11	3.28	1.29	2.13	0.000**
Availability of entertainment	3.80	1.00	3.51	1.21	3.04	0.000**
Availability of recreation	3.96	0.88	3.65	1.14	3.50	0.000**
Availability of cultural activities	3.94	0.89	3.92	1.11	0.31	0.010*
Friendliness of residents	4.19	0.85	4.16	0.95	0.30	0.526
Freedom from threats of terrorism	4.26	1.06	3.82	1.26	4.42	0.004**
Freedom from threats of disease	4.44	0.94	3.86	1.16	6.40	0.005**

** p < .01, * p < .05

IMPLICATIONS

The study examines the tourists' changing images toward Thailand as an international travel destination through a longitudinal study. The data analysis showed that there have been significant changes to the destination images and tourists' perceptions when considering tourism destinations. Most importantly, the study revealed a possible negative impact of the current tourism disruption along with COVID-19 on the tourism destination images. By attempting to promote the uniqueness of the Thailand culture and country, the TAT (2019) has announced the message that Thailand wants to develop sustainable tourism through leveraging the uniqueness of its unique food, culture, and friendly residents. As Thailand is expected to have a rebound in tourism by approving quarantine waiver for those who are vaccinated in Summer 2021 (Thanthong-Knight, 2021), the key to the success of the strategy will be whether or not tourists perceive Thailand to live up to the image that it is intended to be known and advertised. The study provides important implications for destination marketing, tourism policy and planning.

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THE ROLE OF SELF-IMAGE ON CUSTOMERS' PERCEPTIONS OF UPSCALE ETHNIC RESTAURANTS

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INTRODUCTION

The rising trend of eating out at an upscale restaurant can be caused by higher income, improved living standards in the U.S. (Dohee, 2018). As the demand for food away from home increases, the number of upscale ethnic restaurant industry also increases (NRA, 2019). An upscale ethnic restaurant is a place that provides a wide selection of food and beverage with high quality services and high prices (Goldman, 1993) along with foods and beverages that reflect the ethnic authenticity and culture of ethnic group (Lu, Gursoy, Gursoy, & Lu, 2015). In the study of fine-dining restaurants, Kwun and Oh (2006) found that self-image can moderate the overall restaurant performance perceptions toward future behavioral intentions as some customers tend to satisfy emotional desires for social status and self-image by visiting an upscale restaurant. While self-image congruity may influence both customer satisfaction and perceived value, and it has been the focus of customer behavior and service evaluation research (Chan & Hung, 2007; Yim, Chan, & Hung, 2007), and dining intentions (Kwun & oh, 2006), self-image has not been tested in the context of upscale ethnic restaurants. A Stimulus Organism Response (SOR) theory is a framework developed by Mehrabian and Russell (1974) that considers three elements, including stimulus that arouses individuals, organism that process the stimulus, and response as outcome. To the best of current knowledge, the present study may highlight how self-image can be included and manipulated using SOR theory. The SOR theory aims to thoroughly investigate internal changes of customers through both cognitive and affective mechanisms. For this reason, it helps studies to explore how customers arrive on their final decisions by processing their beliefs. The increasing number of upscale ethnic diners may present needs to identify what influences diners to visit the restaurant. Therefore, this study examined the customers' perceptions on upscale ethnic restaurant attributes, discovered the moderating effect of self-image on customers' behavioral intentions, and suggested ways to enhance the service that may influence patronage based on SOR theory framework.

LITERATURE REVIEW

Researchers contended that food quality can determine diners' behavioral intention or loyalty toward the restaurant (Njite, Dunn, & Kim, 2008; Peng & Chen, 2015). In the upscale ethnic restaurant context, restaurant employees' knowledge about the menu, promptness, helpfulness, and service quality are considered one of the integral part of customers satisfaction and behavioral intention (Kwun & Oh, 2006; Jang & Namkung, 2011). Authenticity attributes may be closely related to exotic aura, new and unique cultures, ethnic themes, and foods that are authentic to the country (Sloan, 2001; Dohee, 2018). Within the restaurant selection setting, the location criteria involve economic, transportation, competition, commercial area, and environmental factors (Saaty, 1980; Qu, 2007; Hyun, 2010). In developing competition strategy, price may play a key role as it can help to cope with (Jain & Mahajan, 1979).

METHOD

The survey was first created through an online survey company called, Qualtrics. Then, it was distributed through Amazon Mechanical Turk

(MTurk). The participants were 18 years and above and have dined out at upscale restaurants in the past 12 months in the U.S. The definition of upscale ethnic restaurant was provided in the beginning of the survey. Firstly, survey respondents were asked to indicate demographic information. Secondly, perceptions of upscale ethnic restaurants' service dimensions were developed from the literature and measured using (1) *least important* to (5) *most important*. Consequently, respondents were asked to indicate their self-image that contained six questions. Cronbach's alpha was computed to check the measurement's reliability (α>0.70). The collected data were analyzed using IBM SPSS 25.0 statistical package. Descriptive statistics were used to summarize the data. Linear and multiple regressions were applied to examine the relationships among attributes, satisfaction, behavioral intentions, and the moderating role of self-image.

FINDINGS

Demographic profile of study respondents

Of the total 222 responses, males accounted for nearly 60% while females accounted for a little more than 40%. Respondents aged between 31 to 40 years old (43.2%). The majority of them were Caucasians (62.5%). Nearly half of the respondents had a four-year college degree (48%) with full-time jobs (78.3%). 42.1% of U.S. respondents' income fell in the range of this average household income.

Linear and multiple regressions

The results showed that food quality, ambience, authenticity, representation, and price significantly predicted customer's satisfaction ($p<.01$). These areas also significantly impacted customer revisit intentions ($p<.01$). Customers with high self-image (β=.30, $p< .01$) exhibited stronger relationship with food quality, ambience, authenticity, representation, price, and satisfaction, but not the location, explaining about 61% of the variance (R2=.61, F (12,192) = 24.599, $p< .01$) than customers with low self-image. Lastly, these areas also predicted behavioral intention significantly when self-image (β = 0.16, $p< .01$) was played as a moderating role (R2=.37, F (12,193) = 9.579, $p<.01$).

Moderating effect of self-image

The results showed that self-image moderate the relationship between upscale ethnic restaurant attributes, customer satisfaction, and behavioral intention ($p<.01$). Nonetheless, the direct path between the location and self-image was not significant ($p>0.01$). The location of upscale ethnic restaurant in the U.S. was not a strong predictor on customers' willingness to engage in a repeat patronage. Those who desire the image of themselves align with the restaurant dining experience tend not to consider the location of the place importantly.

Correlation of variables

The correlation indicates the existence of a connection between the customer satisfaction and food quality, authenticity, and price ($p<.05$). A more significant correlation was observed between satisfaction level and ambience, and representation ($p<.01$). Moreover, a significant connection was found between the behavioral intention, and authenticity, and location ($p<.05$). Also, food quality, representation, price, and customer satisfaction were more significantly correlated with the behavioral intention ($p<.01$).

CONCLUSION

Attributes in food quality, ambience, authenticity, representation, and price dimensions should be emphasized as unique characteristics that can be found in upscale ethnic restaurants. These attributes should be delivered by employees as an important way to influence patrons' overall upscale ethnic dining experience and repeat patronage. Customers who showed high self-image congruity tend to seek authenticity and expect cultural representations to evaluate overall dining experience which would lead to re-patronage. They may be more interested in consuming foods and receiving services that reflect culture of ethnic origin. It would be advisable to emphasize the act of maintaining a consistent quality image as it can be useful in improving upscale ethnic restaurant service and meeting the diners' needs and wants.

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SERVICE ROBOTS IN RESTAURANTS: HOW HUMANOID SERVICE ROBOTS BACKFIRE AMONG SOLO DINERS

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INTRODUCTION

The restaurant industry has recently witnessed a dramatic rise in service robots (Zhu & Chang, 2020). The outbreak of the COVID-19 pandemic has accelerated the path for service robot adoption in the restaurant industry (Wan et al., 2020). Many restaurants have replaced human staff with service robots to take orders, deliver foods, pick up used dishes, and process payment (Hwang et al., 2020). Prior research has classified service robots into three types: mechanoid, humanoid, and android (Gong & Nass, 2007; Walters et al., 2008). Specifically, mechanoid service robots are relatively machine-like in appearance without overtly human-like features; humanoid service robots have some human-like attributes (e.g., head, arms, and facial features), but are not realistically human-like in appearance; android service robots have appearances that are very close to real human beings as technically possible (Walters et al., 2008). In this research, we focus on mechanoid and humanoid service robots since they are more commonly adopted in restaurants.

Drawing on the anthropomorphism theory, a large body of research show that compared to humanoid (vs. mechanoid) service robots are more likely to be perceived as a social entity and more effective in positively influence consumer responses (Qiu et al., 2020; Doorn et al., 2017; van Pinxteren et al., 2019). However, not every diner desires the presence of another social entity when eating out. Indeed, previous research suggests that solo diners tend to feel uncomfortable with the presence of others at restaurants (Brown et al., 2020; Her & Seo, 2018).

In contrast to prior studies, we explore a situation in which humanoid service robots can backfire and become less advantageous than mechanoid service robots by taking both social and solo diners into consideration. Specifically, in the online reservation context, we argue that the positive effect of humanoid (vs. mechanoid) service robots is only held among social diners. Humanoid (vs. mechanoid) service robots are more likely to be perceived as a "social entity" (Doorn et al., 2017). As solo diners tend to feel uncomfortable with the presence of others and have a people-avoidance motive (Hwang et al., 2018; Moon et al., 2020), they are likely to anticipate that dining out at a restaurant with humanoid (vs. mechanoid) service robots will be less comfortable, and thus respond less favorably toward the restaurant. Put differently, for solo diners, we predict that restaurants adopting mechanoid (vs. humanoid) service robots will lead to more favorable attitudes toward the restaurant, higher visit intention, and higher social media engagement. Furthermore, we propose that anticipated comfort is the underlying mechanism that mediates the joint effects of service robot type (mechanoid vs. humanoid) and diner type (solo vs. social) on consumer responses (see Figure 1).

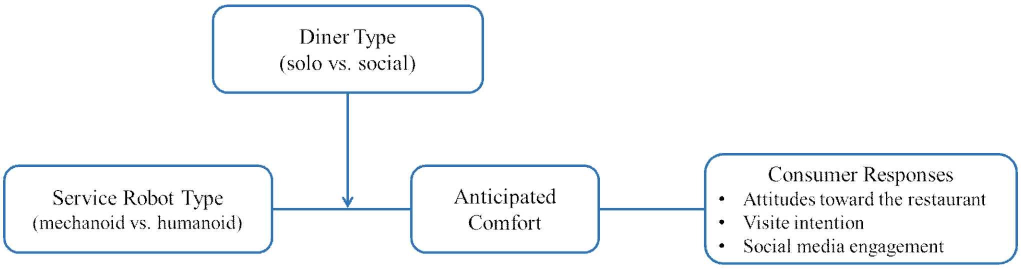

Figure 1. Conceptual framework

METHOD

Study design and sample.

This research used a 2 (service robot type: humanoid vs. mechanoid) 2 (diner type: solo vs. social) between-subjects experimental design. 189 U.S. adults, hired through Mturk, completed this experiment. Respondents' age ranged from 18 and 69 (M = 39.4), 57.7% were male, 72.0% were Caucasian, 83.6% had a college degree or higher, and 79.4% earned $40,000 or above annually.

Procedures and measurement.

Participants were instructed to imagine themselves in a hypothetical scenario in which they encountered a restaurant called Robotic Eatery (a fictitious name) that is run by service robots when they were searching a restaurant for dinner on an online reservation platform. Service robot type was manipulated through pictorial stimuli (see Appendix A). Mechanoid service robots do not have any humanlike design, whereas humanoid service robots presented basic body features (e.g., head, arms, and legs). Regarding the manipulation of diner type, participants were asked to imagine that they would dine-out alone (solo diner condition) or with friends (social diner condition). Attitudes toward the restaurant was measured with three-item semantic scale such as "negative/positive" (= 0.894; Sujan and Bettman, 1989). Visit intention was captured by asking their likelihood to dine out at this restaurant with three-item semantic scale such as "unlikely/likely" (= 0.892; Steinhart et al., 2014). Social media engagement was measured with four items such as "please indicate your likelihood that you would recommend this restaurant on social media sites" (= 0.928; Eisingerich et al., 2015). Anticipated comfort was measured by asking participants to indicate how they would feel if they were to dine out alone/with others at this restaurant with three-item semantic scale "uncomfortable/comfortable" (= 0.902; Pijls et al. 2017). The manipulations of robot type and diner type were successfully checked.

FINDINGS

Attitudes toward the restaurant.

A two-way ANOVA on attitudes toward the restaurant showed a main effect of diner type ($F(1, 185) = 5.66$, $p < 0.05$), and it was qualified by a significant two-way interaction between service robot type and diner type ($F(1, 185) = 32.04$, $p < 0.001$), represented in Figure 2 Panel a. Simple effect analysis showed that solo diners reported more favorable attitudes toward the restaurant when it employed mechanoid (vs. humanoid) service robot ($M_{mechanoid} = 5.75$, $M_{humanoid} = 4.57$; $F(1, 185) = 19.55$, $p < 0.001$). In contrast, social diners reported more favorable attitudes toward the restaurant when it employed humanoid (vs. mechanoid) service robot ($M_{mechanoid} = 5.17$, $M_{humanoid} = 6.00$; $F(1, 185) = 12.57$, $p < 0.001$).

Visit intention.

A two-way ANOVA on visit intention showed a main effect of diner type ($F(1, 185) = 6.39$, $p < 0.05$), and it was qualified by a significant two-way interaction between service robot type and diner type ($F(1, 185) = 35.68$, $p < 0.001$), represented in Figure 2 Panel b. Simple effect analysis showed that solo diners indicated a higher level of visit intention when the restaurant employed mechanoid (vs. humanoid) service robot ($M_{mechanoid} = 5.88$, $M_{humanoid} = 4.54$; $F(1, 185) = 23.70$, $p < 0.001$). In contrast, social diners indicated a higher level of visit intention when the restaurant employed humanoid (vs. mechanoid) service robot ($M_{mechanoid} = 5.25$, $M_{humanoid} = 6.10$; $F(1, 185) = 12.33$, $p < 0.001$).

Social media engagement.

A two-way ANOVA on social media engagement showed a main effect of diner type ($F(1, 185) = 10.29$, $p < 0.05$) and it was qualified by a significant two-way interaction between service robot type and diner type ($F(1, 185) = 25.42$, $p < 0.001$), represented in Figure 2 Panel c. Simple effect analysis revealed that solo diners indicated a higher level of social media engagement when the restaurant employed mechanoid (vs. humanoid) service robots ($M_{mechanoid} = 5.27$, $M_{humanoid} = 3.99$; $F(1, 185) = 17.19$, $p < 0.001$). In contrast, social diners indicated a higher level of social media engagement when the restaurant employed humanoid (vs. mechanoid) service robots ($M_{mechanoid} = 4.89$, $M_{humanoid} = 5.69$; $F(1, 185) = 8.54$, $p < 0.05$).

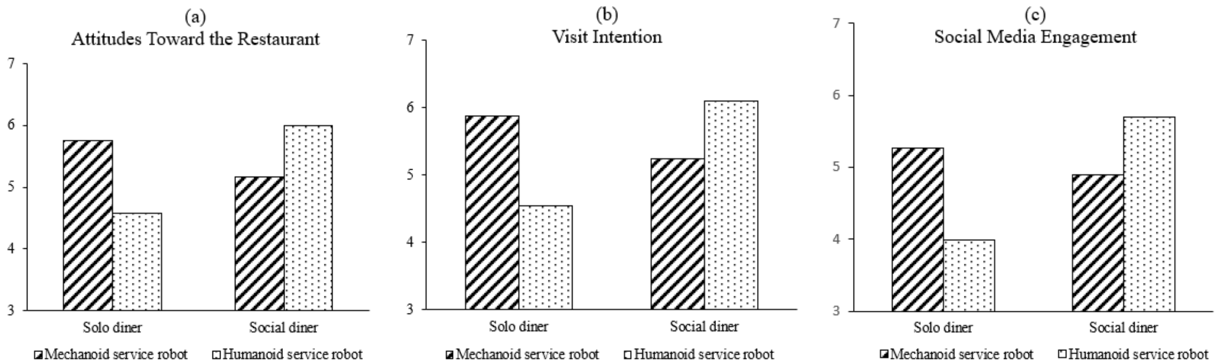

Figure 2. The effects of service robot type and diner type on (a) attitudes toward the restaurant, (b) visit intention, and (c) social media engagement.

Mediating effect of anticipated comfort.

We conducted three moderated mediation analyses using PROCESS micro (Model 8, Hayes, 2017), with service robot type as the independent variable, diner type as the moderator, anticipated comfort as the mediator, and consumer responses as the dependent variables. First, we entered attitudes toward the restaurant as the dependent variable. The results indicated a significant moderated mediation process by through anticipated comfort (index = -0.684, 95% CI = [-1.0517, -0.3817]). Specifically, anticipated comfort mediated the impact of service robot type on attitudes toward the restaurant in both the solo diner condition (indirect effect = 0.4553, 95% CI = [0.2159, 0.7405]) and social diner condition (indirect effect = -0.2287, 95% CI = [-0.4114, -0.0690]). Another two moderated mediation analyses also indicated that anticipated comfort mediated the impact of service robot type on visit intention and social media engagement in both the solo diner condition and social diner condition (which were omitted for the sake of brevity).

IMPLICATIONS

This research contributes to hospitality robotic literature and anthropomorphism literature by uniquely revealing that consumer responses toward humanoid versus mechanoid service robots depends on diner type. While prior research has generally highlighted the merits of humanoid service robots (Qiu et al., 2020; Doorn et al., 2017; Pinxteren et al., 2019), we disclose a situation in which humanoid robots might backfire and become less appealing than the economical mechanoid service robots. Second, this research contributes to the emerging research on solo dining by showing that social diners respond more favorably to humanoid service robots; however, solo diners actually favor mechanoid service robots. These findings deeper our understanding of the particular market segment of solo diners. Third, we identified anticipated comfort as the underlying mechanism explaining the interaction effects between service robot type and diner type on consumer responses.

The current research offers important practical implications to restauranteurs adopting or intending to use service robots. Our findings suggest restaurant owners should consider their target customer type when integrating service robots. Specifically, for restaurants targeting social diners, adopting humanoid service robots might attract more consumers. However, for restaurants catering to solo diners, such as Hit Ramen Chain Ichiran, using mechanoid service robots is a better choice.

These findings are important because many restaurants have started to target solo diners due to the rise of this market segment, and mechanoid service robots are often much cheaper than humanoid service robots.

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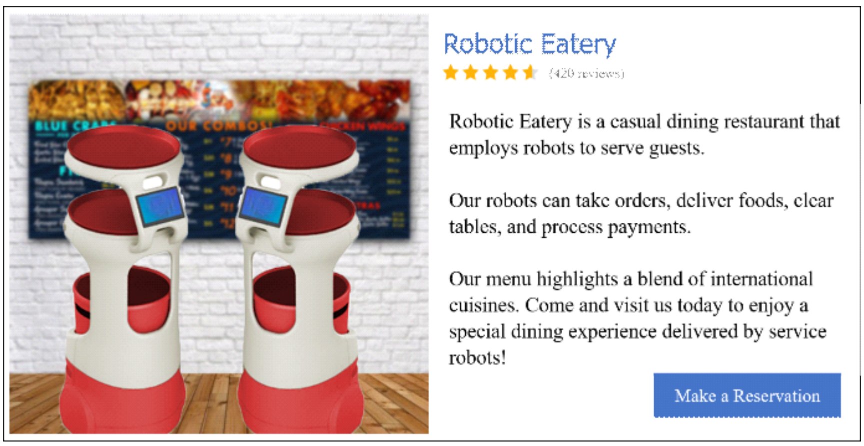
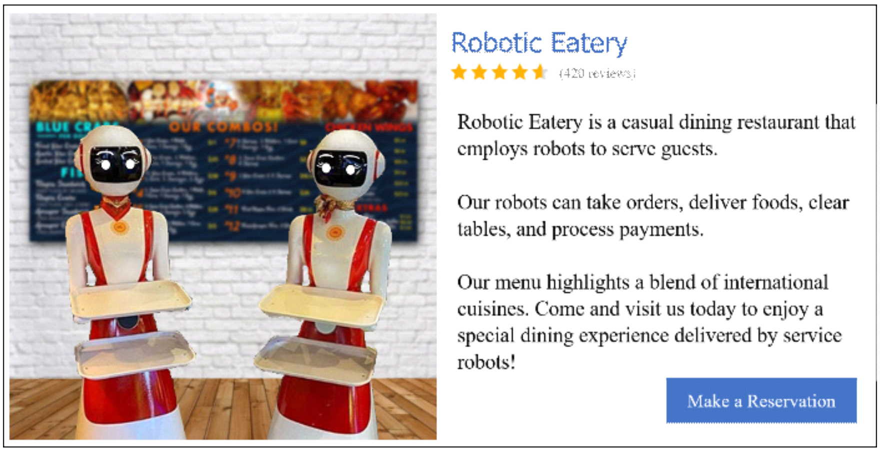
APPENDIX A. STIMULI

Mechanoid service robot condition



Humanoid service robot condition



THE COLOR DIVIDE: THE EFFECT OF RELATIVE PROSPERITY BY ETHNICITY ON RESTAURANT CROWDFUNDING SUCCESS

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INTRODUCTION

Minority entrepreneurs face structural challenges that underscore the underlying economic fragility of those underrepresented groups (Dua, Mahajan, Millán, & Stewart, 2020).Variety of institutional disparities limit the people of color's ability to start and grow a business. Current body of entrepreneurship research seldomly addresses the linkage between institutional disparities and entrepreneurship. To fill the gap, the present study articulates the effect of relative ability to access important social and economic resources by ethnicity on restaurant crowdfunding success through the prism of institutional theory.

METHODOLOGY

The present study utilizes two data sources: Kickstarter.com and National Equity Atlas. The entire 2,681 U.S. restaurant projects launched on Kickstarter.com between 2010 and 2021 were collected. For each project, founders' ethnicity was hand-collected, and pairing the Prosperity Score (PS) that matches founders' ethnicity/location was extracted from National Equity Atlas. To examine H_1 and H_2, this study conducted the ANOVA analyses. To examine H_3, this study conducted the logistical linear regression with the following regression model.

$$SUCCESS_i = \beta_o + \beta_1 \ PROSPERITYSCORE_i + X_i + \varepsilon_i$$

where SUCCESS is the binary dependent variable (1= succeed, 0 = fail); PROSPERITYSCORE is the matching of PS with project's founder's ethnicity and the project's location; X_i denotes the control variables. Lastly, denotes the error term.

FINDINGS

Table 1 reports the descriptive statistics and results of ANOVA analyses. The mean prosperity score and success were significantly different by ethnic group (F-value = 1621.46, $p< .001$ for PS; F-value = 32.77, $p< .001$ for success), supporting first and second hypotheses. PS for African American was the lowest with 24.23 followed by Latinos (25.81), which are less than half of the other two groups (whites = 64.39, Asian = 52.71). Asian's crowdfunding success rate was the highest (41%), followed by whites (28%), Latinos (15%), and African Americans (8%). Table 2 reports the results of the logistic regression analyses. Findings (odds ratio = 1.02, $p< .001$) indicate that as PS increases one unit, the odds of crowdfunding success increases by a factor of 1.02. PS significantly predicts restaurant crowdfunding success and supports third hypothesis.

IMPLICATIONS

Findings of this study showcase the need of educational resource targeting ethnic minority entrepreneurs from crowdfunding platforms and government agencies. Formal discriminatory institutions could be abolished and outlawed, however, their effects persist. To annihilate biases and discriminations, there must be new frameworks and languages to understand the crisis of discrimination to overcome our malaise. There needs to be a large-scale public, grass-root intervention to ensure the access of public goods, affordable housing, food, health care, education, child-care, and jobs.

Table 1. Descriptive Statistics

Variable	Operationalization	All	Whites	African American	Asian	Latinos	F-value
		Mean	Mean	Mean	Mean	Mean	
Success	1=funded project; 0=unfunded project	0.23	0.28	0.08	0.41	0.15	32.77***
Prosperity Score	Prosperity score	54.35	64.39	24.23	52.71	25.81	1621.46***
Money Goal	Amount of funding goal	61,570	56,954	64,225	50,980	69,528	0.56
Duration	Length of campaign period	35.25	34.56	37.13	35.34	35.45	4.20**
Love	1="Project We Love" project; 0=non "Project We Love" project	0.11	0.12	0.06	0.22	0.13	9.54***
FAQ	Number of frequently asked questions	0.20	0.24	0.09	0.31	0.16	3.12*
Updates	Number of posted updates	2.54	2.90	1.43	3.63	1.97	12.34***
Photos	Number of posted photos	3.46	3.61	3.18	5.59	3.72	6.65**
Videos	Number of posted videos	0.14	0.17	0.08	0.16	0.10	4.63**
Number of Backers	Number of backers	65.28	79.73	28.98	102.74	36.58	3.05**
Pledge Amount	Contribution dollar amount per backer	103.26	115.26	59.01	113.37	98.80	13.88***
Comments	Number of comments	2.13	2.39	0.95	3.22	2.96	2.50†

Note: ***p<0.001, **p<0.01, *p<0.05, † p<0.1

Table 2. Logistic Regression Results

Variable	Odds Ratio	SD
Prosperity Score	1.02***	0.00
Money Goal	1.00***	0.00
Duration	0.98***	0.01
Love	1.67	1.59
FAQ	0.44***	0.09
Updates	1.26**	0.10
Photos	1.05†	0.02
Videos	1.83	1.09
Number of Backers	1.07***	0.02
Pledge Amount	1.02*	0.01
Comments	1.44*	0.20
Constant	0.01***	0.01
N	2,481	
Wald Chi^2	51.39***	
Pseudo R^2	0.89	

Note: ***p<0.001, **p<0.01, *p<0.05, † p<0.1

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DON'T SHOW OFF PAST ACHIEVEMENTS, IT WILL HURT: INVESTIGATING THE EFFECT OF ADVERTISING MESSAGE ON CONSUMERS' INTENTION TO REDUCE FOOD WASTE IN RESTAURANTS

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INTRODUCTION

In the United States, it is estimated that as many as 80 billion pounds of food is wasted every year, which costs about $218 billion (Noble & Redick, 2020). This food waste issue is creating significant negative impacts on environment (Vasarhelyi, 2020). The foodservice industry has taking actions to prioritize food waste reductions (Karidis, 2019). Moreover, the U.S. federal government has called for all stakeholders, including consumers, to take actions against food waste (EPA, 2021). However, little is known regarding how consumers would perceive those industry efforts toward food waste reduction, and more importantly, to what extent would consumers are willing to participate in reducing food waste practices suggested by the restaurants. In terms of promoting individuals' involvements in reducing food waste, companies' effective communication strategy would be critical because consumers could be disinclined to engaged in restaurants' food waste reduction activities as consumers' awareness of greenwashing (Parguel et al., 2015) and their skepticism toward restaurants' motives of pro-environment initiatives (i.e., food waste-reduction practices) increase. Therefore, this study aimed to identify effective communication strategies to promote customers' involvements in food waste reduction in restaurants by using different types of advertisement messages.

According to the extant research on corporate communication, delivering a company's opportunistic promotional pro-social activity (i.e., commitment-focused message; e.g., company's promise toward food waste-reduction practices) or the impact of company's pro-social activity (i.e., impact-focused message; e.g., the results of the company's food waste-reduction practices) might help promote consumers' engagements in companies' pro-social activities because such information may help them increase their perceived sureness on the companies' genuine pro-social motives and activities (Pirsch et al., 2007; Pomering & Johnson, 2009). However, due to these different characteristics of impact- versus commitment-focused messages, the persuasiveness of these messages may vary depending on how they are framed with different types of message features, such as attribute-focused versus benefit-focused.

An attribute-focused message emphasizes product characteristics that are observed and measured in a perceptible manner (e.g., saving 1000 tons of water; Lancaster, 1971). A benefit-focused message highlights definite values or utilities that consumers identified (e.g., save water to sustain lives; Hernandez, Wright, & Rodrigues, 2015). The theory of temporal focus (Bluedorn, 2000) explained how people may perceive those messages that are described in terms of company's past (impact-focused) or future (commitment-focused) efforts. The theory outlines how individuals would direct their attention to perceptions of the past or the future (Shipp et al., 2009). A study suggested that looking at the past may have some side effects (Shipp & Aeon, 2019). However, looking at future may have more advantages since people would perceive that future abstract events may have more personal importance (Özbek et al., 2017). Based on those studies, advertising messages that emphasize a restaurant's past food waste reduction achievements (i.e., impact-focused message) may not make any differences by using either attribute- or benefit-based messages. However, advertising appeals that stress a restaurant's future food waste reduction commitments by using abstract benefit-based message may be more effective in promoting consumers' intentions to participate. Therefore, the current study examines the matching effect between the aforementioned types of messages and framings on consumers' intentions to participate restaurants' food waste reduction practices.

The persuasion knowledge model (Friestad & Wright, 1994) posits that consumers' trust toward communication tactics could influence their behavioral responses. Studies suggested that perceived trustworthiness is a multifaceted construct that consists of perceived ability, integrity, and benevolence (e.g., Mayer & Davis, 1999). Little is known regarding how the perceived trustworthiness could influence consumer's decision-making during the communication process. Therefore, this research further proposes a model to disclose the mechanism of an effective communication strategy by incorporating consumer's perceived trustworthiness.

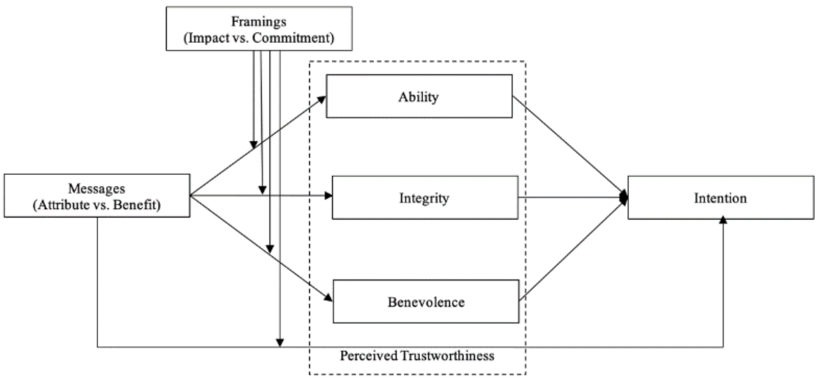

Figure 1. Conceptual Model

METHOD

Based on literature review, a total of four advertising scenarios (2 x 2) were created. An attribute-based message featured factual, quantitative information (e.g., donate 80% unused food), whereas a benefit-based message featured abstract, ultimate values of reducing food waste (e.g., promote food security). A commitment-focused framing emphasized what the restaurant will achieve by the end of 2021, whereas an impact-focused framing stressed what the restaurant had done in 2020. The advertising scenarios were proposed in buffet restaurant settings. A pilot test was conducted to verify if those advertising scenarios were perceived as intended. Manipulation check questions that consisted of "benefit index" and "impact index" items were adopted from previous studies (e.g., Hernandez et al., 2015). The result suggested that benefit-based message emphasized the benefits of reducing food waste (M=5.08, SD=1.10) more than the attribute-based message (M=3.65, SD=0.76; p<.001). Also, impact-focused message framings were perceived to emphasized past achievements (M=4.86, SD=0.85) more than commitment-focused message framings (M=3.08, SD=1.16; p<.001). Following the pilot test, A structured online survey was developed and distributed using MTurk. Participants who had not dine-in or are not planning to dine-in at buffet restaurants were excluded. Participants were randomly assigned to one of the scenarios. They were asked to read the advertisement for at least one minute and then answer questions regarding their perceived trustworthiness toward the restaurant's food-waste reduction efforts, and their intentions to participate. Due to the impact of COVID-19, a question regarding consumers' food waste reduction behavioral changes was asked, and was used as a control variable. Manipulation check questions from the pilot test were asked again. Measurement items were adopted from previous studies (e.g., Mayer & Davis, 1999). Finally, the survey asked for respondents' demographic information. Ultimately, 232 completed cases were retained for data analyses. Two-way ANCOVA and PROCESS Model 8 were used to analyze the data.

RESULTS

The manipulation check results suggested that ads were perceived as intended (benefit index: $M_{attribute}$=3.74, *SD*=0.83; $M_{benefit}$=4.98, *SD*=1.17; *p*<.001; impact index: M_{impact} =4.63, *SD*=1.06; $M_{commitment}$ =3.04, *SD*=1.47; *p*<.001). Two-way ANCOVA results suggested there is a significant main effect of advertising messages on consumers' intention to participate ($F1,227$=5.763, *p* =.017). More specifically, a benefit-based message was more effective than an attribute-based message in promoting consumers' intention to participate in food reduction practices ($M_{attribute}$=5.65, SD=1.18, $M_{benefit}$=6.03, SD=1.01; t(230)=-2.60, p=.010). Also, there was a significant interaction effect between message and framing on consumer intentions ($F1,227$=6.259, *p* =.013). A follow up test suggested that for ads framed in terms of a restaurant's commitments, it was more effective in promoting consumers' intentions when it emphasized the benefits instead of highlighting the concrete evidence ($M_{attribute}$ = 5.54, SD = 1.19, $M_{benefit}$ = 6.24, SD = 0.72; t (91.27) = -3.85, p < .001).

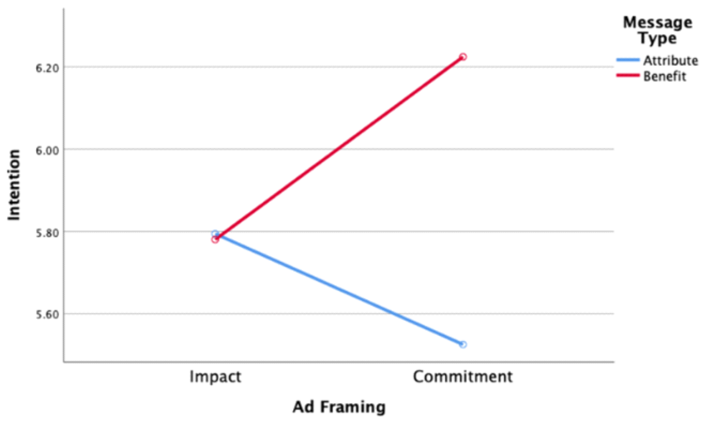

Figure 3. Interaction Effect on Intedtion

The result of moderated mediation suggested that, first, perceived trustworthiness played a mediating role between advertising messages and consumer intentions, specifically, through perceived ability and integrity of trustworthiness. This mediation result explained why the proposed advertising messages could be effective in promotion consumers' intentions to participate restaurants' food reduction practices.

Further analysis disclosed a significant moderated mediation effect through perceived ability and perceived integrity (ability: Index Moderated Mediation=0.272, 95% LLCI=0.028, 95% ULCI=0.547; integrity: Index Moderated Mediation =0.233, 95% LLCI=0.029, 95% ULCI=0.518). Therefore, the total effects of advertising messages (attribute-based vs. benefit- based) on intentions to participate restaurants' food waste reduction practices trough consumers' perceived trustworthiness were contingent on advertising framings (commitment-focused vs. impact-focused). This result shed light on why benefit-based advertising is, at times, effective in prompting consumer behavioral intentions. More specifically, from impact-focused ad framings to commitment-focused ad framings, the total indirect effect of advertising messages on consumers' intentions to participate food waste reduction practices would change significantly from less willing to participate to more willing to participate, due to an increased perception on the restaurant's ability and integrity (trustworthiness).

CONCLUSION

This research proposed an effective

communication strategy for restaurants to promote their food waste reduction practices. Furthermore, this study examined the underlying mechanisms regarding why the strategy could be effective by incorporating the concept of perceived trustworthiness. The result of this study suggests that, an advertising message that emphasizes the benefit of reducing food waste to the public could be more effective, especially when the message was framed in terms of the restaurant's future commitments to the society. Under such situations, the consumers' perceived trust toward the company in terms of its ability and integrity could be increased. Therefore, restaurants are generally recommended to use benefit-based messages to communicate their green efforts with their consumers.

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COMPETITION OR COMPLEMENT? EVALUATING AGRITOURISM DEVELOPMENT IN CONNECTION WITH THE LOCAL TOURISM SECTOR IN UMBRIA, ITALY

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INTRODUCTION

These days, agritourism has become recognized as a measure of rural development in such a way that farmers can earn income on an on-farm basis (Ohe, 2020). This tourism activity has diffused from Western Europe to other parts of the world including developing countries (Bhatta and Ohe, 2020; Bhatta et al., 2020). Among agritourism activities, agriturismo, or agritourism, in central Italy, has played a leading role as good practice in that country's rural development and as one of the most successful models anywhere in the world (Ohe and Ciani, 2011; 2012). Although agritourism studies have been rapidly increasing in every part of the world, insufficient attention has been paid to the relationship between agritourism and the local tourism sector during the process of agritourism development. This point will become more critical for sustainable and co-existing rural development through both agritourism and the local tourism sector as agritourism develops further. Thus, it is necessary to empirically investigate the relationship between agritourism and the local tourism sector, i.e., competitive or complementary. This paper explores this relationship with the panel data by focusing on Umbria, located in central Italy and has been the growth centre of agritourism in that country. Finally, the paper presents policy implications for harmonized tourism development in rural areas.

METHOD

Agritourism in Umbria has developed rapidly for the last three decades. Umbria is located as a southern neighbour to Tuscany, which has a worldwide reputation as a well-preserved traditional rural landscape and the Italian Renaissance's cultural heritage. Compared with Tuscany, Umbria is more rural as the "green heart of Italy" and less famous than Tuscany. The authors think that Umbria is more suitable for agritourism study under the circumstances of closer to ordinary rural areas that are often unlikely to have appealing rural resources.

Panel regression models were employed for the panel data of 12 areas in Umbria from 1999 to 2012, obtained from tourism statistics compiled by the Umbrian regional government. All data are yearly data due to the data constraint. This study needs both demand and supply sides, and only comparable yearly data is available for both sides during that period. We consider short-term and medium-term effects on the relationship between agritourism and the local tourism sector. The short-term effect is represented by the number of beds offered by agritourism farms and the medium-term effect by the number of agritourism farms. This is because an increase in the number of beds is a relatively easy and less costly investment for agritourism farmers. On the other hand, such a business's inauguration takes much longer scrutiny and imposes a heavier financial burden than the latter decision to increase the number of beds.

Based on the consideration above, estimation models assume that both agritourism and local tourism's demands affect the supply increase in agritourism with a one-year lag of demand. For the explanatory variables, we considered two types of stays, by Italian and foreign tourists, because tourism in Italy consists of domestic tourists and those inbound from abroad (Ohe and Ciani, 2012). Due to these different segments of local tourism sectors, we considered hotels and non-hotel accommodation, such as B&B establishments and apartment rentals. Fixed effect and random effect models were employed, and a Hausman test was conducted to check which effects model is valid.

FINDINGS

The estimation results are summarized in Table 1, which revealed that Italians' demand in both the hotel and non-hotel sectors is competitive. In contrast, the market by foreigners in the hotel sector was competitive in the short term against agritourism's increase in its number of beds. In the medium term, demands by Italians in the hotel sector and by foreigners in the non-hotel sector were competitive against agritourism supply in new farms entering into agritourism. In summary, Italians' hotel demand is more competitive against an agritourism supply increase than hotel demand by foreigners in the medium term. On the other hand, the foreign market is more competitive against agritourism in the non-hotel demand.

Table 1. Estimation Results of Panel Data Regression Model on the Relationship with Agritourism

Term	Explained	Hotel		Non-hotel	
		Italian market	Foregner market	Italian market	Foregner market
Short term	No. beds	Competitive	Competitive	n.s	Competitive
Medium term	No. AT farms	Competitive	n.s	n.s	Competitive

Source: Panel data based on tourism statistics edited by Umbria Region from 1999 to 2012.
Notes: “Competitive” means competitive against agritourism and “n.s.” means not significance.

Thus, we empirically confirmed the competitive relationship between the local tourism sector. Specifically, the hotel sector for the Italian market and the non-hotel sector for the foreigner market are competitive against the agritourism sector. This relationship has not been statistically verified before. Italian agritourism has now reached the saturation stage after rapid growth in the past three decades. It is time to explore an opportunity to transform from a competitive to a more complementary approach among local tourism stakeholders, including agritourism.

CONCLUSION

Unexpectedly, the relationship between agritourism and the local tourism activities has been sparsely investigated, although the authors often heard during our continuous visit survey in Umbria that some operators said competitive and others said complementary to each other. This study revealed the rivalry between agritourism and local hotel sectors during its development from 1999 to the early 2010s. That study period was a demand growing period for local tourism, including agritourism, which was likely to cover up the existence of rivalry. This is one reason why operators expressed the above different opinions. In contrast, currently, the demand became stagnant, which will make that rivalry appear more clearly. Thus, it is time to consider a co-creating local development strategy that integrates the local tourism sector and agritourism. A partnership will be more required among local tourism stakeholders and demand analysis for each segment in this respect.

A limitation of this study is that rapidly growing shared accommodation services such as Airbnb were not considered due to the study focus on orthodox accommodation businesses and the scarcity of data on such emerging services. This issue should be addressed in the future.

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FACTORS INFLUENCING RESIDENTS' PERCEPTIONS OF TOURISM IMPACTS IN SOUTHEASTERN NIGERIA

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INTRODUCTION

Following increased awareness that economic benefits do not justify tourism support, attention has shifted to residents' perceptions of socio-cultural and environmental impacts. Since the 1970s, such studies have grown exponentially (Mansfeld & Ginosar, 1994; Tosun, 2002; Vargas-Sanchez, Porras-Bueno & Plaza-Mejia, 2011) to help create a balanced approach to tourism planning and decision-making. Researchers argued that for tourism to be successful, residents' support is essential (Ap & Crompton, 1998; Javier, 2016; Jurowski & Gursoy, 2004); their support encourages sustainable tourism development and helps to manage impacts (Castillo Canalejo, Nunez Tabales & Sanchez Canizares, 2016). Many research on this topic area employed some theories, especially social exchange theory (SET), to argue that residents' perceptions are more favourable when tourism impacts are perceived positive and vice versa. However, during tourism development in many destinations (mostly within the emerging economies), residents' concerns are sometimes neglected. In many cases where the local people are consulted, such consultation adopts a top-down approach (Tosun, 1999). The reason could be the centralized governance structure or the perceptions of tourism developers about the local people lacking the skills to contribute to the development process (Moscardo, 2011; Tosun, 2000). This paper adopts SET to explore residents' perceptions of tourism impacts in Southeastern Nigeria because there is limited literature on tourism development in the area.

LITERATURE REVIEW

The tourism literature is replete with findings on the variables and socio-demographic features that influence residents' perceptions of tourism impacts. Garcia, Vazquez and Macias (2015); Jurowski and Gursoy (2004); Lankford and Howard (1994) and Madrigal (1995) discussed some of these variables, including perceived economic benefits, level of tourism development, type of tourism/tourists, residents' attachment to the community, residents' level of involvement in decision-making, the role of government, the distance of tourism to residents, the extent of contact between residents and tourists and residents' level of knowledge about tourism. The socio-demographic variables include age, gender, income, status and education. Ap and Crompton (1998); Choi and Sirakaya (2005) and Lankford and Howard (1994) further argued for a tourism impact attitude scale (TIAS) as a universal model for understanding residents' perceptions. However, Vargas-Sanchez et al. (2011) acknowledged the difficulty in proposing a universal model because of some factors, including the level of tourism development at each destination, attributes of residents, economic dependence on tourism and residents' knowledge of tourism. These make comparisons problematic, highlighting the need for more research, especially from emerging economies.

Most findings from the topic area confirmed that when the positive economic, socio-cultural and environmental impacts of tourism outweigh the negative, residents' perceptions are supportive and vice versa (Javier, 2016; Cordero, 2008; Vargas-

Sanchez, 2011). The findings equally highlighted the subjective nature of residents' perceptions of tourism impacts (Cordero, 2008). Cordero (2008) highlighted the contradictory findings, methodological issues, theoretical complexities and a lack of standard scales in the topic area. The author agreed that future researchers should extend such studies to other destinations in the early stages of tourism development, such as some African countries, including Nigeria. Therefore, this paper contributes to knowledge in the topic area by studying the Southeastern region of Nigeria as one of the destinations where tourism is in the early stages of development. To this end, the conceptual framework for the research is reflected in Figure 1:

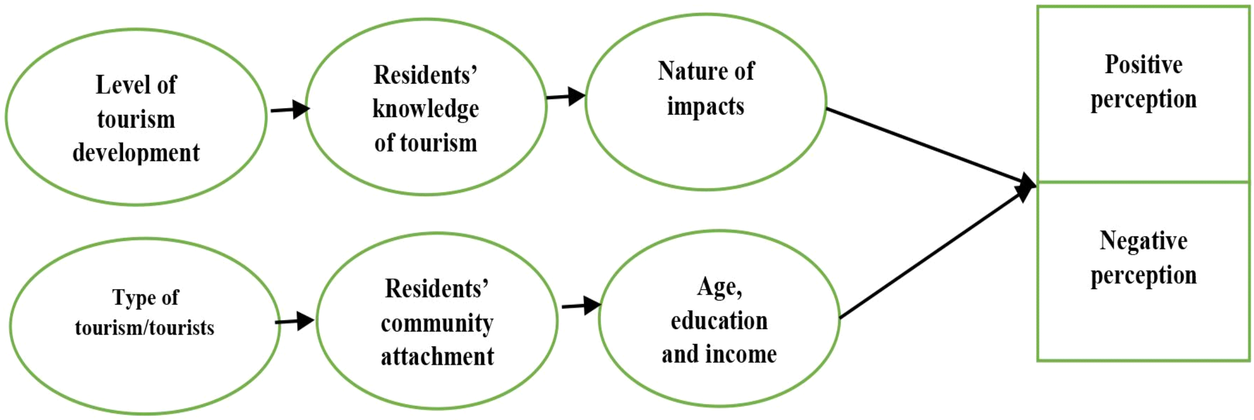

Figure 1: Factors that influence residents' perceptions of tourism impacts (positive & negative)

METHOD

Data were collected during ethnographic fieldwork conducted in the Southeastern region of Nigeria, home of the Igbo tribe (see Figure 2). The region was selected because the primary researcher is indigenous and has the required linguistic advantage to interact with participants. Ethnography offered an opportunity for in-depth interactions with participants and encouraged a good representation of their voices. Ethnography was also deemed appropriate because it created the opportunity for participants to share their perceptions about tourism impacts in details. The purposive sampling technique, which encouraged knowledgeable participants about the research subject to be selected (Robinson, 2014), was used to identify key tourism stakeholders who could influence tourism development in the region. In-depth interviews and focus group discussions were organized with the selected 208 stakeholders, comprising the traditional rulers, men, women and youth representatives, chief priests and local security agents. All the interviews were audio-recorded, lasted between one and two hours, and conducted in the native Igbo language and later transcribed to English to suit an English reading audience. The interviews with the traditional rulers were conducted in their traditional palaces, while the interviews with the local security personnel, men, women and youth leaders were conducted separately at the community squares (to empower each group to speak freely without fear or favour). The interviews with the chief priests were conducted at their shrines. Data were analyzed using content analysis (CA), which is fundamental in qualitative analysis because it helps to identify themes that are vital for addressing the research question(s).

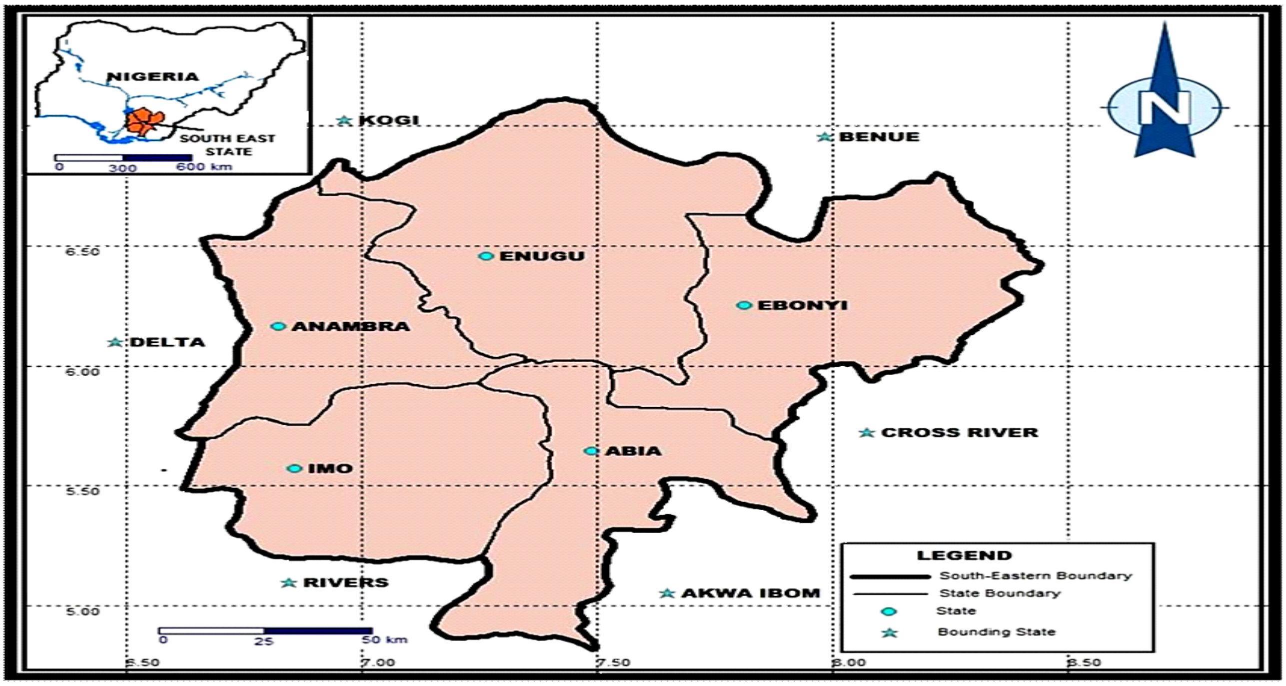

Figure 2: Map of South-eastern showing the five major states.

Source: Okonkwo and Eyisi (2014).

FINDINGS

Results confirmed the application of SET in understanding residents' perceptions of tourism impacts. The results also identifed factors that could influence residents' perceptions of positive and negative impacts, including economic benefits and job opportunities, cultural preservation, gender inequality, fear of western influence, opportunities for glocalization and demonstration effects and social vices. The results are briefly explained in Table 1 below.

Positive perceptions	Description	Negative perceptions	Description
Economic benefits and job opportunities	Participants noted that they would support tourism if it guarantees economic benefits and creates job opportunities because of the high poverty level in the area. They also expect to generate benefits through selling souvenirs, serving as tour guides and collecting gate fees from tourists.	Gender Inequality	In the study area, as part of the Igbo culture, people do not believe in gender equality. This implies that men are allowed more freedom than women. Most women participants acknowledged that such orientation would affect their participation in tourism development and during impact assessment.
Cultural preservation	Cultural preservation influenced how residents perceive tourism impacts in Southeastern Nigeria. The chief priests, adherents of African traditional religion and the traditional rulers did not support any tourism that would harm their culture and incur the wrath of their gods	Demonstration effects and social vices	The negative impacts of tourism could influence residents' perceptions. Many participants were antagonistic toward the potential negative impacts of tourism, such as copying tourists behaviour (language and dressing) and altering their culture.
Opportunity for glocalization	Participants further expected tourism to contribute to community development by attracting good roads, steady electricity supply and telecommunication networks.	Fear of neo-colonialism and western influence	Britain colonized Nigeria, and many participants, especially the older adults who experienced colonialism, were worried that tourism as a western phenomenon might have psychological effects.

CONCLUSION

This paper discussed factors that could influence residents' perceptions of tourism impacts in Southeastern Nigeria. The results confirmed the application of SET and showed that residents' perceptions of tourism impacts are complex and are influenced by some destination-specific factors. Research in this topic area has gained recognition because of the negative impacts of conventional tourism, which focused more on economic outcomes. Emphasis shifted to measuring the socio-cultural and environmental impacts to offer a holistic approach to planning. For scholars to achieve a complete assessment of tourism impacts, understanding residents' perceptions have become necessary; thus, the need for more studies. Therefore, the findings from the Nigerian case study has contributed to knowledge in the topic area.

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INVESTIGATING CONSUMER DECISION POSTPONEMENT AND BOOKING DECISION

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INTRODUCTION

The rising popularity of online travel agencies (OTAs) brings intensifying competitions and conflicts in hotel market. Specifically, advanced applications from consumers' mobile phones and other electronic devices provide the convenience and flexibility for quick searching and receiving the latest information to make reservations. However, some obstacles could be created for consumers as overwhelming information will cause confusion or hesitation (Chernev, Bockenholt, & Goodman, 2015). As an example, both OTAs and hotels develop their own loyalty program to attract new consumers and retain existing members. When consumers are uncertain about which booking option is the best, they have to invest necessary amount of time and efforts to compare potential benefits and loss from switching one website to another. Thus, delaying the decision becomes an effective strategy to deal with uncertainty and evaluation difficulty. Although technology development increases the number of choices, no in-depth understanding of the psychological process and behaviors in hotel booking to-date is available. Additionally, decision postponement (DP) has been recently treated as a consequence of confusion (Shiu, 2017), but its related behavior outcomes is underexamined. Therefore, a deeper understanding of DP's influence during decision-making process is urgent to help researchers explore consumer decision process from a comprehensive view.

The purpose of this study is to examine switching cost (SWC) and alternative attractiveness (AA) as two determinants of DP and to explore the mediation effect of DP on the relationships between these two components of switching barriers and repurchase intention (RI) in the online hotel booking context.

LITERATURE REVIEW

SWC refers to "the perception of the magnitude of the additional cost required to terminate a relationship and secure an alternative one" (Patterson & Smith, 2003, p. *108*). SWC arises when consumers perceive that cost overweighs benefit. DP is identified as a strategy for confused consumers to seek for a better purchase decision (Allan, Chieh, & Dogan, 2015). When consumers perceive high SWC, extra time allows them to seek for a better option compared to current one. Meanwhile, SWC has a positive impact on consumer retention, since consumers perceive high financial loss from leaving current service provider (Kim, Park, Park, Kim, & Kim, 2018). Thus, SWC increases final burden for consumers to detect to another provider (Fornell, 1992). If consumers observe a significant price difference across different booking channels, they would be more likely to choose familiar channels with cheaper rates.

- *H1: SWC has a significant positive influence on DP.*
- *H2: SWC has a significant positive influence on RI.*

AA is described as "the degree to which individuals are attracted to, prefer, and support relationships with a company give its enduring attributes" (Marín & Ruiz de Maya, 2013, p. *695*). It is a significant predictor for customers' decision to whether stay or leave the current relationship (Rust & Kannan, 2003). AA is proposed to have significant influence on DP, because negative emotions resulted from reviewing too many attractive options could lead to unfavorable decision behaviors, such as delaying decision and decreasing purchase intention (Akhtar, Siddiqi, Akhtar, Usman, & Ahmad, 2020). As one type of negative emotion, regret plays an important role in decision making (Saffrey, Summerville, & Roese, 2008). When customers place high value for the current choice and highly satisfied, they probably believe that they will not receive the same or higher level of value from other providers (Yang & Peterson, 2004). Similarly, Yim, Chan, and Hung (2007) found that more available AA positively affected switching intention and negatively affected repurchase intention.

- *H3: AA has a significant positive influence on DP.*
- *H4: AA has a significant negative influence on RI.*

DP, defined as “a delay to better deal with confusing circumstances surrounding the purchase” (Allan, et al., p.*1331*). While, RI is defined as consistent and repetitious purchase behavior (Bowen & Chen, 2001). Once consumers have decided to delay their choices, they are more likely to stay with familiar brands or service providers if they have difficulties in evaluating each option, as they have built trust from frequent purchases (Lobbers & Benlian, 2019). Also, repeat purchase from same booking channel would be simple and safe to avoid psychological discomfort occurred from information processing (Akhtar et al., 2020).

- *H5: DP has a significant positive influence on RI.*
- *H6: DP mediates the relationship between switching barriers (SWC & AA) and RI.*

METHODS AND RESULTS

An online convenience sampling was adopted to collect panel data. After removing unqualified cases, 352 usable surveys were retained for analysis. All measurement items were modified as needed to fit within the context of this study. SWC and RI were measured by four items and three items respectively (Kim, Cho, & Han, 2014). AA was measured four items adopted from Liao, Lin, Luo and Chea (2017). Four DP measurement items were adopted from Walsh, Hennig-Thurau, & Mitchell. (2007). A single item for TP was measured (Saqib & Chan, 2015). A 7-point Likert scale (1 = “Strongly disagree” to 7 = “Strongly agree”) was used for all measurement items.

The two-step process was followed to conduct confirmative factor analysis (CFA) and the structural equation modelling (SEM) (Anderson & Gerbing, 1988). SPSS PROCESS macro was employed to test the mediating effect of DP by inspecting the direct and indirect effect with 95% of confidence interval (Hayes, 2013). All hypotheses are supported except H4. The SEM results shows that H1:$_{SWC \rightarrow DP}$ (β = 0.38, t = 6.05, p < 0.001), H2: $_{SWC \rightarrow RI}$ (β = 0.48, t = 6.59, p < 0.001), H3: $_{AA \rightarrow DP}$ (β = 0.31, t = 4.65, p < 0.001), H5: $_{DP \rightarrow RI}$ (β = -0.36, t = -5.17, p < 0.05). The opposite path was found on H4: $_{AA \rightarrow RI}$ (β = 0.21, t = 3.05, p < 0.05). The mediating test result shows that DP significantly mediated the relationships between switching barriers and RI.

DISCUSSION

Both SWC and AA are found to be predictors of DP, indicating that either the high level of SWC or attractiveness from available options can increase consumers’ willingness to defer their decisions. Consistent with previous study, confusion is created by the complexity in evaluation, having an influence on consumer further behavioral intention, such as DP (Walsh et al., 2007).

The positive relationship between SWC and RI is consistent with some past studies (Chuah, Marimuthu, Kandampully, & Bilgihan, 2017), however, it is interesting to find that AA had a positive effect on RI as well. That means, even though consumers can search other attractive options online, they still make repeat patronage. One possible explanation could be that these consumers might not necessarily trust observed attractiveness.

DP is found to have a significant negative relationship with RI. The Image Theory suggests that deferral happens when all options cannot pass the threshold value in processing stage (White, Hoffrage, & Reisen, 2015). Once all these options are rejected, consumers have to expand their choice set by searching additional options. DP has a partial mediating effect between SWC and RI, while, full mediating effect exists between AA and RI.

IMPLICATIONS

The antecedents and consequences of DP have not been examined comprehensively in consumer behavior literature, except for a few studies that treat DP as a confusion related outcome (Xue, Jo, & Bonn, 2020). Expanding on previous studies (Bhatia & Mullett, 2016), this study empirically demonstrates that both SWC and AA are two significant influential factors of DP. The study results also validate the significant relationships between two dimensions of switching barriers and RI (Koo, Yu, & Han, 2020).

Practically, knowledge of the antecedent and consequence of DP helps hotel practitioners motivate hotel guests engage in search-and-repurchase behavior. Overall, SWC has stronger influences on both DP and RI than AA. Hotel practitioners need to pay more attention on SWC. From monetary perspective, managers of hotels need to be aware of how their hotels are advertised online when incorporate with OTAs. From the non-monetary perspective, the ease of usage becomes important for hotel guest to make reservation, because they do not need to spend time on learning new applications (Yanamandram & White, 2010).

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HOTEL EMPLOYEE WORK-LIFE BALANCE AND SUBJECTIVE WELL-BEING: ROLE OF MINDFULNESS

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INTRODUCTION

The traditional work ethics (e.g., 9am to 9pm, six days per week) in China has forced individuals to devote themselves to their workplaces (Kim, Choi, Borchgrevink, Knutson, & Cha, 2018). Subject to such a cultural environment where strong work ethic and long working hours are enforced, employees' rights and well-being might have been greatly disregarded. This phenomenon might have significant impact on hotel employees' stress due to long working hours, restless night-shifts, ever-lasting smiley faces, and proactive responses to guests' needs (Shani, Uriely, Reichel, & Ginsburg, 2014) along with other workplace stressors, such as customer aggression, gossip and bullying. The impact might be even greater for those lower class and independent hotels without clear job descriptions or management supports to alleviate employees' stress. High intensity workload has also necessitated employees to recover during the off-work time.

Chinese workforces slowly have started doubting the value of devoting their lives to their workplace, and the meaning of work/workplace has been shifting for better personal life and wellness (Yang, 2014). Employees' healthy and sustaining psychological state are the critical ingredient to guest service quality in hotel business. Recovering from work can be one way to ensure employee's well-being (Lee, Choo, & Hyun, 2016). Employees gone through recovery experiences (i.e., psychological detachment and relaxation) have demonstrated better performance in energy recharge, sleep quality, intrapersonal relationships, job performance and work satisfaction (e.g., Janicke, Rieger, Reinecke, & Connor, 2018). However, most often, recovering from work until they return to work is not guaranteed among Chinese hotel employees. In the collectivism society, many are bound to family obligations and filial responsibility to the extended family members during the off-work time (Kamo, 2000) and not able to respite at home. Moreover, the latest mobile phone and texting technology have distorted the boundary between work and personal life, increasing work-life conflicts (Li & Yuan, 2018). Work-life balance (WLB) indicated the ability of working individuals to deal with conflicts between professional and personal life (Carlson, Grzywacz, & Zivnuska, 2009). The imbalance between two is more likely associated with high job anxiety and less life satisfaction (Cain, Busser, & Kang, 2018). As the major hospitality workforce is younger generations (Gen X and Y), the imbalance is even more severe for young dual-earner or single parenting families without adequate support (Wang & Repetti, 2014). Furthermore, as they stand at the early stage of their career and focus on career development, support from their workplace for better WLB is deemed as an attractive welfare for organizations to retain and allure more qualified talents (Karatepe, 2010). The whole recover-to-wellness process also requires employees to stay focused on attention and cognition, which are part of trait mindfulness (Good et al., 2016). Mindful employees could concentrate on recovering at work while limiting their reactions to adverse external stimuli, such as work-life conflicts, thus better maintaining a state of well-being.

Despite the significance of recovery experiences and WLB, only a few empirical studies have paid attention to the effects of recovery experiences on life satisfaction (Lee et al., 2016) and that of WLB in hospitality research (Vanderpool & Way, 2013). Considering the current hotel work environment in China, it is well-timed to examine Chinese hotel employees' subjective well-being (SWB). A thorough understanding of the effects of employee recovery experiences in terms of strengthening in WLB and SWB, as well as how a personal trait reinforce recovery experiences should send hotels worthwhile messages for human resources management.

In order to address the current phenomenon in China and the research gap, this study aims to examine 1) the effects of recovery experiences on WLB and employee SWB among Chinese hotel employees, 2) the mediating role of WLB on the relationships between recovery experiences and SWB, and 3) the moderating role of trait mindfulness on the relationships among the three constructs.

METHOD

The study population is the hotel employees in China. Samples are selected by a self-administrated online survey through Sojump using the following criteria, all respondents must have at least one-year working experience in the current hotel, working at least 25 hours on average per week. The questionnaire is designed with measurement items from previous literature. There are total 45 items across four constructs. This study employed a two-step approach (CFA-SEM) to examine the construct validity and measurement model (Anderson and Gerbing, 1988). To test the mediating effect, bootstrap estimation in AMOS was conducted. At last, this study compared the effect size between high and low trait mindfulness groups using a multigroup-SEM analysis to test the moderating effects (Byrne, 2001).

FINDINGS

A total of 348 samples was collected. The study participants' demographics are, 65.5% female, 48.6% in their 30's, and 79.6% non-single. Most of them (99.5%) had at least one family member with income, and 84.5% have at least one dependent family member. Over 70% had a bachelor's degree in hotel management.

The CFA-SEM results indicated that the research model was of adequate fit. Only control (β = .16, p <.05) among four recovery experiences factors significantly positively affected life satisfaction; psychological detachment (β = .004, p>.05), relaxation (β = -.04, p>.05), and mastery experiences (β = -.03, p>.5) did not. Mastery experiences (β =.50, P < .001) and control (β =.35, p< .001) had a significant effect on life satisfaction. Work-life balance had a significant positive impact on life satisfaction. For the mediating effect, work-life balance fully mediated the relationship between mastery experiences and life satisfaction, and the relationship between control and life satisfaction. The moderating effect of mindfulness was significantly for high mindfulness group (β= .10, p < .05) in the relationship between psychological detachment and life satisfaction, and such significant difference were also found between high and low mindfulness group (Z-score=2.28, p<.05) in the relationship of mastery experiences and work-life balance.

IMPLICATIONS

Theoretically, first, this study demonstrated that recovery experiences represented a rich source of work-life balance, which significantly impacts on subjective well-being. This study validated the previous findings in the hotel setting. Second, this study advanced the literature by testing the mediating effect of work-life balance and explaining how recovery experiences and subjective well-being is related. Work-life balance serves as a coping ability in the face of high intensity workload, and it generates energy resources and consistently aggregates the effects of recovery experiences. Third, this study found out trait mindfulness strengthens the positive impact of recovery experiences on subjective well-being so that more mindful employees are happier in general.

Practically, while there is no way to increase the financial benefit for hotel employees, this study encourages more extensive enhancement of recovery experiences as non-financial aid to work stress. For example, master experiences can be gained through skill competition and on-job training. These activities do not only improve employees' competence but let employee earn their sense of achievement. Moreover, this study highlights the importance of work-life balance in circulating the energy recharged by recovery experiences to subjective well-being. Other than family-friendly programs such as childcare and eldercare, hotel operators should start up a series of online “coping strategies training programs” (Anasori, Bayighomog & Tanova, 2020). For example, problem solving workshops provide employees knowledge and practical skills to enhance work-life balance. Lastly, based on the assistive role of trait mindfulness, it is suggested that hotel human resources employ few items of the Mindful Attention Awareness Scale (MAAS) (Brown & Ryan, 2003) in the recruitment process to recruit high mindful employees. Since trait mindfulness can also be cultivated, hotel operators should incorporate mindfulness practice into their daily routine, such as a 5-minute sketch workshops before briefing or breaks.

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THE IMPACT OF PERSONALIZATION ON CONSUMER PREFERENCE FOR RECOMMENDATION

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INTRODUCTION

Many online travel agencies (OTA) have collected users' information via varying recommender systems and in turn, to customize recommended products. Their objective is to help their users find favorable products easily by providing personalized and appealing options and subsequently increase purchase intention.

Although algorithmic recommendations are prevalent among many online commercial platforms, many others have adopted generic recommendations considering user preference. For example, Apple New, known as the most successful professional news publications, replaced algorithm-picked top stories with human-picked ones since the year of 2016 whereas its competitors were optimizing algorithm-based recommendations (Nicas, 2018). The practices from real business world provide evidence that whether algorithm-based personalized recommendations will be favorable by consumers remains equivocal, suggesting the necessity to further investigate from a user's perspective. Specifically, consumers will be more inclined to prefer one of the two types of recommendation (generic vs. personalized) and therefore, the underpinning mechanism is well-worth investigation. The motivation of the current research is to explore the two major questions: Will consumers prefer generic or personalized recommendation in online commercial context? What is the underlying mechanism of consumers' preference.

To further discuss the proposed research question, we will mainly draw on two lines of research, including personalization advertising and the role of awareness in information processing.

Previous studies have depicted personalized advertisement as an innovative approach whereby advertisement attractiveness can be enhanced by taking consumers' needs and wants into consideration (Tam & Ho, 2006; Aguirre et al., 2015). However, whether the positive effect of personalization in advertising will also be imposed to product/service recommendation remains ambiguous. When doing online shopping, consumers take the initiative to search for products or services, whereas they passively receive personalized ads when surfing the Internet.

Consumers' preference for personalization has well been documented in previous research on advertisement (Lambrecht & Tucker, 2013). This preference stems from better fitness and congruence of personalized advertisements to consumers' interests and needs (Tam & Ho, 2006; Aguirre et al., 2015). By the same token, we postulate that personalized recommendation will also hold better fitness to consumers' needs and in turn, have better effectiveness over generic ones. Therefore, we hypothesize that personalization will improve recommendation effectiveness comparing to their generic counterparts (H1).

Nevertheless, personalization will sometimes backfire. Many have demonstrated that consumers might think personalized ads as off-putting (Stone, 2010; Tucker, 2012; Kim et al., 2018) and as a result, show reactance to them (White et al. 2008). As a matter of fact, consumers nowadays become more cautious and sensitive to the tailored information they received as firms of all kinds have been adopting algorithmic filter technique (Kim et al., 2018). The heated discussion of filter bubble on social medias has provoked broader awareness that the information we receive online are filtered and tailored based on our personal information (Pariser, 2011). To mitigate the side effect of personalization, many companies (e.g., Facebook) voluntarily uncover the approaches they utilize to collect user information and to generate targeted contents. The underlying rationale of the transparency policies is that by increasing users' awareness of the level to which information are tailored, they will have better knowledge about the fitness and congruency of the personalized recommendation and consequently enhance the effectiveness (Summers, Smith, & Reczed, 2016; Kim et al., 2018). However, making salient how personal information is collected and utilized will by the mean time make prominent something that is not presently top of mind, namely, the fact that the information they receive are tailored. Therefore, users will commence to concern about the issue of information blindness and in turn, the effect of personalization may be buffered. Information blindness refers to phenomenon that information (e.g., articles, ads and recommendations etc.), which is presumably to be of no interests to the users, will be precluded by the algorithms (Haim, Arendt, & Scherr, 2017). Yet, majority of online commercial platforms have not revealed to their consumers what have been strengthened to and what have been hidden from them. Once consumers have the awareness of information blindness, the favorable effect of personalization is likely to be attenuated. Research on information processing further support our postulation by showing that people are generally unaware of the reason why they adopt a certain procedure when making their own judgements (Bargh, 1997). However, once they are aware of the unwarranted context effects, they are motivated to correct their prior judgments (Kardes & Wyer, 2013). Taken together, we propose the moderation role of awareness of information blindness on the relationship between personalization and recommendation effectiveness, such that the positive effect of personalized (vs. generic) recommendation on effectiveness will be buffered when the awareness of information blindness is high (vs. low) (H2).

METHOD

We are going to conduct two lab experiments to test the proposed hypotheses. The objective of study 1 is to examine the main effect in hypothesis 1. Participants will be randomly assigned to a 2 (recommendation: personalized vs. generic) ×1 study. We will measure their preference to the recommended product as the representative of effectiveness. Study 2 will be designed to test the moderation effect of awareness of information blindness using a (recommendation: personalized vs. generic) ×2 (awareness of information blindness: high vs. low) between-subject study. Then we will compare participants' relative preference for the recommended product among the four conditions.

FINDINGS

We predict that the experiment and data analysis results will be consistent to the proposed hypothesis. To be specific, study 1 will show that participants in the personalized recommendation condition express higher preference for the personalized recommended products/services. We, then, expect that study 2 will further show evidence for the moderation effect. Specifically, when relatively high (vs. low) awareness of information blindness is triggered, the positive effect of personalization on recommendation effectiveness will be eliminated.

IMPLICATIONS

The current research is theoretically impactful as it contributes to the line of theories on personalization. Existing research showed that consumers' privacy concerns were a major cause of personalization aversion (Kim et al., 2018). However, the current study suggests that privacy concerns should not be the only eclipse.

The current research is practically relevant and meaningful. As companies are leveraging advances on algorithmic recommendations aiming to better serve their users, recommender system creators and managers should pay attention to users' awareness of information blindness since they are no longer "*naive*" customers without awareness of tailored information. The findings suggest that for those who have higher awareness, personalization will backfire. Therefore, practitioners might uncover the characteristics that normally predict high awareness of information blindness.

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IMPACT OF RISK AVERSION ON TOURISM CONSUMPTION: A HIERARCHICAL AGE-PERIOD-COHORT ANALYSIS

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INTRODUCTION

The outbreak of COVID19 has seriously attacked the global tourism industry. The invisible, inseparable, and vulnerable nature of tourism products make it difficult to assess the risk level of tourism activities (Yang, 2020; Mitchell & Greatorex, 1993). However, tourism is becoming a necessity of happiness for the general tourists, the bigger the proportion of tourism expenditure in family budget, the more important of the impact of risk in tourism decision-making (Roehl & Fesenmaier, 1992). The major influencing factors affecting tourism expenditure can be divided into four types: economic factors, social demographic factors, travel related factors and psychological factors (Lin et al., 2020; Tefko et al., 2020). Among which, the first three types of factors have been most frequently studied while the studies on psychological factors are much fewer. Studies examining the psychological factors are mostly confined to the travel context, such as tourist satisfaction and travel motivation, stable psychological properties; however, tourists' general perspectives and attitudes (e.g. general attitude of risk aversion) can also impact their travel behavior (Brida & Scuderi,2013; Zhu & Deng, 2020; Williams & Balaz, 2013).

Tourists' preference and travel behavior can be changed over time. Cohort analysis can segment the effects of age, period and cohort, and determine which one is the most important time factor affecting the changes of tourism demand (Deaton, 1997). Consumers in the same birth cohort are likely to share similar life experience as they have same epochal events occurring in their lives, therefore producing a set of collective behavior characteristics and attitudes (e.g. personality), and this can further lead to significant impact in their consumption behavior (Strauss & Howe, 1991; Rentz, Reynolds, & Stout, 1983; Meredith & Schewe, 1994). To the best of our knowledge, the application of cohort analysis in tourism studies has been found to be limited. This study thus aims to explore the impact of risk aversion on tourism consumption using cohort analysis. The Chinese urban household survey data over 2011 to 2017 will be used to investigate the influence of age, period and cohort on a two-stage decision making process: tourism participation and consumption.

LITERATURE REVIEW

Factors influence tourism consumption

Scholars have systematically reviewed the factors affecting tourism consumption and summarized into the following four categories: economic factors, social-demographic factors, trip-related factors, and psychological factors (Lin, Qin, Li et al., 2020; Tefko et al., 2020; Lin, Mao & Song, 2015; Brida & Scuderi, 2013;Wang & Davidson, 2010). Given the principle of simplicity and data limitations, few studies explored all the four categories of variables. Similarly, considering the specific data used in this study, economic factors, socio-demographic factors and psychological factors are included. The reason for not adding travel-related factors is such data cannot be observed in the CHFS survey data.

Risk aversion

Plog is the first scholar to pay attention to the difference of tourists' risk behaviors. In his famous classification of leisure tourists, "allocentrics" pursue novelty and love taking risks and have moderate risk tolerance. Psychocentrics, on the other hand, avoid taking risks. Differences exist in destination choice between these two groups: allocentrics would choose safer destinations, while psychocentrics would choose risky destinations (Plog, 1973). Subsequent studies also found the differences in other tourism behaviors (e.g. Quintal et al, 2010; Sweeney et al., 1999; Vogt & Fesenmaier, 1998). However, most of the risk factors involved in tourism decisions studies are in specific travel context, such as risk perception (Williams & Balaz, 2013). Conversely, risk aversion is an inherent property of tourists, namely "the consistent tendency of choice of consumers facing different risk levels" or "consumers' willingness to accept risk" (Schroeder et al., 2007; Weber et al., 2002). Although both risk perception and risk aversion significantly affect behavioral intentions, a recent study shows that the impact of risk aversion is stronger in the context of epidemic (Zhu et al., 2020), so it is necessary to link tourism studies with more general risk aversion (Larsen et al., 2009). People with different levels of risk aversion have different consumption behaviors (Wansink, 2004). In the context of travel, risk-averters are likely to pay more attention to the consequences of travel, so have a lower willingness to travel (Zhu & Deng, 2020). Tourism studies on risk aversion commonly identified a negative relationship between risk aversion and tourism consumption (Zhang, 2014; Tse & Crotts, 2005). One exception is Parka and Nicolaub (2018), who found that, tourists tended to increase tourism consumption to reduce anxiety through price-quality mechanism in the context of highly information sensitive and asymmetry.

APC model

Opperman (1995) was the first scholar to introduce cohort analysis into tourism research. He found cohort an important factor to influence German's travel pattern and destination choices. Similarly, Scholars from different countries have confirmed that cohort do have an impact on destination choice, tourism participation and tourism consumption behavior (You & O 'Leary, 2000; Alegre & Pou, 2004; Gardiner et al., 2013). Recent research by Zuo and Lai (2020) found that there is a significant housing wealthy effect in China, and the moderating effect of age and cohort is significant. Later, scholars have extensively applied cohort analysis to other topics such as tourist preferences (Gray et al., 2003) and attitudes change of residents in tourist destinations (Huh & Vogt, 2007). These studies all confirm the effectiveness of cohort analysis in exploring tourist behaviors and attitudes change.

Data and Model

The data used in this study are from the China Household Financial Survey (CHFS), a national survey project carried out by the China Household Financial Survey and Research Center. Stratified three-stage sampling method and proportional sampling according to the size measurement are applied in the project, and all samples are adjusted by weight, ensuring the randomness and representativeness of the sample (Li et al., 2016). A valid sample of 45,837 Chinese urban households from 29 provinces over 2011 to 2017 is included in the study. Among them, 6,178 households were registered in 2011, 17,999 in 2013, 12,088 in 2015 and 9,572 in 2017. Variables and basic description are shown in Table1. Risk aversion is measured by the question used in the Survey of Consumer Finances (SCF). Numerous studies have confirmed the high reliability and validity of the SCF-approach and concluded that it is an appropriate method to measure risk aversion (Hanna & Lindamood, 2013; Grable & Lytton, 2001; Gutter et al., 1999).

The traditional cohort analysis is confronted with the identification problem. Many scholars proposed improved models, one of which is the Hierarchical Age-Period -Cohort Model (HAPC) proposed by Yang and Land (2006), which is used in sociology research widely. HAPC model grasps the fact that period and cohort are contextual factors at a higher level by placing them at the second level and age at the first level, the linear relationship between age, period and queue is broken, thus there is no identification problem (Yang & Land, 2013).

Expected Findings and Potential Implications

This study intends to test the following hypotheses.

H1: risk aversion negatively impacts tourism participation, namely, tourists with higher degree of risk aversion are less likely to travel.

H2: risk aversion negatively impacts the level of tourism consumption, namely, tourists with higher degree of risk aversion are more likely to spend less.

H3: There is a positive relationship between birth cohort and tourism participation. Tourists in younger cohort are more likely to travel.

H4: There is a positive relationship between birth cohort and the level of tourism consumption. Tourists in younger cohort are more likely to spend more.

H5: Cohort can moderate the relationship between risk aversion and tourism participation.

H6: Cohort can moderate the relationship between risk aversion and tourism consumption.

This study can make a few contributions to the existing literature. First, it evaluates the impact of general risk aversion attitudes with a particular focus on testing the age-period-cohort effects. The HAPC model used in sociology research is introduced to tourism studies, providing future researchers a valuable and helpful analytical tool for testing the cohort effects on tourism demand. Second, the findings of the study can obtain better understanding into the difference of tourism consumption behaviors across different age cohorts, which can help enterprises master consumers' attitudes towards products and make appropriate marketing strategies (Rentz, Reynolds, & Stout, 1983; Meredith & Schewe, 1994).

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FACTORS INFLUENCING DOMESTIC TOURISM SPENDING OF THAI HOUSEHOLDS

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INTRODUCTION

In the past decade, tourism has become one of the pillars of the Thai economy. It brings the highest income into the country compared to the major export products of Thailand and tourism balance is almost double the trade balance. In 2019, the tourism economy can directly and indirectly add value to the gross domestic product about 18%. It contributes approximately 12% of the total employment (about 4.4 million people) which is more than the whole employment within the manufacturing sector (Ministry of Tourism and Sports, 2020). In that year, Thailand was visited by more than 39.8 million foreigners, generating income about 1.93 trillion Baht (the fourth highest in the world) and earning income from Thai tourists about 1.08 trillion Baht, totaling 3.01 trillion Baht. This data reflects the dependences on the foreign market of Thai tourism, which accounts for 71% (or about two-thirds) of total tourism revenue of Thailand.

However, in 2020, the situation of COVID-19 pandemic affect tourism all over the world including Thailand, especially the foreign tourist market which cannot travel to Thailand. This situation makes various sectors related to tourism try to stimulate and turn to focusing on the Thai tourist market. Although, it cannot completely replace the foreign tourist market, but it will help the tourism sector to remain driven instead of stopping/dissolving business. Therefore, to provide information for the policy maker to stimulate domestic tourism spending of Thai households, the objective of this study is to analyze the factors influencing the spending on domestic tourism of Thai households. The results from this study will be useful in marketing, planning, and setting guidelines for promoting and stimulating domestic tourism in order to generate income and drive Thai tourism during the period that it is not yet possible to get foreign tourists.

METHOD

This study applied a regression analysis to develop a model of factors influencing domestic tourism spending of Thai households. The data set of domestic tourism spending of Thai households is the secondary data obtained from of the socio-economic survey of the National Statistical Office Thailand (NSO) in 2019. The sample size of this study is 1,272 samples. In this study, domestic tourism spending includes spending on accommodation, food, transportation, souvenirs and others products related to tourism. The group of factors that determine domestic tourism spending of Thai households is a factor at the household level which obtained from the literature review and determined by the completeness of the data. These factors consist of the monthly income of the household, region of residence, municipal residence, the proportion of members who earn income per total household members, the proportion of required expenditure to total expenses, and the proportion of members of the dependent age (children and seniors) to all members within the household.

FINDINGS

Survey data from the National Statistical Office in 2019 showed that Thai households spend about 1,400 Baht for domestic tourism. The result of coefficient estimation of the model of factors influencing domestic tourism spending of Thai households found that a 1% increase in household income per month would encourage households to spend for domestic tourism about 0.45% with a statistical significance at the 0.01 level.

The households residing in the Bangkok Metropolis and Vicinity have been spent for domestic tourism higher than households in other regions while households in the northern region spend lower than other regions for this type of expense with a statistical significance at the 0.01 level. Moreover, households in the municipality have spent higher on domestic tourism than those outside the municipality. It was also found that the proportion of household members with income, and the proportion of necessary expenses (expenses for consumption goods) were two variables that had a statistically significant opposite influence on household spending on tourism at the 0.01 level of confidence.

Table 1. The estimation of the coefficient of a model of factors influencing domestic tourism spending of Thai households

variables	coefficient	t-statistic	Variance inflation factors (VIF)
constant	2.620	6.179***	-
Monthly income	0.446	13.979***	1.382
Region			
– Bangkok Metropolis and Vicinity	0.038	0.557	2.001
– Central	-0.121	-2.127**	2.293
– Northern	-0.133	-1.990**	1.916
– Northeastern	-0.100	-1.693*	2.043
Municipal residence	0.166	3.959***	1.232
Proportion of household members who earning income	-0.239	-3.113***	1.879
Proportion of required expenditure	-0.309	-2.881***	1.438
Proportion of dependent members	-0.056	-0.764	1.789
R^2 = 0.255; Adjusted R^2 = 0.250; F-statistic = 47.949***; Breusch-Pagan-Godfrey = 4.280***; n = 1,272			

Note: solving heteroscedasticity problem with Huber-White-Hinkley heteroscedasticity consistent standard errors and covariance method

CONCLUSION

The objective of this study was to analyze the factors influencing the domestic tourism spending of Thai households. Results of the study showed that household income remains a key factor in determining domestic tourism spending for Thai households. Households in the municipality have higher domestic tourism expenditures than non-municipal households. While the households that had a large proportion of members who had to work to earn income compared to all members will be lower domestic tourism spending. This may be due to time spending on work to earn money, which caused the lack of time available to travel together. In the meanwhile, households with a high proportion of essential expenditures will also spend less on domestic tourism.

Regarding the results of this study, there are some recommendations for stimulating domestic tourism of Thai households. In the short-term, the government may set policies or measures to reduce the burden of expenses on domestic tourism of the household, for example, supports some tourism expenses or some type of spending. As well as set a long weekend, so that households can spend their free time together in traveling. In the long-term, the related authorities should encourage or support the tourism entrepreneurs to upgrade the tourism products to satisfy the high-income tourist group. That is because this group of tourists will spend more on tourism than other tourists. However, they also need better quality services too.

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THE FEATURES OF FIT IN JAPAN FOCUSED ON THE EXPERIENCE OF PAST VISITS

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INTRODUCTION

Background: The number of inbound foreign tourists in Japan has grown from 19 million in 2016 to 32 million in 2019. Along with this quantitative change, the increase in foreign tourists who arrange their travels and have also been observed. Independent tourists, as a percentage of all inbound foreign tourists, increased from 60.5% in 2006 to 75.4% in 2019. In this study, a tourist who travels overseas by making their own arrangements, is referred to as an FIT (Foreign Independent Tourist). “Tourism Vision Supporting Tomorrow's Japan”, which is the national target of tourism policy formulated in 2016, aims to increase the number of repeat visitors, the days of staying in Japan and the number of foreign tourists visiting the rural areas. Japan Tourism Agency (2017) reported that repeat visitors from Korea, Taiwan, Hong Kong and China tend to be FITs and select different destinations, compared to first-time visitors from these countries. It is expected that the diversification of inbound tourism brings the widespread expansion of benefits of tourism in Japan.

Literature Review: Hashimoto (2013) conducted a theoretical study on the transformation and frequency of travel by focusing on the trend toward individualization in Japanese outbound tourism. Although it is assumed that FITs in Japan also have changed their trends, have different trends among foreign tourists in Japan, it is not yet clear. As practical examples, multiple studies have been conducted to examine the behavior of inbound foreign tourists to Japan from 2000 onward. Furuya et al. (2015), Kurihara et al. (2015), Yabe (2016), Furuya et al. (2016), Matsui et al. (2016) and Yabe et al. (2019) are typical cases. These previous studies were based on the results of "the Survey on Inbound Foreigners’ Spending Behavior", which is the statistical survey conducted by government every year. They found some holistic trends (e.g., the cross-nationality comparison of the visited places, length of their stay, conducted activities) among foreign tourists in Japan. Kurata et al. (2010) reviewed existing methods and examined more detailed survey to understand inbound foreigners’ behavior in Japan. They pointed the importance to extract the stay at individual destinations and specific patterns in tourism behavior, and the limitation of the analysis based on the statistical survey. Although it is assumed that increasing FITs make positive impacts on the tourism industry where have not benefited before, effective methods to measure them has not been established.

Purpose: The objective of this study is to elucidate the visiting trends among FITs in Japan by more individualized survey, with the aim of examining the effective direction to extend benefits of inbound tourism in Japan. We made a survey about destinations and itinerary of FITs, and did analysis through a comparative verification that focuses on the visiting experience.

METHOD

Overview: We carried a questionnaire survey and presumed two types of FITs: First Time Visitors and Repeaters. To elucidate if FIT Repeaters stay longer in Japan and visit rural areas as the Government expects, set the following null hypotheses against which to analyze the survey results. We divided Japan into 8 regions based on the definition of Matsui et al (2016). Additionally, we define "prefectures in rural areas" as the prefectures other than those located in three major metropolitan areas based on the definition of Yabe (2016).

Hypotheses:

- H1: Repeaters tend to stay across more regions or more prefectures.
- H2: Repeaters tend to visit and stay more prefectures in rural areas.
- H3: Repeaters tend to stay longer at each destination in Japan.

Questionnaire survey: A 365-day period between July 1, 2017 and June 31, 2018 was designated as the survey period. During the period, we asked all the foreign tourists staying at the accommodation SAWANOYA in Tokyo to participate in the survey when they checked in. The survey was conducted in English. It was consisted of 37 questions including respondents' literary, the number of Previous visit to Japan and places they traveled to during their stay in Japan. Both printed forms and online forms were used to conduct the survey.

Analysis: Based on the each answer, we presumed two types of FITs: First Time Visitors and Repeaters. The significant differences between the sample means in both groups were evaluated using an independent-samples t-test. The responses subject to this study were regarding six items shown in Table 1.

FINDINGS

727 valid responses were obtained. 617 responses were collected through the printed forms, and 110 responses were online forms. Of the 727 responses, 5 responses selected "Travel Agency" as "Means for Making Appointment of SAWANOYA". Those responses were excluded from this paper, and we analyzed the remaining 722 responses with regard to trends among FITs in Japan. The results of analyses are shown in Table 1.

Table 1. Result of Analysis between two groups of FITs

No		First Time Visitors			Repeaters			t
		N	mean	SD	N	mean	SD	
1	Length of the stay in Japan	393	16.58	13.06	302	18.20	30.82	-0.8877
2	Number of destinations	393	4.201	2.254	302	4.003	2.407	-0.1940
3	Sorts of visited prefectures	380	3.639	1.966	294	3.340	2.024	-0.0000
4	Sorts of visited regions	380	2.642	1.175	294	2.500	1.285	0.0000
5	Sorts of the prefectures in rural areas	380	1.284	1.506	294	1.582	1.815	-4.539 **
6	Length of their stay at each destination	359	3.297	1.793	283	3.865	3.059	-5.541 **

** $p < 0.01$

Note: In the analysis based on answers through printed form, No 5 and 6 has significant difference ($p < 0.01$) In the abased on answers through online, no significant difference were shown, because of the small sample size.

Regarding the number of sorts of prefectures, the mean for First Time Visitors was 3.64 prefectures, and that for Repeaters was 3.34 prefectures. These mean values for both groups did not present any significant difference. And regarding the number of sorts of regions that they have visited, the mean for First Time Visitors was 2.64 regions, and that for Repeaters was 2.50 regions. These mean values for both groups did not present any significant difference. Therefore, the null hypothesis H1 was rejected.

Regarding the number of sorts of the prefectures in rural areas, the mean for First Time Visitors was 1.28 prefectures, and that for Repeaters was 1.58 prefectures. A significant difference was recognized between these mean values for both groups ($p < 0.01$). Therefore, the null hypothesis H2 was not rejected. It was indicated that the Repeaters tend to visit more prefectures in rural areas than the First Time Visitors do.

Regarding the average length of their stay at each destination, the mean for First Time Visitors was 3.30 nights, and that for Repeaters was 3.87 nights. A significant difference was recognized between these mean values for both groups ($p < 0.01$). Therefore, the null hypothesis H3 was not rejected. It was indicated that the Repeaters tend to stay longer at their each destinations than the First Time Visitors do.

Taking consideration that the hypothesis H2 and H3 were not rejected though hypothesis H1 was rejected, it is thought that Repeaters tend to visit rural prefectures in one or a small number of regions in Japan. In other words, it is thought that there is no tendency for Repeaters to trip across the multiple regions and visit various rural areas and prefectures all over Japan, in comparison First Time Visitors.

Regarding the length of the stay in Japan and the number of destinations, both of the mean values for First Time Visitors and Repeaters did not present any significant difference. It could not be said that Repeaters tend to extend their staying days and visit more destinations in Japan.

CONCLUSION

In this study, we examined the dynamics of FITs visits to Japan, focusing on their visiting experience and places they visited in Japan. FITs to Japan with visiting experience, compared to FIT who visited Japan for the first time, had longer average number of nights stayed per place, and the number of visits to prefectures in rural areas tended to increase. On the other hand, there were no significant differences in the number of days spent in Japan, the number of cities and places visited, the number of prefectures visited, and the number of rural areas visited, depending on the experience of visiting Japan.

Based on the results, theoretically, it is assumed that if the number of nights stayed per place visited increases and the length of stay of the entire inbound trip does not increase, the number of places visited will decrease. However, such a tendency was not recognized in this study. The following two points can be considered as this factor.

The first factor is the proficiency in traveling by FITs visiting Japan. It is assumed that FIT who arranges accommodation and transportation on its own during travel, gains the ability to streamline entry and departure routes and travel in Japan by accumulating experience, and can secure more time to stay at each destination. Thus, it is considered that even if the stay days in Japan as a whole are the same, the stay days in the visited places can be extended without reducing the number of visited places. This hypothesis should be examined in the future by analyzing questions related to transportation and route selection.

The second factor is caused by the analysis. In this study, we focused on the difference between the mean values for each sample, and used the t-test as an analysis method. As a result, it was possible to quantitatively grasp the difference in the number of places visited and the number of visits to prefectures in rural areas. On the other hand, tourists of recent days generally consider travel schedules in consideration of vacation schedules based on the solar calendar. For this reason, it is assumed that the number of travel days is specifically and frequently selected to be 7 days or 14 days. Therefore, when analyzing the number of travel days, verification using a method other than the parametric test method that assumes a normal distribution of the population is also required.

This study suggests that FITs tend to choose rural areas as destinations for their second and subsequent trips to Japan and stay for long periods at each destination. Regarding the expanding benefits of tourism from popular and standard metropolitan areas to suburban and rural destinations, it is thought that attracting Repeaters of FITs is a effective direction in Japan. On the other hand, the tourists spending by FITs in Japan also has not been clarified. Considering the increase of FITs going forward, it is important to continue verification based on the characteristics of the results of existing surveys of different sizes and subjects, and to clarify their dynamics and intentions.

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EVENT TOURISM AND DESTINATION MARKETING: A SYSTEMATIC QUANTITATIVE LITERATURE REVIEW

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INTRODUCTION

The notion of event tourism has only recently linked in tourism destinations and has become apparent as a topic of examination since 2008 (Getz & Page, 2016). Event tourism is generally recognised as an integrated approach to the development and marketing of all planned events (Getz & Page, 2016) "as tourist attractions to maximize the number of tourists participating in events as either primary or secondary attractions" (Getz, 1997, p. 16). Recently, events have emerged as a "booster" to market a place and develop a competitive advantage (Getz & Page, 2016; Ritchie & Crouch, 2003; Todd, Leask, & Ensor, 2017; Van Niekerk, 2017). Due to the highly competitive industry, much literature in the field of tourism destinations acknowledges the use of events to differentiate a destination from its competitors (Getz & Page, 2016; Mariani, Mariani, & Giorgio, 2017; Piva, Cerutti, Prats, & Raj, 2017; Van Niekerk, 2017). Whitford (2009) asserted that nations around the globe are increasingly utilising events as an essential step to develop the country's several states. Destinations can create events to offer new product and experiences to either draw tourists to a destination or to ensure repeat visits (Van Niekerk, 2017). This research systematically investigates and synthesises the extant literature concerning event tourism and destination marketing, with an aim to provide an analytical review offering a novel way of presenting the themes in the literature.

LITERATURE REVIEW

Destinations have used event tourism as an instrument that contributes to their economy for many reasons. Event tourism serves as a vehicle for facilitating community building, fostering urban renewal, and encouraging tourism development to provide a better quality of life and environment (Yuan, 2013; Zhou, Qiao, & Ryan, 2017). Events are highly valued as attractions, catalysts, animators, image-makers, and place marketers (Getz, 2008). Event tourism also provides opportunities for urban redevelopment and enhancement of destination branding (Dickson, Misener, & Darcy, 2017; Getz & Page, 2016; Hede & Stokes, 2009). Increasing numbers of destinations are implementing events as a major component of place branding strategy (Lee, 2011; Piva et al., 2017) and for enhancement of their destination image (Carlson, Rosenberger, & Rahman, 2015; Getz, 2008; Sealy & Wickens, 2008). It also increases awareness and interest within the market and consciously increases visitor number (Faulkner et al., 2000).

RESEARCH METHODOLOGY

Given that this study aims to map the current state of research conducted on event tourism and destination marketing and to identify research gaps in this literature, a systematic quantitative literature review (SQLR) was performed to address the objectives of the study. SQLR of relevant studies was conducted using the technique outlined by Pickering and Byrne (2014) and Pickering, Grignon, Steven, Guitart, and Byrne (2015). Research papers were obtained by utilizing five databases, which include Scopus, ProQuest, Science Direct, Emerald and Google Scholar. The initial screening process from the databases yielded 352 records. After excluding the articles that do not fit within the scope of the research, the screening process concluded with 121 papers for further analysis.

FINDINGS AND DISCUSSION

The systematic quantitative literature review has captured the literature development and key research trends of event tourism and destination marketing studies. Several key findings emerged: (1) research interest in event tourism and destination marketing has accelerated rapidly over the last decade; (2) current literature is focussed on sports events (mega); (3) an extensive body of research has investigated the impact of a singular event on the host destination and far less attention has been paid to assess the effect of conducting multiple events (a portfolio) on destination marketing; (4) there is a lacuna of empirical studies on event tourism in the Middle East region; (5) quantitative research methods have been the most common; (6) much of the extracted research does not have a clearly articulated theoretical basis; (7) destination image is the most frequently researched topic; and (8) the variable of *image* was the most common concept investigated. Based on these emerging trends and patterns identified from the synthesis, implications for further investigation into event tourism within the context of destination marketing are proposed.

CONCLUSION

Findings from the review contribute toward achieving a more comprehensive understanding of the groundwork, gaps, and opportunities for future research to build upon. This review responds to the following research questions: a) Which destinations using event tourism for marketing purposes have been documented in the literature?, b) Which types of events have garnered the most attention in destination marketing research?, c) What methodologies are being utilised to research context?, d) What theories are being utilised to research event tourism in destination marketing?, and, e) What are the research gaps in event tourism in destination marketing literature?

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THRESHOLD EFFECT OF AGGLOMERATION ON GREEN INNOVATION EFFICIENCY OF TOURISM INDUSTRY: EVIDENCE FROM URBAN AGGLOMERATIONS IN CHINA

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INTRODUCTION

In 2015, the Chinese government put forward the five development concepts of “innovation, coordination, green, openness and sharing”, which opened the door to seek green innovation development. Compared with traditional innovation, green innovation aims to save energy, reduce pollution, and achieve sustainable economic growth, and thus becomes the strong power of high-quality development of tourism industry. Therefore, it is of great practical significance to probe into the issue of green innovation development of tourism industry.

Urban agglomerations in China have shown rapid economic growth, wide-ranging functions and strong regional linkages. In the past ten years, tourism industry in the Beijing-Tianjin-Hebei, Yangtze River Delta, and Pearl River Delta urban agglomerations has developed rapidly, with an average growth rate of tourism revenue maintained at about 16%. However, the rapid development of tourism economy has also led to a series of problems, such as the waste of tourism resources, higher environmental pollution, insufficient innovation capabilities and so on (Han and Wu, 2016; Jiang and Tang, 2018). How to promote the green innovation efficiency of tourism industry with resource conservation and environmental friendly in urban agglomerations in China has become the practical problem that needs to be solved urgently.

The existing studies have paid attention to ***green innovation efficiency of tourism industry (GIETI)***, but the impact of ***tourism industrial agglomeration (TIA)*** on it is often ignored. Therefore, The objectives of this study were to answer the following questions: (1) Is there a threshold effect of TIA on GIETI; (2) Whether this nonlinear relationship varies as the level of TIA changes; (3) How is the transmission mechanism of nonlinear relationship between TIA and GIETI formed. To the best of the author’s knowledge, this study is the first to discuss the issue of GIETI from the perspective of TIA and explore the nonlinear relationship between them.

This study contributes theoretically to enrich current literature on GIETI from the perspective of TIA. Practically, the findings can help local governments to effectively arrange agglomeration to promote green innovation development of tourism industry.

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THE DMZ TOURISM AND THE TOPIC MODELING ANALYSIS

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INTRODUCTION

The demilitarized zone (DMZ) is a buffer zone that stretches across the Korean peninsula and is a borderline between South Korea and North Korea. The DMZ areas have been prohibited from entry due to planted land mines and cutting off inter-Korean interactions over 60 years (KTO, 2020a). As a result, the DMZ has become an unintentionally well-preserved habitat for wild animals and wild plants such as the red-crowned or Manchurian crane from human disturbance (KTO, 2020b).

In 2018, the two Koreas moved from lack of communication to a leadership transitional stage after a series of the inter-Korean summits and the United State-North Korea summits. Moreover, the summits were held at the Peace House in Panmunjom. The symbolic image of Panmunjom was changed from division of the Korean Peninsula to an icon of peace, prosperity, and unification (Korea.net, 2020).

The positive change of interrelations after the summits had a positive influence on the travel demand of DMZ tourism and increased the number of visitors at the DMZ (The Korea Times, 2018). However, tourists are only allowed to visit few designated sites within DMZ areas. Whenever tourists visit the DMZ, they need to verify their personal ID and provide personal information (e.g., personal contact and address) and the DMZ areas are strictly controlled.

In this regard, newspaper articles can be an accessible information source for exploring the DMZ and DMZ tourism and provide a significant volume of information open to the public (Gurova & Ratilainenm, 2016; Nickerson, 1995; Noy & Kohn, 2010). Big data analysis is useful for uncovering patterns and characteristics from accumulated data over time. The data-driven information obtained from big data analysis helps solve problems, respond to rapidly changing trends in industries, and make suitable decisions (Artun & Levin, 2015). One of the topic modeling analyses, the Latent Dirichlet Allocation (LDA), can reveal document structure, extract topics in each document, and identify classified features of an unstructured data set and have recently used in hospitality and tourism (Blei, Ng, & Jordan, 2003; Park & An, 2019; Sutherland & Kiatkawsin, 2020; Sutherland et al., 2020). Moreover, newspapers have included information for consecutive years. Conducting further analysis of trends of topics over time is necessary (Gurova & Ratilainenm, 2016). However, there is little research done on trends of news media contents about DMZ tourism by employing text mining techniques.

Therefore, this study aims to explore the contents of news articles published by various media companies and posted on a major online search engine from 1990 to 2020. This study employs LDA to uncover important topics extracted from news articles about DMZ tourism.

METHOD

This study collected newspaper articles published on an online platform in South Korea (Naver, 2021a). Data were collected from Bigkinds which provides News articles on the NAVER portal site. Naver News for this study because Naver is the most popular portal search engine in South Korea and provides archives and records of electronic newspapers published from news and media information companies. A total of 53 press companies provides news articles on Naver (Naver, 2021b). Several keywords (e.g., DMZ and regions) were used to filter newspaper articles, and duplicate articles were deleted. The collected data included information, such as publication date, query, title, news contents, and URL. After deleting repeated article contents and empty materials, the electronic news articles were collected from 1990 to 2020. This study focused on DMZ tourism and analyzed a total of 23,093 news articles about DMZ tourism published from 1990 to 2020. The data were analyzed using R-program software. The research procedures are as follows: 1) creating the text data set; 2) data preprocessing; 3) TF–IDF analysis; 4) topic modeling analysis, namely, LDA; and 5) visualization. LDA model finds repeating term patterns in the entire document–term matrix (Blei, Ng, & Jordan, 2003). The research team select a total of 15 topics after conducting topic modeling analysis and comparing the results and evaluating topic model quality.

FINDINGS

In 1990, the news articles about the DMZ were rarely published, and the news articles about travel-related articles regarding the DMZ were not popular. Since 2008, the news articles about DMZ tourism have rapidly increased. Moreover, a volume of the news articles published surged when the Inter-Korean and North Korea–United States summits were held.

A total of 15 topics contained documents (see Table 1). These topics were related to recently popular subjects, such as peace tourism along the DMZ areas, eco-tourism belt, PyeongChang Winter Olympic Games, economic cooperation (Kaesong industrial complex), swine fever, and festivals and events in the DMZ. Figure 1 show the volume of published newspaper articles about DMZ tourism by nine regions along the DMZ from 1990 to 2020. In 1990s, DMZ-related news articles were rarely published. Especially, DMZ tourism has not been a popular among the public. At the end of 1990s, several inter-Korean summits have increased the attention of the public and economic cooperation between the two Koreas.

The results show the level of interests after inter-Korean summits were held in 1998, 2004, and 2018. The frequency of the news articles increased rapidly after a North Korean soldier shot a Korean tourist at Mt. Geumgang in 2008; this case negatively influenced the relationship between South Korea and North Korea. Two positive events, such as the inter-Korean summit and PyeongChang Olympic Games in 2018, increased the interest in DMZ tourism articles. Since 2018, DMZ areas have portrayed the image of peace, safety, and ecotourism in the DMZ and government sectors and DMOs have attempted to develop travel products and promote features of the DMZ for attracting tourists.

CONCLUSION

This study examines the volume of the newspapers about the DMZ and DMZ tourism from 1990 to 2020. It also extracts topics of the news articles within the data set. Finally, it examines the change of interests regarding topics from 1990 to 2020. This study provides several theoretical and practical implications. First, the news articles about the DMZ and DMZ tourism have provided information about various political, social, and environmental issues. The findings of this study suggest that news articles can be an important information source for understanding DMZ tourism over time. Second, a volume of news articles about DMZ tourism increased when tensions between the two Koreas have been eased. Third, the present study utilizes the topic modeling and presents a total of 15 topics extracted from news articles. The results provide profiles of news articles about DMZ tourism and portray its unique topics and characteristics. Moreover, the results provide useful information and present the key terms focused on DMZ tourism, such as peace, defense, ecological resources, migratory birds, UNESCO, and the PyeongChang Olympic Games.

The findings of this study revealed different approaches of travel development around DMZ areas across the Korean Peninsula. Second, the trends of uncovered topics over 30 years showed the changing inter-Korean relations and rebranding destination polices of cities and provinces around DMZ areas. Third, the findings of this study found DMZ attributes and especially ecological environments were highlighted. However, this has several limitations. First, the findings of this study cannot be generalized, and further study needs to derive integrated information sources obtained from various media sources for suggesting insightful policies for DMZ tourism. Second, top terms of each topic derived from topic modeling may be difficult to interpret without knowledge of the contents in the data set.

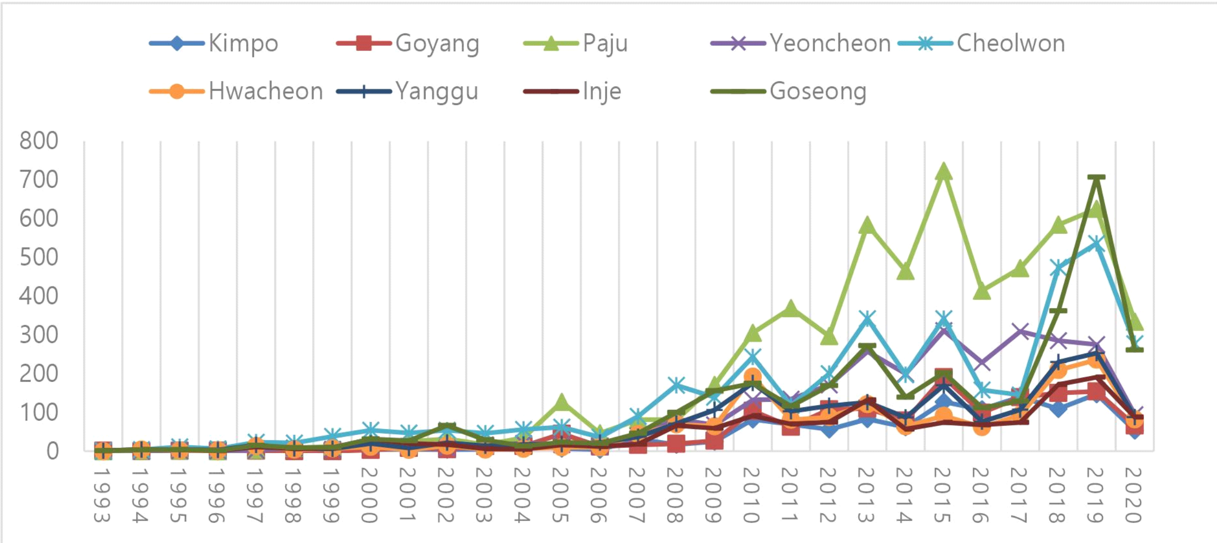

Figure 1. The volume of the news articles from 1990 to 2020 by nice cities along the DMZ

Table 1. Topics and key words

Topic	Keywords	Topic	Keywords
1: Travel product	Product, development, KTO	9: Swine fever	Swine fever, stop, qurantine
2:Urban regeneration	Culture, ecology, camp, defense	10: Political election	Pledge, candidate, region
3: UNESCO	Local, preservation, UNESCO	11: Unification	Peace, area, division, unification
4: Guemgang Mt.	Peace, Guemgang Mt., economy	12: North Korea provocation	Resident, provocation, market
5: Ecological tourism belt	Peace, park, world, creation, belt	13: Walk trail	Peace, photo, concert, open, trail
6: Experiential travel	Tour, culture, Olympic, PyeongChang	14: Tourism development planning	Region, development, business
7: South-North economic cooperation	South-North, interaction, cooperation, cowork, business	15: Sport event	Peace, event, cycle, tour, sport event, course, walk, hold
8: Festval and event	International, film festival, bicycle, festival, marathon		

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AUTHENTIC LEADERSHIP AND ORGANIZATIONAL CITIZENSHIP BEHAVIORS: THE ROLE OF JOB PASSION

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INTRODUCTION

Nowadays, it is not enough for employees to merely do their jobs in workplace. Many hotels expect employees to not only complete their required duties, but also proactively assist their colleagues (Yen & Teng, 2013). Therefore, hospitality scholars are focusing on employees' positive behaviors such as organizational citizenship behaviors (OCBs) (e.g., Kim, McGinley, Choi, & Agmapisarn, 2020; Nazarian, Atkinson, Foroudi, & Edirisinghe, 2020). OCBs are defined as individual behavior that is discretionary, and not rewarded directly by the organization (Organ, Podsakoff, & MacKenzie, 2006). It has encouraged hospitality researchers to develop a deeper understanding of the variables associated with OCBs (Elche, Ruiz-Palomino, & Linuesa-Langreo, 2020; Qiu, Alizadeh, Dooley, & Zhang, 2019). Among the antecedent variables of OCBs, previous scholars seem to propose the importance of authentic leadership in enhancing OCBs (Joo & Jo, 2017; Tonkin, 2013).

Authentic leadership is defined as "a pattern of leader behavior that draws upon and promotes both positive psychological capacities and a positive ethical climate" (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Authentic leadership is a sincere, transparent and morally positive leadership style that includes four sub-components: self-awareness, relational transparency, internalized moral perspective and balanced information processing (Gardner, Avolio, Luthans, May, & Walumbwa, 2005). Authentic leaders demonstrate confidence, hope, and optimism in the workplace (Gardner et al., 2005), thereby fostering positive emotional and cognitive development among their followers (Qiu et al., 2019). Furthermore, authentic leaders can create a fair and open environment (Qiu et al., 2019). In such a workplace, employees tend to engage in behaviors that benefit the organization and other members in organizations (Brown, Treviño, & Harrison, 2005). Thus, authentic leadership is positively related to OCBs.

Authentic leadership represent a type of transformational leadership that exhibits employee supportive behaviors, which is strongly associated with job passion (Houlfort, Vallerand, & Koestner, 2013; Vallerand, 2015). Job passion is an individual's strong inclination toward work (Vallerand et al., 2003). Astakhova and Porter (2015) identify two classifications of passion: harmonious passion and obsessive passion. Harmonious passion is a motivational tendency that motivates employees to employ volition and self-endorsement to accomplish their work. Obsessive passion is a motivational tendency that pushes individuals towards the achievement of their job. Passionate employees are devoted to their work and inclined to go an extra mile to fulfill the task demands of their organizations (Gulyani & Bhatnagar, 2017). They are likely to exhibit OCBs (Birkeland, 2015; Qadeer, Ahmed, Hameed, & Mahmood, 2016). Thus, job passion may act as a mediator between authentic leadership and the OCB of hospitality employees. However, the mechanism underlying this relationship remains unknown.

The purpose of this research was twofold.

First, this study investigated the relationship between authentic leadership and OCBs. Second, the study examined how job passion mediates the relationship between authentic leadership and OCBs. The results are then presented with suggestion of strategic directions for hotel managers in human resource management and organizational behaviors.

METHOD

Employees from hotels in Taiwan were chosen in this study to test our hypotheses. According to a statistics report from the Tourism Bureau in Taiwan for the year 2020, there are 78 international tourist hotels in Taiwan which are rated four-star or five-star (Taiwan Tourism Bureau, 2021). Subjects were employees who work for international tourist hotels. The researchers reached the human resource managers of these hotels and asked for assistance in the research process. Managers from 26 hotels agreed to participate in this study. The managers who agreed to participate in the research were provided a folder with a written guideline of the survey and the questionnaires. Questionnaire packets were mailed to each manager. We invited the employees across all positions to assist the survey voluntarily. Managers were excluded in the survey. Each packet contained 20 employee surveys, instructions, and postage-paid return envelopes. Employees were asked to fill out a questionnaire that elicited information concerning their perceptions of authentic leadership, job passion, and OCBs. All questionnaires were returned directly to the researchers. 20 hotels returned the questionnaires and a minimum of 10 questionnaires were returned from each hotel. In total, 314 questionnaires were valid for further analysis.

FINDINGS

Characteristics of the sample.

Among 314 valid respondents, 103 respondents (32.8%) were male and 211 respondents (67.2%) were female. 242 respondents (77.1%) were unmarried, most were aged between 18 and 26 years (46.2%). Most of respondents had bachelor’s degree (86%). Most (45.8%) of the respondents had been in their current jobs for 1–5 years.

Correlation analysis.

The correlation analysis indicated that a positive correlation existed between authentic leadership, harmonious passion (r = 0.39; p < 0.01), and obsessive passion (r = 0.30; p < 0.01). A significant positive correlation existed between harmonious passion, OCBI (r = 0.29; p < 0.01), and OCBO (r = 0.28; p < 0.01). Additionally, a positive correlation existed between obsessive passion and OCBI (r = 0.23; p < 0.01).

Hypotheses testing.

This study adopted the structural equation model to test the relationships among authentic leadership, job passion, and OCBs. For the structural model, the results exhibited an accepted fit (χ^2 = 1121.22, df = 556, χ^2/df = 2.47, GFI = 0.90, CFI = 0.91, NFI = 0.91, RMR = 0.05, RMSEA = 0.06). The results indicated that authentic leadership significantly and positively affected OCBI (β = 0.35, p < .01), which supported Hypotheses 1. On the other hand, authentic leadership had significant positive effects on OCBO (β = 0.31, p < .01), which supported Hypotheses 2.

The Sobel test was performed to test the mediating effect of job passion (Preacher et al., 2007). The results demonstrated that the mediating influence of harmonious passion between authentic leadership and OCBs (z = 5.90 > 1.96, p < 0.01) was significant. The mediating effect of obsessive passion between authentic leadership and OCBs (z = 3.66 > 1.96, p < 0.01) was also significant. Hence, Hypotheses 3 and 4, which states that harmonious passion and obsessive passion mediate the relationship between authentic leadership and OCB, were supported.

CONCLUSION

The purpose of this study was to investigate the relationship between authentic leadership and OCBs of hospitality employees as well as clarify the mediating effect of job passion. The findings demonstrated that authentic leadership has a positive effect on employees’ OCBI and OCBO. In addition, harmonious and obsessive passion has a mediating effect on the relationship between authentic leadership and OCBs. The research empirically validates findings from the literature by synthesizing the insights from job passion theory and by examining the relationship among authentic leadership, job passion, and OCBs.

The study offers several recommendations for management practices. First, hotel managers could enhance authentic leadership by creating a fair and open work environment, and fostering positive emotional and cognitive development among employees, thereby enabling employees to increase job passion and encouraging employees' OCBs. Second, hotel managers could promote or maintain employees' mental health, thereby cultivating in employee's harmonious passion for their work. The key feature of harmonious passion is individuals' voluntary internalization of the work, hotel managers can enhance employees' harmonious passion by methods including empowering employees and providing them with constructive feedback. Third, this study determined that authentic leadership can increase the OCBs of hospitality employees via obsessive passion. Thus, the effect of obsessive passion is notable since the present study found empirical evidence of its positive influence on the outcome. Hotel managers could develop incentive systems, service rewards, and promotion opportunities for those employees who are obsessively passionate to encourage their OCBs.

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FRAMING EFFECT OF A 'SURCHARGE' ON PURCHASE INTENTION OF LOW-COST AIRLINE TICKETS

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INTRODUCTION

In 2019, low-cost carriers' economic output was approximately 58 billion dollars in the US (Statista, 2020). According to Treknova (2020), numerous companies (e.g., Southwest airline, JetBlue, and Spirit air) have participated in the low-cost carrier market, which enlarges the economic size of the low-cost carrier market. In such a growing market, the volume of ancillary revenue has been growing. Globally, airlines ancillary revenue was $22.6 billion in 2012, and it had been increased to $92.9 billion in 2016 (US Global Investor, 2019). The ancillary revenue also accounts for the decent portion (e.g., Spirit: 46.6%, Frontier: 42.4%, and Allegiant: 39.8%) of low-cost carrier total revenue in 2017 because the business model of low-cost carrier focuses on no-frill cost (Babić, Ban & Bajić, 2019). Namely, low cost-carriers pursue offering cheap price by eliminating lavish service. Considering the composition of ancillary sales, EasyJet, a British low-cost carrier, reported that the baggage sales accounts for 47 % of ancillary revenue in 2017 (Babić, Ban & Bajić, 2019). Despite the above-mentioned importance of optional product sales, scholars have rarely explored optional product purchasing behavior in low cost-carrier domain.

Surcharge, imposing and additional price for an optional product, is often adopted in low-cost carrier business because low-cost carrier emphasizes cheap ticket price (Malighetti, Paleari & Redondi, 2009; Klophaus, Conrady & Fichert, 2012). Southwest airline, possessing the largest market share in the US, implements a surcharge system for the optional products (e.g., baggage, on-board meals), and the consumer payment level could be differentiated by the baggage amount maintaining the low-price level in the basic product (Southwest, 2021). Moreover, Jet Blue, another major American low-cost carrier, sells various optional products (e.g., additional baggage, food and beverage, pet service, and pillow) employing surcharge system (JetBlue, 2021). Even though the surcharge system has commonly been implemented in low-cost carrier domain, studies investigating the consumer response to surcharge have been sparsely performed. In practice, the revenue generated from these additional fees highly depends on how it is promoted to the market and accepted by the customers. When developing price-related promotions of baggage fees, retailers must determine carefully how to frame the price of these fees though, because framing strongly affects consumers' perceptions (Kahneman and Tversky, 1979; Morwitz et al., 1998; DelVecchio et al., 2007). One of the popular framing techniques is to present the baggage or other ancillary fees in dollar terms or a percentage regarding the base price. Previous studies indicate that consumers process information differently across these two frames (Chen et al., 1998), such that price promotions in a percentage (%) format require more cognitive effort to process than price information that has been framed in dollar ($) terms (Morwitz et al., 1998). Even though the amount of additional surcharges is similar, customers may estimate the total price differently in these two different frames. Because consumers often tend to use heuristics (simple calculation) to combine the base price and surcharge and more focus on numbers rather than units. In this case, the sum of the two prices might be less than its mathematical sum (Morwitz et al., 1998). Therefore, pricing strategy using framing effect relies on heuristic instead of rational thinking for decision making. Scholars contended that individual information processing is not always rational; framing plays a significant role in leading customers to purchase product (Kahneman & Tversky, 1979; Gigerenzer & Gaissmaier, 2011; Long & Nasiry, 2015; Meng & Weng, 2018). Empirical studies also have been sparsely performed on the effect of framing effect and scarcity message on consumer reaction in the domain of low-cost carrier business, although many works have explored the framing effect in a various domain (Chen, Monroe, & Lou, 1998; Choi & Mattila, 2014; Schröder, Lüer, & Sadrieh, 2015; Rahman, Crouch, & Laing, 2018).

In addition, the baggage fees have actually served as a new revenue stream for the low-cost carriers since its separation from the actual product in 2008 (Barone et al., 2012). Also, baggage fees are the second-largest ancillary revenue source at about 25% of total ancillary revenue (Lebeau, 2013; Scotti & Dresner, 2015). Therefore, low-cost carriers need to focus on ancillary revenue sources because airline ticket in the low-cost carriers does not include other following additional services including baggage check-in but only include the seat itself. Reflecting this, the concept of total revenue management (TRM) was introduced into the RM literature in the early 2000s (Kimes, 2003). TRM represents a strategic approach to RM wherein the focus is on total revenue optimization rather than revenue optimization for the focal product alone. However, the RM literature provides little guidance in terms of actionable strategies and tools for TRM implementation (Song, 2018). In order to address this gap, the current study will suggest potential strategies to increase consumer purchase of an ancillary product at the time of purchasing a focal product.

All things considered, the purpose of this research is to investigate the framing effect on optional product pricing strategy. This study might be theoretically worthwhile in that surcharge with framing effect has been rarely scrutinized. By affiliating the research gap, this study could shed light on the research area for total revenue management area because most revenue management literature has concentrated on sales maximization of the main product rather than optional product (Noone & McGuire, 2014; Noone & Robson, 2016; Park, Ha & Park, 2017; Song & Noone, 2017; Song, Noone & Han, 2019). With respect to the perishability of airline service, this study might produce implications for the sales maximization of optional products.

LITERATURE REVIEW

Surcharge

Surcharge refers to the extra cost for certain goods and services, which enables consumers to choose an additional product by paying the extra cost (Kitch, 1990; Sheng, Bao, & Pan, 2007; Albinsson, Burman, & Das, 2010; Clerides & Courty, 2017). Surcharges are most often monetary surcharges, but in some cases, the surcharge is a percentage of the base price (Morwitz et al., 1998). In some cases, the surcharge can be mandatory or optional due to the pricing strategy adopted by a particular business. The base price and mandatory surcharges are typically associated with the purchase of a single product or service in partitioned pricing or price bundling. Examples of these mandatory surcharges include sales tax, airline fuel surcharges, shipping and handling charges, and hotel resort fees (Greenleaf et al., 2016). However, there are "non-mandatory" surcharges available for auxiliary products or services which support the main product. These surcharges are considered as ancillary fees charged for support services, such as checked baggage, seat selection, in-flight meals, and early boarding which have recently been separated from the base charge for air travel (Scotti & Dresner, 2015). In the airline context, this unbundling practice is very popular. Especially, in low-cost carriers, this type of surcharges is widely used because the business focuses on the low-price level. In other words, low-cost carrier business imposes the responsibility of more expensive price to consumer choice, and offer the basic low-level price given in their main mission statement (Button, 2012; Klophaus, Conrady, & Fichert, 2012; Chong, 2018). Indeed, low-cost carrier businesses provide additional options (e.g., baggage amount and food and beverage) to customers by providing surcharge because its business model emphasizes the low-price level for the base-line product, whereas full-service carrier contains everything in the product without consumer choice for the additional product (Malighetti, Paleari, & Redondi, 2009; Chong, 2018; Barker & Brau, 2020). That's the reason, most low-cost US carriers began assessing surcharge for all checked bags for passengers on domestic flights in 2008 (Cho and Dresner, 2018). As a result, baggage fees as a percentage of the US carriers' operating income increased more than fourfold from 2007 to 2009 (Garrow et al., 2012). Besides its profitability, some scholars contended that surcharge builds consumer attitude toward goods and service by offering more options because surcharge enables consumers to adjust their payment given their needs (Binkley & Bejnarowicz, 2003; Pallas, Bolton, & Lobschat, 2018). To be specific, extant literature addressed that surcharge causes fairness and blame to consumer perception at the same time because consumers not only have an option but also still bear the additional payment (Sheng et al., 2007; Pallas et al., 2018). Despite such popularity in low-cost carriers, prior studies have rarely examined consumer perception for the optional pricing strategy with surcharge in the low-cost carrier business area.

Heuristic information processing and anchoring adjustment

Kahneman and Tversky (1979) suggest that individual decision-making is affected by the risk, and the risk could appear in varied manners, such as complexity and uncertainty. Prior studies also claim that risk (complexity) is essential for individual information processing because individuals are reluctant to become more complex for information processing (Levy, 1992; Fiegenbaum, Hart, & Schendel, 1996; Long & Nasiry, 2015; Werner & Zank, 2019). Dual information processing explains that individual information processing for message delivery is categorized as systematic and heuristic (Todorov, Chaiken, & Henderson, 2002). From the information processing perspective, heuristic processing is "a limited mode of information processing that requires less cognitive effort and fewer cognitive resources" than systematic processing (Lee & Bian, 2018). Individuals tend to rely more on heuristics on information processing rather than systematic processing because heuristic processing requires less amount of cognitive resources (Trumbo, 1999).

Simon (1955) proposed the idea of heuristics for the first time as a behavioral model of rational choice, which argues for "limited" rationality, where decisions are derived through the processes of dynamic adjustment on both external (environmental) and internal (human characteristics) factors. Heuristic itself stands for a simple guessing system for information processing without rational thinking due to insufficient time, and it relies on heuristics which requires less effort and time (Ackert, Church, & Tkac, 2010; Gigerenzer & Gaissmaier, 2011; Long & Nasiry, 2015; Meng & Weng, 2018). Heuristics are also characterized as an 'intuitive, rapid, and automatic system' (Shiloh et al., 2002; Furnham & Boo, 2011), which 'reduce the complex tasks of assessing probabilities and predicting values to simpler judgmental operations' (Tversky and Kahneman, 1974; Furnham & Boo, 2011;). Although the use of rules of thumb reduces cognitive and time constraints, sometimes they lead to severe and systematic errors such as biases and fallacies in decision making (Tversky and Kahneman, 1974). Based on this notion, Xia and Monroe (2004) claimed that customers are more likely to process information using heuristics more when they consider a relatively small amount of surcharge because it could be ignored for information processing. Morwitz et al. (1998) also contended that individuals perceive the main product and surcharge produce as separate pieces; their mental accounting becomes more complicated in the surcharging system, which results in customers depend more on heuristics.

Anchoring refers to the base level; scholars presented that anchoring functions as the reference point (Chen et al., 1998; DelVecchio et al., 2007). Previous studies explained that the anchoring and adjustment effect is caused by heuristic information processing. According to anchoring and adjustment theory, when the ancillary product is presented with the main product (i.e., airline ticket), the main product becomes anchor, and the ancillary product becomes adjustment (Morwitz et al., 1998). Consumers evaluate the surcharge (or their total cost) differently based on the price of the main product. For instance, a $10 surcharge is perceived differently depending on the prices of main product A ($20) and product B $200. In other words, customers value differently to the surcharge of product A (50%) and product B (5%) regarding percentage. Because consumers heuristically process the price information, they tend to perceive the same price of the ancillary product as more expensive when the price of the main product is high. It implies that the price of the main product (anchor) impacts on how customers variedly value the surcharge item, despite the same economic value. Indeed, an anchor is the baseline in pricing strategy using framing because it becomes a starting point of bias which distorts at individual decision making (Brewer & Chapman, 2002; Ku, Galinsky & Murnighan, 2006; Furnham & Boo, 2011; Caputo, 2014). DelVecchio et al. (2007) addressed that anchor is insufficiently appraised when individuals process information because of limited capability. In low-cost carrier business area, the ticket price is likely to become the anchor, and framing is likely to impact on the optional product purchase decision. Therefore, we suggest that a percentage presentation format is more effective when the base price of a ticket is relatively high, while it is required to keep using a dollar amount presentation when the base price of a ticket is relatively low.

Framing effect

Extant literature thus addressed that different framing despite the same contents causes varied outcomes because individual decision-making is not always performed based on in-depth contemplation (Takemura, 1994; Miu, & Crişan, 2011; Kim, Kim, & Kim, 2018). DelVecchio, Krishnan, and Smith (2007) also alleged that addition-subtraction (dollar pricing) is easier than multiplication and division (percent pricing), which leads customers to reach accuracy differently. Previous studies offer some empirical evidence. For instance, Chen et al. (1998) stated that consumers perceive more complexity in the percentage (relative) pricing presentation than additional (absolute) amount pricing because they need to put more time and energy to reach the conclusion. Rahman et al. (2018) explored the framing effect in the tourism product business domain, and revealed the dissimilar consumer choice varies depending on the framing despite it delivers same information. Choi and Mattila (2014) also claimed that the complexity level is higher in the multiplication process than plus and minus computation in the domain of online travel agency booking. Furthermore, prior research documented that appealing of framing effect (cent vs. percent) as a pricing strategy is varied depending on the price (high vs. low) (Heath, Chatterjee & France, 1995; Morwitz, Greenleaf & Johnson, 1998; DelVecchio et al., 2007). Xia and Monroe (2004) suggested that a percentage presentation format is more effective when the amount of additional fees is relatively small regarding the base price of a product. Possibly, when consumers heuristically process surcharge information, they tend to compare the number itself but ignore the unit of the number (DelVecchio et al., 2007). Given the review of literature, it can be inferred that price presentation framing could affect product appraisal via heuristics. This study thus proposes the following research hypothesis:

- *H1: Dollar framing is more influential on purchase intention than percentage framing in the lower price level, whereas percentage framing is more influential on purchase intention than dollar framing in the higher price level.*

Purchase intention and value

Willingness to pay is defined as how customers intend to buy certain goods or services (Park, Hyun, & Thavisay, 2020; Rausch & Kopplin, 2020). It is commonly examined in numerous previous studies. For instance, Zander and Feucht (2018) implemented a study about the influential attributes for seafood purchase intention. McFadden and Huffman (2017) employed purchase intention as an endogenous variable to research the characteristics of organic food consumers. Rausch and Kopplin (2020) reported determinants of sustainable clothing, and Park et al. (2020) revealed the effect of electronic word of mouth to purchase intention. Schäufele and Hamm (2017) also carried out research using purchase intention as the dependent variable in the domain of wine business. Value stands for the consumers' perception toward the merits of goods or services as compare to the alternatives (Sánchez-Fernández & Iniesta-Bonillo, 2007; Boksberger & Melsen, 2011). Gan and Wang (2017) exhibited the impact of value on purchase intention by studying social commerce consumers. Salehzadeh and Pool (2017) investigated luxury brand consumers and found a positive association between perceived value and purchase intention. Value also works as the mediator. As an example, Kwon, Trail, and James (2007) examined the meditating effect of value between identification and purchase intention in the domain of apparel business. Chinomona, Okoumba, and Pooe (2013) disclosed the influence of product quality on value as well as the effect of value on purchase intention in the context of electronic product business. All in all, it is identified that purchase intention has worked as a dependent variable as well as the consequence of value. Additionally, prior literature presents that value could become both the antecedents of purchase intention and the mediator.

Considering the review of literature, this study proposes the research hypothesis as follows:

- *H2: Value mediates the relationship between purchase intention and price which is moderated by framing.*

METHOD

Research model and data collection

Figure 1 exhibits the research model. The independent variable of this research is the price of airline tickets ($ 75 vs. $150), and the moderator is framing (dollar vs. percent). The mediator is value, while the dependent variable is purchase intention. This study proposes moderated mediation model.

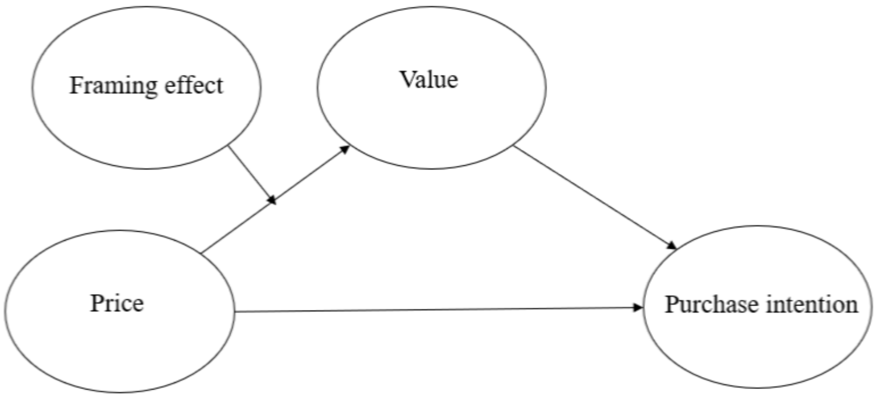

Figure 1. Conceptual model

This study recruited survey participants using Amazon Mechanical Turk. Fertile prior studies used Amazon Mechanical Turk to collect the data and presented sound data quality for statistical inferences (Macdonald & Wester, 2020; Mirehie & Gibson, 2020; Zhang, Hou, & Li, 2020). We carried out the data collection between December 22th in 2020 and January 6th in 2021. Initially, we collected approximately 160 observations and eliminated 23 observations due to their poor response quality. In consequence, we used 136 observations for data analysis. To test the research hypotheses, this study executed an experimental design, which is 2×2 (high price with dollar framing, low price with dollar price framing, low price with percent price framing, high price with dollar price framing, and high price with percent price framing). The stimuli are illustrated in Figure 2. Extant literature addressed that the adequate number of observations for each cell in experimental design is 30 (Hair, Anderson, Babin, & Black, 2010). Regarding it, this study meets the criteria because each cell has more than 30 observations.

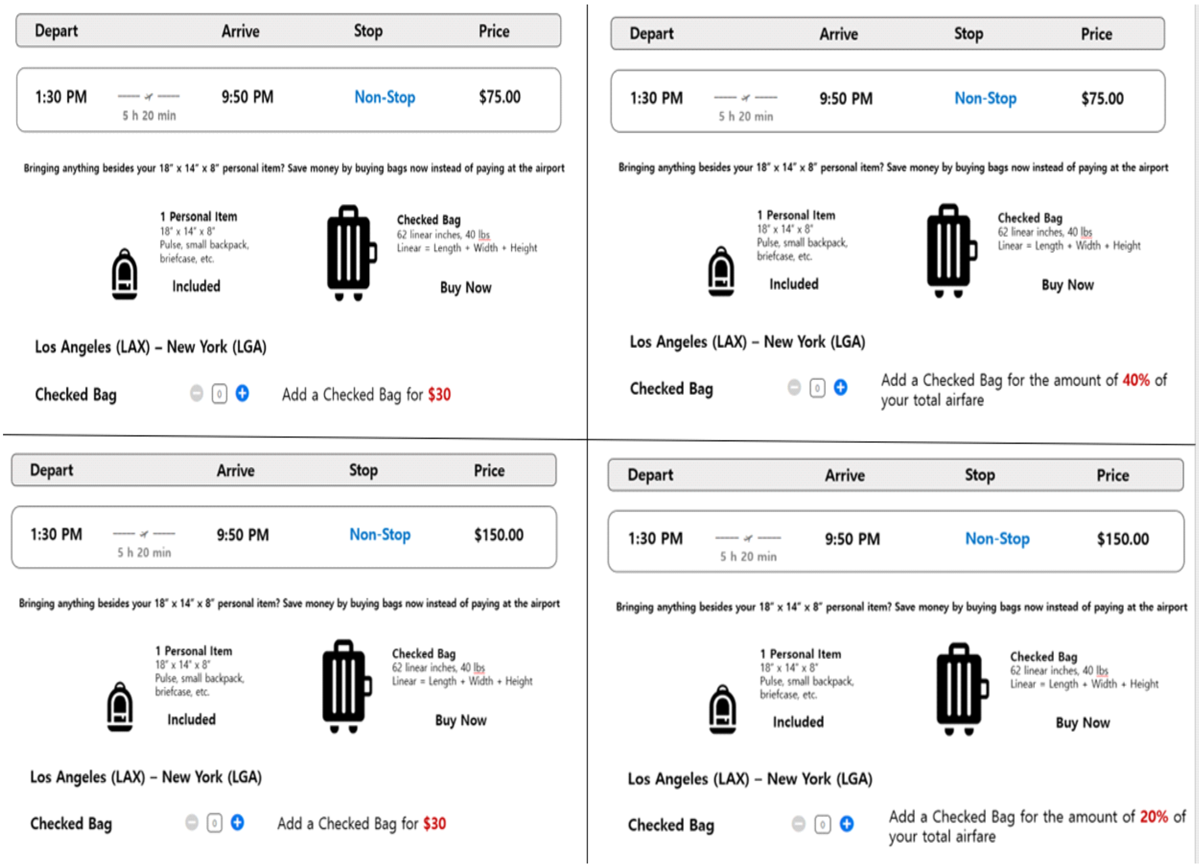

Figure 2. Stimuli illustration 2×2

Measurements and data analysis

The measures of this research are derived from the extant literature. The items for measurements are depicted in Table 1. We measure purchase intention and value using three items respectively seven-point scale was used to measure the main attributes. The survey questions also include demographic information (e.g., age, gender, education, and annual household income). This study implemented confirmatory factor analysis to check the validity of measurements and the threshold of factor loading is 0.6 (Hair et al., 2010). The results exhibit that all the values of factor loadings are greater than 0.6, indicating the validity of measurements. Moreover, a reliability test was executed to examine the reliability using Cronbach's α 0.7 as cut-off value (Hair et al., 2010). The values (Value = 0.901, Purchase intention = 0.914) of Cronbach's α are greater than 0.7, and it implies the construct reliability is fine for the measurements. The goodness of fit of confirmatory factor analysis is assessed by several indices (e.g., Q($\chi 2$/df) < 3, RMR (Root-mean-square residual) < .05, GFI (Goodness of fit index) > .9, NFI (Normed fit index)> 0.9, RFI (Relative fit index)> 0.9, IFI (Incremental fit index)>.9, TLI (Tucker-Lewis Index)> 0.9, and CFI (Comparative fit index)> 0.9 (Hoyle, 1995; Hair et al., 2010). Regarding goodness of fit, the most index values suggest the statistical significance of confirmatory factor analysis results. For more data analysis, this study performs frequency analysis to analyze the demographic information. Then, this study performed the analysis of variance (ANOVA) to identify the framing effect on purchase intention, and it is tested at 95 percent of the significance level. To test the moderated mediation Hayes process model 7 using 5,000 bootstrap samples. Hayes process model 7 refers to the model to test the moderated mediation with bootstrapping, and it is based on ordinary least square path analysis (Hayes, 2017). In the Hayes process model, the significance of the coefficient is assessed by confidence interval whether the value contains zero (non-significance) or not (significance) (Hayes, 2017). This study assessed the significance level at 95 percent.

Table 1. Description of measurements

Construct	Item	Scale	Loading	t-value
Value (α = .889)	-Overall, the value of a checked baggage service is	Very bad=1, Very good=7	.846	11.386*
	-Comparing what I pay for this checked baggage service, what I received is		.908	12.342*
	-This checked baggage service satisfies my needs and wants.	Strongly disagree=1, Strongly agree=7	.846	
Purchase intention (α = .914)	-The likelihood of me buying this checked baggage service is	1=Very low, 7=Very high	.877	13,811*
	-My willingness to buy this checked baggage service is		.891	14.180*
	-The probability that I would consider buying this checked baggage service is		.880	

Note: * $p<.05$, Goodness of fit index: $\chi 2$ = 27.292, df=8 Q = 3.412, RMR = .101, GFI = .935, NFI = .958, RFI = .920, IFI = .970, TLI = .942, CFI = .969

FINDINGS

Demographic information and results of analysis of variance

For gender, the number of male participants is 72, and the number of female participants is 64. Regarding age, 45 participants are 20-29 years old, 46 participants are 30-39 years old, 26 participants are 40-49 years old, and 19 participants are older than 50 years old. Education information also illustrates that high school graduate is 8.1 percent, college graduate is 64.7 percent, and more than graduate school is 27.2 percent. Moreover, Table 2 exhibits the information of annual household income (Under $25,000:15, $25,000-49,999:44, $50,000-74,999:33, $75,000-99,999:24, $100,000-124,999:12, $125,000-149,999:3, and More than $150,000:5). Employed participants are 127, while unemployed participants are 9 (see Table 2).

Table 2. Demographic information

Item	Frequency	Percentage
Gender		
Male	72	52.9
Female	64	47.1
Age		
20-29 years old	45	33.1
30-39 years old	46	33.8
40-49 years old	26	19.1
Older than 50 years old	19	14.0
Education		
High school graduate	11	
College graduate	88	8.1
More than graduate school	37	64.7
		27.2
Annual household income		
Under $25,000	15	11.0
$25,000-49,999	44	32.4
$50,000-74,999	33	24.3
$75,000-99,999	24	17.6
$100,000-124,999	12	8.8
$125,000-149,999	3	2.2
More than $150,000	5	3.7
Employment		
Employed	127	93.4
Unemployed	9	6.6
Total	136	100.0

Hypotheses testing

Table 3 is the results of cell means for purchase intention. In dollar framing for optional product, the mean values are not significantly different considering the significance of ANOVA results (Mean Low price = 4.75, Mean High price = 4.68, $p>.05$). In contrast, the mean value differences appeared in case of percent framing given the significance of ANOVA results (Mean Low price = 4.00, Mean High price = 5.33, $p<.05$). It indicates that the percent framing is more appealing to consumer when the price level of airline ticket is high. Figure 3 depicts the information of analysis of variance.

Table 3. Means and standard deviation for value and purchase intention by experimental conditions

Price	Framing	Means(SD)	
		Value	Purchase intention
Low ($75)	Dollar ($30)	4.88(1.22)	4.75(1.41)
Low ($75)	Percent (40%)	4.39(1.34)	4.00(1.62)
High ($150)	Dollar ($30)	4.72(1.23)	4.68(1.33)
High ($150)	Percent (20%)	5.30(1.14)	5.33(1.12)

Note: SD stands for standard deviation

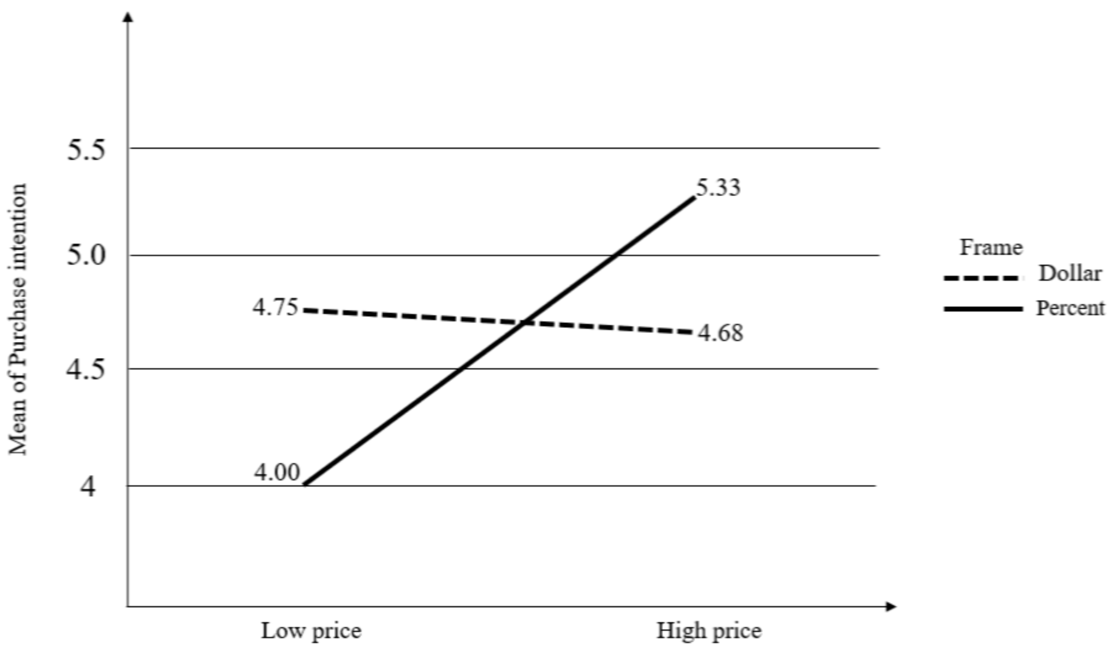

Figure 3. Interaction effect of framing message

Table 4 is the results of Hayes process model. The coefficient of Price×Framing is significant to account for value (β = 1.07, $p<.05$). The coefficient of value toward purchase intention is significant (β = 0.80, $p<.05$). The moderating effect of percent is also significant (β = 0.73, CI: 0.24 to 1.26). The index (0.85) of moderated mediation is also significant considering confidence interval (CI: 0.18, 1.62). Considering the results of the analysis, hypothesis 1 and hypothesis 2 are supported.

Table 4. Result of moderated-mediation analysis

		Value		Purchase intention
		β(t-value)		β(t-value)
Constant		4.88(23.31)*		0.65(1.91)
Price		-0.16(-0.53)		0.32(1.88)
Framing		-0.49(-1.65)		
Price× Framing		1.07(2.51)*		
Value				0.80(11.66) *
R		0.2572		0.7270
R2		0.0662		0.5286
F		3.116*		74.556*
Conditional indirect effects:				
Mediator	*Moderator*		Effect	95% CI
Value	Dollar		-0.12	-0.60, 0.33
	Percent		0.73	0.24, 1.26
Index of moderated mediation			Index	95% CI
Value			0.85	0.18, 1.62

Note: *p<.05

IMPLICATIONS AND CONCLUSIONS

This paper investigates the framing effect on purchasing intention for an optional product in the domain of low-cost carrier optional product-market domain. This study carried out experimental design research. The finding indicates that in the low dollar ($ 75) product case, dollar pricing presentation is more appealing. However, in the high dollar ($ 150) product case, percentage pricing presentation brings about a higher level of purchase intention. Moreover, this study tested the moderated-mediation model using purchase intention as the dependent variable. And, framing effect was the moderator, while value was the mediator. The results imply that the moderated-mediation effect on purchase intention appeared in case of low-cost carrier optional pricing.

This study has some theoretical contributions. First, consumer behavior considering surcharge toward an optional product is scantly examined by scholars, although surcharge is a very popular business strategy in the low-cost carrier business domain. For the affiliation of such a research gap, this study executed experimental research and disclosed the consumer characteristics in the airline business more. Despite the framing effect has been widely examined in prior studies, it is sparsely inspected in the context of airline pricing area (Chen et al., 1998; Choi & Mattila, 2014). This study thus employed framing effect as the moderator and revealed significant accountability for value and purchase intention. Such an achievement might be able to expand the area of framing effect research into the low-cost carrier customer area. In addition, this study confirmed the significant association between value and purchase intention in the domain of low-cost carrier business, which is the external validity of current work (Kwon et al., 2007; Chinomona et al., 2013).

This study has also several practical implications. Above all, the results of this research might provide low-cost carrier managers to build a pricing strategy that might achieve sale growth in the optional product. In detail, in peak season where there is a high level of consumer demand and high airline ticket price, low-cost carrier business managers might offer the percentage pricing information for their optional product. It is because the magnitude of the number itself in percentage pricing becomes lower in high airline ticket price level as compared to the dollar pricing strategy. In contrast, low-cost carrier managers might regard the dollar amount pricing in low season where there are low-level demand and low airline ticket price. This finding is consistent with the previous researches that consumers use less cognitive effort and heuristic information processing when they see relatively small numbers with the price (Morwitz et. al., 1998; Xia and Monroe, 2004;

Choi and Matilla, 2014). Moreover, the findings of this work suggest that value is critical for purchase intention. Considering such a piece of information, airline managers might contemplate how they can enhance their product value. Therefore, low-cost carrier managers might need to observe their competitors' product and analyze the product attentively. By doing so, they can develop a new product which is better than their competitors. Then, this could lead their customers to perceive more value, which in turn results in sales growth of low-cost carriers by stimulating purchase intention.

This study has limitations. This study considered value as the mediator. Prior studies also suggested more various attributes as mediators (e.g., trust and emotion) (Holbrook & Batra, 1987; Hong & Cha, 2013). If future research considers more diverse mediators, it could be valuable to provide more fertile information for airline customers. In addition, the scope of this research is limited to the airline business. If future research regards another domain which is related to surcharge pricing strategy, it could become the avenue to make the area of pricing research more fruitful.

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RESIDENTS' PARTICIPATION IN TOURISM PLANNING: ANALYSIS OF COSTS AND BENEFITS

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INTRODUCTION

Community's participation in the tourism planning process plays an important role in fostering residents' positive attitudes about tourism (e.g., Jamal & Getz, 1995; Lepp, 2007; Scheyvens, 1999). Such participation is expected to potentially adjust tourism projects in line with local eco- and cultural systems, which ultimately will lead to a fair distribution of benefits among locals. At the same time, problems and challenges of community participation have been identified (Blackstock, 2005; Stone & Stone, 2011). Community participation requires human resources, information, and knowledge, and not all members of a community have the equal access to these resources. This might be particularly true in developing countries (Tosun, 2000). On the other hand, in developed countries, the constraints to participation may be related to psychological variables (Wandersman et al, 1987).

According to Wandersman et al. (1987), individuals decide to participate in a voluntary association (i.e., neighborhood activities) when they expect to gain some benefits, while they decide not to participate when they perceive the costs exceeding the benefits. In other words, the individuals make a rational choice to participate or not to participate by comparing the costs and benefits of participation. This can be explained by the Social Exchange Theory (SET) (Blau, 1964). Wandersman et al. (1987) further argues that benefits of participation include both personal incentives, such as monetary rewards and social interactions, and purposive incentives, such as improving the community (both from a developmental perspective as well as from a social cohesion perspective) and fulfilling a sense of responsibility. The costs of participation, on the other hand, include time, money, and effort that might be consumed by participating in such activities. While SET has been one of the most used theories in tourism research (e.g. Choi & Murray, 2010; Perdue et al., 1990; Waitt, 2003), few studies applied SET to examine residents' decisions to participate in the planning process. Therefore, the goal of this study is to examine the influence of a cost-benefit evaluation of participating in tourism planning on residents' actual participating behavior in two cities in Japan, namely Tomioka city and Nikko city.

Tomioka city is located in the southwest part of Gunma prefecture, Japan. The city is known as the site of Tomioka Silk Mill, the first Japanese modern silk reeling factory, and currently a UNESCO World Heritage Site. In 2018, 519,070 people visited the site. Tomioka city also has several other tourism attractions, including Gunma Safari park, Gunma Museum of Natural History, and Mt. Myogi. Nikko is located in the north area of Tochigi prefecture. The city is an entrance for several well-known tourism attractions, including Nikko National Park, Nikko Toshogu shrine (WHS), Futarasan and Shrine Rinnō-ji. Approximately 12,310,000 visitors visited Nikko in 2018 (Asahi Shinbun, April 11, 2019).

RESEARCH METHODS

This study employed three scales for data collection purposes. Ten items for costs were chosen from Wonderman et al. (1987) and some related materials. The original scale presented two factors. The first factor, "opportunity costs," indicates what people may need to sacrifice to participate (i.e., personal time or time with family). The second factor, “participation costs,” includes interpersonal conflicts and a lack of progress. Similarly, 10 items for benefits were chosen mainly from Wonderman et al. (1987). This scale also presented two factors (“personal gain” and “helping others”). Finally, to examine residents’ participation in the tourism planning, six items were used from Hung et al. (2010).

Heads of households or their spouses in both cities were sampled on weekends from November, 2016, to July, 2018, by utilizing a multi-stage cluster sampling scheme (Babbie 2011), and in total, 608 surveys were collected in Tomioka and 660 surveys were collected in Nikko.

FINDINGS

To examine the factor structure of the costs, benefits, and participation scales, an exploratory factor analysis with a promax rotation was undertaken. For the costs scale, all items were retained, and procedure yielded a two-factor solution for both samples, accounting 62.9% (Tomioka) and 59.9% (Nikko) of the variance in the scale and yielding Cronbach’s alphas 0.85 to 0.88. Two factors were named “opportunity costs” and “organizational costs” (Wonderman et al., 1987). Similarly, for the benefits scale, all items were retained, and the procedure yielded a two-factor solution for both samples, accounting for 70.49% (Tomioka) and 68.40% (Nikko) of the variance in the scale and yielding Cronbach’s alphas ranging from 0.90 to 0.92. Two factors were named “helping others” and “personal gain” (Wonderman et al., 1987). Finally, for the participation scale, all items are retained, and the procedure yielded a one-factor solution for both samples, accounting for 76.07% (Tomioka) and 68.70% (Nikko) of the variance in the construct. This factor was named “participation.”

Based on the results of the factor analysis, composite factor means were calculated within each sample, and used within a series of multiple linear regression analyses (Table 1) to determine if the factors of costs and benefits had impacts on the residents’ participation in the tourism planning. Overall, both costs and benefits were significant predictors of residents’ participation and non-participation with seven out of eight models yielding significant findings (p < 0.00~0.05). Only one non-significant relationship was found in the models pertaining to the second factor of the costs (i.e., “organizational costs”) and participation in the Tomioka sample.

DISCUSSION

The analysis indicated that in the both destinations, perceived benefits strongly increased residents’ participation in the tourism planning, indicating the utility of SET to analyze individuals’ participation in tourism planning within their neighborhood (Cornwall, 2008; Fowler, 2007; Klandermans, 2004). In terms of the costs, in Nikko, both factors strongly and negatively influenced the residents’ participation in the planning process. This may indicate that both opportunity and organizational costs are considered as constraints of participation among residents of Nikko. In Tomioka, on the contrary, the first factor (i.e., organizational costs) was significant but weak, and the second factor (i.e., participation costs) did not present a significant influence on the participation. At the same time, the data indicated that the participation rate was rather low in Tomioka. Arguably, residents in Tomioka may feel some other costs than these two factors, and those costs draw them back from participating in the tourism planning.

The results of this suggest that to increase residents’ participation, tourism practitioners need to facilitate meetings in ways to fulfill the needs of residents to help others and improve the community. At the same time, reducing the burden would help increase residents’ participation in the tourism planning.

Table1. Relationships between Costs, Benefits, and Participation

Participation with Costs and Benefits Factors[a]	Tomioka					Nikko				
	F	*R²*	*Beta*	*t*	*Sig.*	*F*	*R²*	*Beta*	*t*	*Sig.*
Participation	9.945	.071				27.446	.168			
Participation Costs			-.106	-2.033	.043			-.196	-4.379	.000
Organizatio-nal Costs			-.083	-1.623	.105			-.115	-2.702	.007
Helping Others			.132	2.416	.016			.285	6.316	.000
Personal Gain			.156	2.806	.005			.122	2.593	.010

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THE GLASS CEILING PHENOMENON IN THE DELUXE HOTELS IN METRO MANILA

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INTRODUCTION

Women all over the world have experienced challenges when aiming for leadership positions. Despite the continued participation of women in the workforce, the International Labor Organization reported a small increase in women taking senior leadership positions (Wirth, 2001). The ratio of women is still disproportionate to their male counterparts. Women are marginalized to power and leadership worldwide, and the higher the organizational echelon the more glaring is the gender gap (Schein, 2007). In the United States, predictions have been made that it will take 73 years for women to reach full equality in the boardrooms, while in the United Kingdom, it will take 65 years (Smith, Caputi & Crittenden, 2012a). Grant Thornton International Business Report (2017) revealed that, globally, the percentage of women in senior management teams has risen just one percent from 24% in 2016 to 25% in 2017. The number of organizations with no female participation at a senior level has risen from 33% in 2016 to 34% in 2017.

In the Philippines, women have always enjoyed greater equality in society than in other parts of Southeast Asia (US Library of Congress, 1993). Commonly, women hold important positions. Filipinas have been senators, cabinet officers, administrators, and heads of major business enterprises (Anonuevo, 2000). The current gender situation of women in the Philippines proves the gender equality of women in politics, legislation, academic, and business. Filipino women were able to assume senior leadership positions. Moreover, it is only in the annals of the country whereby two women became presidents and vice presidents, former presidents Corazon C. Aquino and Gloria Macapagal-Arroyo, and vice presidents Gloria Macapagal-Arroyo and Leni Robredo. This only proves that Filipino woman's contributions both in the public and private domains have already been recognized as early as the women's movement in the west. Moreover, the Philippines ranked second in the list of countries with the greatest number of women in senior leadership roles (Grant Thornton IBR, 2016).

However, despite the current position of women in the Philippines, the underrepresentation continues to perpetuate in the highest echelon of leadership particularly in the hotel industry. In fact, the number of women leaders is still considered as a minority despite their 53.71% share of employment in the Philippine hotel sector (Asian Development Bank, 2015). The lack of opportunity to assume higher positions deprive women from reaching their potentials to become leaders but also from earning a salary proportionate to their position. Depriving women to earn a salary equal to her position is by and large a form of inequality.

The reason of the under-representation of women is a phenomenon popularly termed as the "glass ceiling." It is the unseen yet unbreakable barrier that keeps women from rising to the top corporate ladder (Cotter, Hermsen, Ovadia, & Vanneman, 2001). Women's advancement into positions of power and influence in organizations is essential if women are to achieve equality of opportunity globally (Schein, 2007). Moreover, marginalizing women from senior leadership positions is restricting organizations to attract and retain more potential human capital, thus limiting the effectiveness of the organization (Burke & Collins, 2001). Moreover, the economic contribution of women is necessary to build a stronger society in line with the targets of

Sustainable Development Goals (SDG) 2030 that promotes the effective participation and equal opportunities for leadership of women. Therefore, it is important to situate the position of women in the Philippines to provide a window into the present stature of women in the country particularly in the context of the hotel sector, not only to prove whether this glass ceiling exists but also to examine how far and wide its extent.

LITERATURE REVIEW

The Glass Ceiling

According to Lockwood (2004), "glass ceiling" is a term coined by Hymnowitz and Schellhardt in a 1986 Wall Street Journal report on women working in an organization. It is a phenomenon that impedes the upward mobility of women to senior managerial positions in corporations, government, education, and even non-profit organizations. (Cotter, Hermsen, Ovadia, & Vanneman, 2001). The term glass ceiling is also used to refer to the artificial barriers that keep minorities from rising to the upper echelon of an organization. Women, in this case, are considered as minorities in top leadership positions both in politics and private enterprise because they are underrepresented (Boone, Houran, & Veller, 2013). The image of a ceiling suggests that women face challenges before reaching that "*penultimate level*" and that the path to further advancement is blocked for all women (Carli & Eagly, 2016, p. 516). Women's upward mobility in upper leadership is hindered not because they lack qualifications but because they are women (Brown, 2010). Evidence that the glass ceiling exists in a workplace include discrepancies in salary, lack of networking and mentoring, and challenges in the work-life balance (Lockwood, 2004).

Gender stereotype is one major reason for the glass ceiling phenomenon. Since the majority of leadership positions are often held by men, it is typically associated with a masculine position (van Vianen & Fischer, 2002 as cited by Brown, 2010; Weyer, 2007). Another reason for the glass ceiling is traditional social roles (Brown, 2010). Men are ascribed to be the breadwinners and women as homemakers (Underdahl & Woehr, 2014; Sahoo & Lenka, 2016; Ansari, 2016). Brown (2010) reasoned that even though women are working, they are still expected to be responsible for household duties twice as men. These household duties pose a challenge to the professional responsibility of women, a syndrome known as a *double burden*. Women who are confronted by double burden find it difficult to balance between work and household responsibilities (Ho, 2013). Moreover, this double burden syndrome can cause physical and mental exhaustion to women, thus preventing them from reaching their full potential for contributing to the development of the family, hence of society (Eviota, 1994).

Women Leadership, Socialization and Culture

According to Chandler (2011), men and women have distinctive leadership styles; men are transactional and women are transformational. Men are oriented to be more impersonal, driven, decisive, and competitive and goal-oriented and more confident in making decisions (Chandler, 2011; Patel & Buiting, 2013) while women lead by inspiring, motivating, and using a democratic and participative style (Pounder, 2002; Powell, 2012; Underdahl & Woehr, 2014). Women have more advantage in leadership as they adopt a more collaborative and empowering style, unlike men who are more aggressive, controlling, and competitive (Underdahl & Woehr, 2014). In a research study by Burke and Collins (2001), they concluded that gender differences were found in the management skills between men and women. Women were perceived to be effective in communication skills, coaching, and time management (Burke & Collins, 2001). Women's leadership style employs the sharing of power and information and is built on a relationship (Weyer, 2007).

Women have developed leadership characteristics that are different from the traditional, competitive, and controlling leadership behaviors of men through socialization (Pounder & Coleman, 2002). The "socialization patterns develop different qualities in women and men that have resulted in variations in leadership styles" (Powell, 1993 as cited by Burke & Collins, 2001 p. 246). Men and women behave according to societal expectations about their gender roles; women being involved in managing the households and taking care of the children are expected to be a more caring and relationship-oriented type of leader (Pounder & Coleman, 2002). Social institutions such as family, religion, community, and education play an important part in shaping the behavior of women in the country. Hence, the behavior of women in the country is influenced by the dynamics in her environment.

Women are seen as lacking the agentic qualities needed to be good leaders, but are also expected to be highly communal and exhibit qualities such as kindness, warmth, and helpfulness (Eagly and Karau, 2002 as cited by Carli & Eagly, 2016 p.520).

Women in the Hotel Industry

Majority of the workforce in the hotel sector is female-dominated hence work is ascribed to be women's work. However, only a few women are found in higher managerial positions (Baum, 2013 as cited by Marinakou, 2014). In the hospitality and tourism industry, Baum and Chung (2015) claimed that women are underrepresented in top-level management positions. Women made up nearly 70% of the workforce in the hospitality and tourism sectors but only 40% hold management positions and less than 20% of general management roles. Women are not promoted to senior management positions at the same rate as men (Clevenger & Singh, 2013). Also, Kattara (2005) study suggested that women are not in the situations that would lead them to the positions of general manager as a matter-of-fact women manager hold positions as executive housekeeper, director of public relations, training manager, sales director, and human resource director (Kattara, 2005).

Ho (2013) explained that women even when given equal opportunities to advance in their careers still have chosen not to advance to maintain a balance between life and work, resulting in a smaller number of women which in turn results in fewer women in senior management. Success in the hospitality industry usually involves long hours and frequent geographical moves, and it is difficult to meet these needs and still satisfy family needs (Mann & Seacord, 2003 cited by Clevenger & Singh, 2013). Most of those who get to the top are either single (no family) or divorced, and some women in the industry see this lifestyle decision as a necessary evil (Maxwell, 1997 cited by Clevenger & Singh, 2013). Moreover, deluxe hotels have "more food and beverage events and more VIP issues to deal with and therefore, top leadership positions specifically general managers have much longer work hours" (Clausing, 2018).

Women in the Philippines

The Philippines is one of the leading countries in the world to promote gender equality. Filipino women were given rights to education, politics, business, and religion equal to men (Anonuevo 2000). Historically, Filipino women were portrayed as enjoying enormous rights and privileges equal to men as they became barangay rulers, priestesses, and even military leaders. Eviota (1994) contended that European missionaries and soldiers were surprised to observe the degree of status and freedom enjoyed by Filipino women. It was also during this period that even though women were tasked to manage the household, their contribution in economic activities and agriculture was also given importance, while men do their fair share of household work (Eviota, 1994). Men did housework when women were occupied with planting and childcare (Alcantara, 1994). Moreover, Filipino women can enter into contracts, even without the permission of her husband. Women can retain her maiden name and decide when to have babies even without having to get married (Aleta, Silva, &Eleazar, 1979). Filipino women's prominent position was highlighted with the birth of their children as it was the mother who decides to give names to their offspring before the introduction of Catholic surnames (Alcantara, 1994). Women can also be granted divorce when necessary and can succeed their husbands and fathers in the leadership of the tribe (Aleta, Silva &Eleazar, 1979; Santiago, 2007). However, tradition has dictated predominant roles for men and women. In a Filipino home, the role of men is mainly economic, while women are the housekeepers. Even if she is a working mother, she is expected to fulfill her domestic obligations (Aleta, Silva & Eleazar, 1979). Women remained to be "conservative and consider marriage and children as the most important role in their life" (Mahel, 1988 p. 23). Filipino women find pride in their work.Even though "men and women maintained an egalitarian manner in the household; men are still the symbol of authority in the family"

(Mendez & Jocano, 1974 as cited by Aleta, Silva &Eleazar, 1979, p. 89). However, on some occasions where the woman is the main source of income, she has more authority in the family (Aleta, Silva, & Eleazar, 1979). For majority of women in the Philippines, their activities related to their family lives as well as their domestic roles are most often considered as the advantage of a woman (Aleta, Silva & Eleazar, 1979).

Over the years, the equal position of men and women remain unchanged. The support of the government in women's equality was strengthened through the 1987 Constitution, under Article 2, Section 14, which states that, "the State recognizes the role of women in nation-building and shall ensure the fundamental equality before the law of men and women." Besides, the government has also affirmed the feminization of work through Article 13, Section 14 which stated that, "the state shall protect working women by providing safe and healthful working conditions taking into account their maternal functions, and such facilities and opportunities that will enhance their welfare and enable them to realize their full potential in the service of the nation." This may be the reason why the Philippines is second in the list of countries with the greatest number of women in senior leadership roles.

Table 1. Senior roles held by women by country (top ten)

Rank	Country	Percentage
1	Russia	45
2	**Philippines**	**39**
3	Lithuania	39
4	Estonia	37
5	Thailand	37
6	Indonesia	36
7	Latvia	35
8	Poland	34
9	China	30
10	Italy	29

Source: Grant Thornton IBR 2016

Zapata (2016) concluded that, "women rule in the Philippines and the Philippines rules when it comes to women empowerment." This statement might prove that gender equality is no longer an issue.

However, women are still underrepresented in the top-level positions particularly in the deluxe hotels with 5-star ratings in Metro Manila. Even if the hotel industry is a female dominated landscape in terms of its population, ironically, women are having a hard time breaking the glass ceiling to reach the apex of the organizational hierarchy. The interplay of household chores, workplace challenges, and society's expectations are the domains where barriers are experienced that prevent women from assuming leadership roles at the workplace.

Though majority of the reviewed articles deal with the historical contributions, status and situation of women in the Philippines in general, little or no research was done to study Filipino women in the hotel industry on a micro scale which this paper tries to address.

METHOD

A mixed-method approach specifically Explanatory Sequential Design was used in this study to examine the position of women in the deluxe hotel with 5-star rating. The study involved a two-phase project using the self-administered survey, structured interview, and key- informant interview approach of gathering data. The first phase was the collection of quantitative data from all 23 deluxe hotels with 5-star ratings in Metro Manila using a self-administered survey questionnaire by the main respondents. In the second phase, the researchers collected qualitative data through face-to-face interviews with the respondents and with the key informants using a structured questionnaire. To triangulate the result, the quantitative data obtained through the survey were substantiated by the qualitative data which were obtained through interviews.

All statistical analyses for the quantitative data were done using SPSS ver. 20. Data were presented as frequencies and percentages for categorical variables and normally distributed values were expressed as mean ± SD. In the gender analysis, to test the difference of scores between males and females, the researchers used a t-test for independent samples and normally distributed data. Mann-Whitney U test was also used in comparing independent samples. A binomial test was used to compare the observed frequencies of two categories in a dichotomous variable, in this case comparing the proportion of sex.

As for the analysis of Qualitative data, thematic analysis was used to identify patterns or themes within the interview data that were transcribed ad verbatim. The themes or patterns were used to give meanings to the issues on the promotion of women in the hotel industry.

FINDINGS

The researchers aimed to resolve the hypothesized underrepresentation of women in the highest echelon of the hotel industry in Metro Manila using a triadic framework namely: Marxist-feminism, Hofstede's Cultural Dimensions Theory, and Socialization theory.

The current status of women in the hotel industry in metro manila

Although the ratio of women is disproportionate to their male counterparts in the mid-level, women managers in Metro Manila particularly in the deluxe hotels were able to position themselves in the highest echelon compared to their men counterparts as there are no Filipino (male) managers holding the position of a General Manager—the highest position in a hotel property. Moreover, it has been reported that "Filipino women got only 76% of what men earned and were likely to work in small firms, informal sectors, and lower-paid occupations" (World Bank, 2015 as cited by Asuncion, 2018 p. 222). In this study, however, female respondents were reported to earn above 100,000 pesos (31.57% of women respondents) more than what male respondents are earning. About 37.50 of male respondents earn less than 50,000 pesos. This is contrary to what women in other countries have experienced where they receive lower pay compared with men. This is an indication that the gender pay gap between male and female managers in the deluxe hotels with a 5-star rating in Metro Manila has somewhat narrowed. Additionally, women managers have a longer length of service in their current position than their men counterparts. When it comes to their positions, female managers average 5.1 years of service, while male managers only average roughly 4.4 years of service. This means that male managers advance in their careers earlier than their female counterparts (Altman, Simpson, Baruch, & Burke, 2005) perhaps because, at this stage of their life, women need to prioritize their families and children first. But it comes to their tenure in the hotel industry, male respondents tend to have a longer length of service with an average of 7.8 years at the current hotel they work for, and an average of 14.9 years in the hotel industry as a whole. Female respondents have a shorter tenure as they only averaged 6.6 years of service in the hotel they currently work at, and an average of 10.39 years of service in the hospitality industry. This goes to show that women are likely to gain advancement by moving outside their organization unlike men who have a higher chance of promotion by remaining within their existing organization (Altman et. al, 2005). This can be attributed to the tendency of women to change careers as a result of conflict between family and work which Van Vianen and Fischer (2002) reported as more evident in women employees than male employees Most Filipino women value their family over their careers (Mahel, 1988). They find fulfillment in taking care of their families because they feel that they work primarily for their families and should not be alienated from their household work (Alcantara, 1994). These family-oriented values of Filipino women give them a sense of dignity and responsibility (Alcantara, 1994). This decision, however, hinders the career growth of women employees. Family life presents a more complicated life as cited by Maxwell (1997, as cited by Clevenger & Singh, 2013) since for one to get to the top of the leadership hierarchy, one must be either single or divorced. When it comes to formal education, both men and women are 100%, college graduates. This growth in the education of women can be noted to lower the gender pay gap between women and men managers as education is one of the key drivers to the issue of the gender pay gap. (World Economic Forum, 2016).

Work in the hotel industry requires extended hours, a rotational shift schedule, and work even during weekends and holidays. Although employees are entitled to sick leave and vacation leave, the granting of such requests is subject to the approval of their immediate supervisors. In cases when the hotel is expecting a high number of guests' arrivals, filing a vacation leave and even sick leave is nearly impossible. This situation is challenging for hotel employees. Most especially for women as they are still expected to fulfill their household responsibilities. Taking care of the children, keeping the house clean, grocery shopping, cooking and laundry are some of the household obligations of women employees even though they are working professionally. This double burden syndrome poses a challenge and so women chose not to advance on their careers even when given equal opportunity to maintain a balance between work and family (Ho, 2013; Cleavenger & Singh,2013). Table 2 below shows the work-life balance between male and female respondents in the deluxe hotels with 5-star ratings in Metro Manila

Table 2. Work-life Balance between Male and Female Managers

WORK-LIFE BALANCE		Mean	Std. Deviation	Quantitative Description	Sig.
My family supports me in overcoming my work problems	Male	4.25	0.707	Strongly Agree	0.501
	Female	3.84	1.214	Agree	
My family is usually proud of my work and my achievements.	Male	4.88	0.354	Strongly Agree	0.531
	Female	4.53	1.073	Strongly Agree	
My family members are cooperative concerning house duties.	Male	4.38	0.744	Strongly Agree	0.929
	Female	4.26	1.098	Strongly Agree	
I find it difficult to juggle between my work and my family.	Male	2.75	1.165	Neutral	0.825
	Female	2.68	1.003	Neutral	
I feel guilty for not spending enough time with my family.	Male	3.25	1.282	Neutral	0.487
	Female	3.58	1.121	Agree	
I have made many sacrifices (social and family life) in favor of my career advancements.	Male	3.38	0.916	Neutral	0.121
	Female	3.95	0.780	Agree	
My family responsibilities prevent me from responding to urgent work duties.	Male	2.50	1.069	Disagree	0.118
	Female	1.89	0.809	Disagree	
I have the support of my extended family (in-laws, parents, siblings, etc.) in providing childcare.	Male	3.50	0.926	Agree	1.000
	Female	3.37	1.499	Neutral	
Unlike my spouse/partner, I still need to do household chores when I get home from work.	Male	3.25	1.282	Neutral	0.080
	Female	2.32	1.057	Disagree	
My success at work is due to having a settled family.	Male	3.25	1.669	Neutral	0.242
	Female	4.05	1.129	Agree	
My family is my top priority more than my work.	Male	4.63	0.744	Strongly Agree	0.320
	Female	4.32	0.820	Strongly Agree	
The children suffer when a mother spends more time at work.	Male	3.38	0.916	Neutral	0.740
	Female	3.47	1.349	Agree	
The children suffer when a father spends more time at work.	Male	3.13	0.991	Neutral	0.699
	Female	3.26	1.147	Neutral	
An employee who devotes extra time to the job each week, beyond the normal working hours, is more committed, more career-oriented, and generally a better employee than those who do not.	Male	2.00	0.756	Disagree	0.778
	Female	2.16	0.958	Disagree	
More working hours are regarded as an indicator of employee commitment.	Male	1.75	0.707	Strongly disagree	0.139
	Female	2.37	1.012	Disagree	

While men and women have the assistance of their extended families, women feel that they are expected to return the favor by providing financial support to their extended families. In the Philippines, extended families compose of the grandparents, mother, father and their children, aunts, uncles and cousins (Jocano, 1999). In this family set-up, there is a mutual benefit as extended families or aging parents are responsible to do household responsibilities and normally look after the children while the parents are working and earning money (Jocano, 1999). This cultural norm of the extended family network obliges families of working parents to assist in child care while the parents are in the workforce (Jocano, 1999; Hofstede, 2011). Even though the grandparents lessen the household tasks and assist in providing childcare, women are still responsible for the overall welfare of the whole household including the responsibility of taking care for their aging parents.

Aside from support of extended families, the affordability of domestic helpers in the Philippines helps mothers and wives in fulfilling their domestic work. This happens most especially to those women who are in the middle- and upper-income classes, enabling them to participate in the workforce (Sayres, 2007). Contrary to the double burden syndrome experienced by other women of other nationality, whereby women are confronted by the difficulty to balance between work and household duties (Ho, 2013), Filipino female managers (mean = 2.32) disagree that they still need to do household chores when they get home from work. In this case, working women usually delegate their household responsibilities to house helpers enabling them to focus on their careers. This is also made possible by the fact that the wages of house helpers are lower in the Philippines than in other countries. Hence, female respondents (mean=1.89) perceived that family responsibilities did not prevent them from responding to their work duties even though it is urgent.

Furthermore, female managers agree (mean = 3.47) that children suffer when a mother spends more time at work. These sufferings include insufficient time, not having family holidays together, and parents being less able to participate in other school activities that sometimes result in behavior problems. Long hours and night shifts are typical in the hotel work setting and these can impair the relationship between parents and children (Heinrich, 2014). In the context of Filipino families, the fathers are expected to provide for the needs of the family thus staying for longer hours at work is normal. Mother should be spending more time at home to take care of the family (Aleta, Silva, & Eleazar, 1979). This case is not the tradition for the family of interview respondent MM_1 as she spends more time at work due to her position in the hotel. She has switched roles with her spouse who stays at home to look after their children and assumes the role of being the househusband. MM_1stated:

> "so actually, in our relationship, he's doing my job as a mother and I am the father in terms of the father figure bringing home the money and all that so that is our arrangement"

On the one hand, it is perceived that one reason for the impediment of women's progression to leadership is that women cannot stay longer at work because they need to attend to their families, unlike men who can extend beyond their work schedule (Vinnicombe, 2000). Thus, women are perceived to be lacking in commitment at work. In contrast, female respondents disagree (mean=2.05) that spending time after work can help one to be promoted while male respondents responded neutral (mean = 2.88) because both males and females disagree that working overtime is an indication of a more committed and a more career-oriented employee.

Working in the hospitality industry demands most of the employees' time to fully accomplish their work responsibilities. In the same way, the success in the hospitality industry involves long hours due to the personalized service, attention to details, functions and events and the need to exceed the expectations of the high-end clienteles (Clausing, 2018). In addition, the frequent geographical movement is inevitable due to the rotational assignments required for general managers to cross-train and to open a new hotel property in another place. This workplace culture in the hotel industry is perhaps not favorable to women because it is challenging to meet the demands of work and still fulfill household obligations. In a Filipino family, it is not typical for mothers to stay longer at work as their priority is the welfare of their family. This notion is confirmed by KII respondent TM_1:

> "They cannot be like transferring every 2 years and bring their husband and children with them because the husband also has to earn a living, and if he cannot be moving from one place to another with her, then what will happen to their marriage?"

The above statement was supported by the study of Kiaye and Singh (2013) that 40% of married women are not willing to relocate when their jobs require transferring them to another location even if it is for promotion due to household responsibilities. The marital status of women becomes a hindrance to the career progression of women as social and cultural expectations in terms of domestic responsibilities are deeply embedded (Asuncion, 2018). Therefore, the roles of motherhood and being a wife create self-imposed barriers amongst women who aspire to move up the organizational ladder. Most women who get to the top are either single (no family) or divorced, and some women perceived this lifestyle decision as a necessary evil (Maxwell, 1997 cited by Clevenger & Singh, 2013). In the case of the women in the deluxe hotels in Metro Manila, the situation is similar to respondents TM_1 − being a single woman and MM_1 - whose first marriage failed. However, this situation may be viewed undesirable as culturally, Filipinos respect the sanctity of marriage as dictated by most of the major religions in the Philippines. Hence, Filipino women managers will not opt for this situation because they prioritize and value their families. Furthermore, to a single woman with no child, being abroad for career development is beneficial as remarked by MM2:

> "I had an opportunity to be outside of the Philippines as a stand-in FO Manager for a few months. It allowed me to perform as a Senior Manager and I was promoted as a Club Manager when I came back to the Philippines.

In this regard, women who ascend to promotion are most likely to delay marriages and childbearing (Asuncion, 2018). This situation, however, is not desirable in the Filipino culture as Filipino women are expected to get married and to start having families early. The median age of women getting married is 26 years old (Philippine Statistics Authority, 2016) but MM2 was 38 years old during the time of the interview.

It is also believed that women, due to career breaks encountered during pregnancies and raising their families, miss their opportunity for training and the time needed for experience (Wirth,2001; Anderson, Vinnicombe & Singh, 2010; Kiaye & Singh, 2013). However, the survey of this study shows that female managers never felt that they missed career opportunities and training needed to progress in their positions due to career break during pregnancies (mean= 2.44). This is the result of the government policies such as the mandatory maternity leave (RA 11210) accorded to women. Women are not forced to leave or resign from their work after giving birth. More so, the implementation of Republic Act of 11210 provided an extended period of maternity leave for 105 days with an option to extend for an additional 30 days without pay and additional 15 days for solo mothers. This will give women more time to completely recover after giving birth. Hence, maternity leave has intensified the participation of women in the workforce (Asuncion, 2018). Another legislation that aided women is the Labor Code Article 137. It states that no employer can deny any woman employee the benefits or discharge her from work due to her pregnancy nor deny her from returning to her work for fear that she may be pregnant again. These policies and practices in the hotel help women to break the glass ceiling because it enables women managers to report back to work and retain the same position they had before maternity break.

Consequently, women who achieve senior leadership positions resemble men in their personality and behavior (Van Vianen & Fischer, 2002 as cited by Clevenger & Singh, 2013). MM_1 proved her determination to reach the top of the echelon even though she is a mother and a wife. MM_1 remarked:

> "In the beginning, it was very clear in my mind already, that one day I will be a General Manager. That's what I think, you know, if you ask me like, now with the new generation that's

something that's missing, they really don't have an end goal in mind and I guess you know if it's clear in the beginning then you just work on that and then you climb up the ladder."

The above statements of respondent MM_1 attest that as a woman, her personality is more oriented to being confident, competitive, and goal-oriented—qualities that resemble commonly to men managers (Chandler, 2011; Patel & Buiting, 2013). Also, the result of the respondent's (MM_1) test on leadership style proved that she is more of an authoritarian leader. This is congruent to the power distance and masculinity index stated in the Theory of Cultural Dimensions (Hofstede, 2011). The theory states that women in a high − power distance and masculine culture, like the Philippines, are more ambitious, confident, assertive, and decisive. These aforementioned traits were evident historically speaking as Filipino women have displayed these traits a long time ago. Compared to their other Asian counterparts, Filipino women were involved in politics, religion, and trade as far back as the pre-colonial period of our country.

Moreover, social institutions such as family, church, and school influence the behavior of an individual. Influential models such as parents provide examples of behavior to observe and imitate (Mcleod, 2016). The behavior of interview respondent MM_1 is a clear manifestation of the behavior she grew up with which she observed from her father. Thus, her work is influenced by the work ethics of her father as she claimed that:

"I've seen the professionalism from my father; you know like, similarly, we cannot be late in school because he was early at work. So, I got used to that until this time"

The above statement proves that the behavior of MM_1, is a social construct that was influenced by a strong institution in her family that continued to manifest at the workplace. Subsequently, when asked how she managed her work and family, the interview respondent MM_1 elucidated that:

"I guess you have to have a very good relationship with your husband to begin with; he has to be very supportive. What's different between me and my husband is that, as a couple, I made it very clear to my husband that I am first a career woman, second is I am a mother. So, he has made a lot of sacrifices for me."

The foregoing statement of MM_1 is not a conservative mindset and is contrary to the response of the survey respondents that being a wife and a mother is the most important role in their lives. This statement of MM_1 is strengthened by the comment of the female KII respondent, TM_1 that the role of the spouse is necessary for women to succeed. She said:

"If you are a woman it just means that your partner has to be the one to sacrifice to follow you. Because if you really wanted to, the opportunities are there but there are some women who cannot progress, given the opportunities because of family responsibilities."

The aforementioned situation of interview respondent MM_1 proved that the support of the husband is vital in the success of a woman as it reduces the work-family conflict (Nikina, Shelton & Leloarne, 2015). Also, "women when supported by their husbands are less likely to feel that their role in the family is threatened. Because women feel that they also have careers." (Nikina, Shelton & Leloarne, 2015 p. 4) Moreover, the males strongly disagree that it will cause problems if a woman earns more money than her husband (0.14). According to Alcantara (1994), the role of the modern Filipina women today is not only limited to do housework but also to provide financial support to the family by seeking employment in higher-earning occupations. In fact, in the household of MM_1, she is the one who earns the money. MM_1 stated that;

"so actually, in our relationship, he's doing my job as a mother and I am the father in terms of the father figure bringing home the money and all that. So that is our arrangement."

The above statement contradicted the predominant socio-cultural expectations for men and women. In a typical Filipino home, the role of men is mainly economic, while women are the housekeepers (Aleta, Silva, and Eleazar, 1979). But "the roles of Filipino women have changed over a period of time. Many Filipino women today become heads of their families. However, this does not mean that men are outnumbered as household heads." (Asuncion, 2018 p. 214)

In terms of the top leadership positions in the deluxe hotels in the Philippines, the ratio of female managers is deemed not proportional to their male counterparts. Out of 23 deluxe hotels in Metro Manila, 20 general managers are male, while currently there are only three female general managers. Also, in the Philippines, the general manager is traditionally dominated by male foreign expatriates. The general manager position in the deluxe hotels with a 5-star rating in the country is dominated by male expatriates as hotels belonging to this category are multi-national hotel chains that operate on management contract arrangements. This proves that female managers are a minority in the Philippine deluxe hotel industry when it comes to the top leadership position similar to the claim of Baum and Chung (2015) that women made up less than 20% of general management roles.

Differences in leadership styles between women and men managers in the deluxe hotels in metro manila

Men and women behave according to societal expectations of their gender roles. Their behaviors are influenced by their socialization. Socialization plays an important role in shaping one's mindset and behavior (Burke & Collins, 2001). The social construction of both gender and leadership exerts a powerful influence on individuals' beliefs about which sex is attributed to leadership (Powell, 2012). Since leadership positions are dominated by men, managerial characteristics are attributed to masculine traits thus the think-manager, think-male stereotype (Powell, 2012). Table 3 shows the style of leadership between women and men respondents.

Table 3. Leadership style between Women and Men (Managers) Respondents from Line to Mid-level

	Style of Leadership	Percentage
MALE	Democratic	87.5
	Authoritarian	12.5
FEMALE	Democratic	89
	Authoritarian	10

According to Hofstede's Cultural Dimensions Theory (2007), the Philippines is amongst the countries with a "high-power distance" and a "masculine country" categories. A country that falls under these categories of Hofstede's dimensions of culture is characterized by centralized authority, autocratic leadership, and paternalistic management style (Hofstede, 2011). However, Table 3 shows that the majority (87.5%) of the male managers manifested a Democratic style of leadership. These results of the survey debunk the theory of Hofstede (2011) that the Philippines is a high-power distance country. Democratic style of leadership is an indication of a low-power distance society. The shift in the style of leadership is a result of workplace dynamics. There is a change in the behavior of the Filipino managers due to the presence and influences of executive expatriates in the deluxe hotels in Metro Manila. Hence, the autocratic style of leadership has slowly transformed to democratic type of leaders.

The results in Table 3 align with the findings of other literature that women are transformational leaders while men are transactional (Chandler, 2011; Patel & Buiting, 2013). Female respondents scored 89% as democratic leaders and male respondents scored 87.5 %. Although the difference is minimal, still women score manifests a democratic and transformational type of leadership.

CONCLUSION

Filipino women have the capacity to assume leadership roles as men, even though there is a slight difference in the style of leadership between men and women. Women perceive themselves as transformational leaders and men as transactional types of leaders. Overall, majority of the respondents displayed a democratic trait of leadership which debunked the theory that the Philippines is a high-power distance country. Despite the notion of the Masculine and High-Power

Distance features of the local culture that define the existing limitation on women to occupy managerial hotel positions, to a certain extent, women can still break through the effects of the glass ceiling. For very few women who have the competence and drive to work as managers, they are accommodated and given an opportunity to occupy such high position. However, a woman's self-perception of their role in the domestic household intensifies somehow the degree of the presence of glass ceiling despite the fact that given an opportunity, women are being accepted in managerial positions when their competency become visible. Filipino female managers in this study, proved that even though women are given equal opportunity, show reluctance to advance in the corporate hierarchy to maintain a balanced work and life.

The glass ceiling exists to the degree that it displaces women from managerial positions in the industry. However, their outstanding performance are recognized and accepted to become qualified for managerial positions. Nevertheless, the trend among the women dominantly veers toward upholding and making priority their domestic role which weakens their motivation to strive to reach the top. Henceforth, while the glass ceiling can be disrupted, the strength of cultural values prevails among the women in the industry.

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FRAMING PROGRESS AS THE COMPLETED FEEDBACK STRATEGIES FOR MAINTAINING TIER STATUS IN HIERARCHICAL LOYALTY PROGRAMS

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INTRODUCTION

Hierarchical loyalty programs (HLPs) are a strategic tool used in customer relationship management (CRM) across a wide range of hospitality sectors (Verhoef, 2003), including hotels (e.g., Marriot Bonvoy), airlines (e.g., American Airlines' AAdvantage), restaurants (e.g., Chick-fil-A One), and travel agencies (e.g., Expedia Rewards). HLPs grant consumers membership status from the lower to higher tiers according to their spending level. When members meet the required spending level within a finite period (e.g., accumulating 10,000 reward points within one year), they maintain their tier status (e.g., platinum), and continue to enjoy its benefits in the next membership period (e.g., a 20% discount on all purchases). As such, HLPs help firms sustain long-term relationships with consumers in different tier statuses (Lacey, Suh, & Morgan, 2007).

Notwithstanding HLPs' popularity, recent statistics have shown that they increasingly face difficulties in ensuring that members actively maintain their tier status. For example, loyalty reports have revealed that although American consumers' average number of LP memberships increased from 10.9 in 2014 to 14.8 in 2019, only 6.7 of them were still active (Bond Brand Loyalty, 2019). In the hotel industry, where HLPs are common, over half of memberships are inactive (Karantzavelou, 2020). Even some work has tried to explore the strategies for restore customer loyalty after tier status demotion occurs (Chang, 2020), however, no research has addressed the fundamental issue of the HLP management: *how to use tailor-made LP communications to motivate members to maintain their current tier status*.

A particular LP communication strategy that is instrumental to motivating tier status maintenance is providing progress feedback (e.g., Wiebenga & Fennis, 2014; Yang, Chan, Yu, & Fock, 2019). There are two broad progress feedback approaches: (1) *to-date* progress framing, which highlights the completed progress (e.g., Marriott Hotels show the number of nights earned by the member on their LP app); and (2) *to-go* progress framing approach that highlights the remaining progress to be made (e.g., Hilton Honors, the LP of Hilton Hotels, displays the number of nights a member still needs to stay in its mobile app). Despite their contrasting appeals, the two types of progress feedback seem to be used indiscriminately by major hospitality LPs in their communications with different tiers of members. Which framing approach (to-date or to-go) is more effective in motivating low- and high-tier members to maintain their tier status? This is an intriguing and timely question for managing HLPs in this digital era, particularly given the possibility of using real-time progress feedback "as a constant source of motivation" (Siemens et al., 2015, p. 2).

To address this knowledge gap in LP research, we examine how progress framing influences the tier status maintenance intentions of low- and high-tier members. The theoretical backbone of our inquiry draws upon both goal pursuit research (e.g., Finkelstein & Fishbach, 2012; Locke & Latham, 2006) and the social status literature (e.g., Sapolsky, 2005; Scheepers & Ellemers, 2005). Specifically, we propose that a to-date (to-go) frame is more effective in motivating low-tier (high-tier) members to maintain their tier status (H1a & H1b). Our predictions are first based on the rationale that for individuals with lower goal commitment or lower status (e.g., low-tier members), their motivation is mainly determined by their level of confidence in achieving the goal (Bandura & Locke, 2003; Locke & Latham, 2002). In contrast, individuals with higher goal commitment or higher status (e.g., high-tier members) are motivated to maintain the status quo when they perceive a threat of status loss (Maner, Gailliot, Butz, & Peruche, 2007; Scheepers, Ellemers, & Sintemaartensdijk, 2009). Because a to-date frame emphasizes the progress accomplished and arguably boosts a member's confidence level (H2a), whereas a to-go frame highlights progress yet to be accomplished and probably deepens concern about status loss (H2b), we expect the two progress frames to have sharply contrasting motivational impacts on tier status maintenance across low- and high-tier members.

METHOD

A 2 (progress framing: to-date vs. to-go) by 2 (tier status: low vs. high) between-subjects experimental design was conducted, and 262 consumers were recruited via Amazon Mechanical Turk (MTurk) and were randomly assigned to one of the four experimental conditions (Table 1 presents the participants' profile). The participants were instructed to imagine that they had joined the membership program of a coffee shop, in which every dollar spent could be converted to one reward point. To manipulate tier status, the participants were either told they had a Green membership, which needed 100 reward points a year and granted a 10% discount (low-tier condition) or a Gold membership, which needed 300 reward points and granted a 30% discount (high-tier condition). To manipulate progress framing, we designed the coffee shop reward app to show participants their progress toward maintaining their current tier status with a horizontal progress bar (shows in figure 1). In the "to-date" framing condition, the participants were told "51 (151) Points Earned for another year of Green (Gold)". In the "to-go" framing condition, the statement was "49 (149) Points Needed for another year of Green (Gold)".

Participants rated their intention to maintain their current tier status (e.g., "How much would you like to retain your current level of membership?"; α = .70), their confidence of tier status retention (e.g., "I am confident that I can retain the current level of membership"; α = .71), and their concern of tier status loss (e.g., "I am concerned that I may miss the current level of membership"; α = .72). They also provided information on their demographics and consumption patterns for coffee and other beverages. Participants responded to the item "After seeing the App, you are aware that your membership is…" and the item "Immediately after seeing the App, the information you read was about…" with a rating on a 7-point scale (1 = "at a low level"; 7 = "at a high level") as the manipulation check for tier status and the progress framing.

FINDINGS

For the tier status and the progress framing manipulation check measure, a 2 (progress framing: to-date vs. to-go) by 2 (tier status: low vs. high) ANOVA analysis yielded a significant main effect of tier status (F (1, 257) = 22.33, p < .01; F (1, 257) = 9.24, p < .01), which indicate the manipulation were both successful.

To test H1a and H1b, a two-way ANOVA indicate that there was no significant main effect of either progress framing or tier status on tier status maintenance intention (both Fs < 1, *ns*). However, the interaction between progress framing and tier status was significant (F (1, 257) = 35.88, p < .01). Simple effect analysis showed that participants in the low-tier condition reported a significantly higher intention to maintain their current tier status after they were exposed to the to-date (vs. to-go) frame ($M_{\text{low tier, to-date}} = 5.98$, $M_{\text{low tier, to-go}} = 5.42$, $F(1, 257) = 20.3$, $p < .01$). The reverse was true for those in the high-tier condition ($M_{\text{high tier, to-date}} = 5.55$, $M_{\text{high tier, to-go}} = 6.06$, $F(1, 257) = 15.71$, $p < .01$). H1a and H1b were supported. (See Figure 2)

To examine H2a, we found that the interaction between progress framing and tier status had a significant effect on the participants' confidence of tier status retention (F (1, 257) = 17.40, p < .01). A simple effects analysis showed that the to-date (vs. to-go) frame resulted in significantly higher confidence of status retention in the low-tier condition ($M_{\text{low tier, to-date}}$ = 6.01, $M_{\text{low tier, to-go}}$ = 5.47, F(1, 257) = 17.97, p < .01), but progress framing did not impact confidence of status retention in the high-tier condition ($M_{\text{high tier, to-date}}$ = 5.69, $M_{\text{high tier, to-go}}$ = 5.90, F(1, 257) = 2.77, p > .09). The results offered preliminary evidence supporting H2a (see Figure 3).

To examine H2b, the interaction between progress framing and tier status had a significant effect on the participants' concern of tier status loss (F (1, 257) = 10.85, p < .01). A simple effects analysis showed that progress framing did not impact concern of status loss in the low-tier condition ($M_{\text{low tier, to-date}}$ = 5.23, $M_{\text{low tier, to-go}}$ = 5.10, F (1, 257) < 1, *ns*). Progress framing, however, manifested its effect in the high-tier condition, with the to-go (vs. to-date) frame significantly deepening concern of status loss ($M_{\text{high tier, to-date}}$ = 5.23, $M_{\text{high tier, to-go}}$ = 5.93, F (1, 257) = 15.40, p < .01). The results offered preliminary evidence supporting H2b (see Figure 4).

Finally, a moderated mediation analysis (PROCESS Model 7; bias-corrected bootstrap = 5,000; Hayes, 2013) showed the interaction between progress framing and tier status significantly predicted confidence of tier status retention (B = .74, SE = .17, 95% CI = [.39, 1.09]), which further significantly predicted status maintenance intention (B = .61, SE = .05, 95% CI = [.51, .71]). The index of moderated mediation was significant (B = .46, SE = .15, 95% CI = [.18, .78]). The interaction between progress framing and tier status also significantly predicted concern of tier status loss (B = .83, SE = .25, 95% CI = [.33, 1.33]), which further significantly predicted status maintenance intention (B = .13, SE = .04, 95% CI = [.07, .21]). The index of moderated mediation was significant (B = .11, SE = .07, 95% CI = [.03, .31]). Hence, H2b was supported.

THEORETICAL CONTRIBUTIONS

Our research contributes to the literature in three ways. First, it enriches the CRM literature regarding capitalizing on message framing in the hospitality industry. Previous research has shown that LPs can increase customer loyalty through the framing of messages about program rewards (e.g., Daryanto, de Ruyter, Wetzels, & Patterson, 2010), program status (e.g., Palmeira et al., 2016), and program requirements (e.g., Kivetz & Simonson, 2003). Our research adds to this literature stream by documenting how framing progress feedback can help to maintain high-and low-tier members. Given that progress framing can be easily implemented through mobile apps, our research thus offers a timely response to calls for research on "how… mobile loyalty platforms affect customer loyalty" (Andrews et al., 2016, p. 22). Second, our study contributes to LP research by extending the progress framing effect to the context of HLPs, which are widely used in various hospitality industries. In doing so, we shed new insight into how hospitality firms can retain members in various tiers. Third, this study contributes to the broader literature on goal-directed consumer behavior. Our findings suggest that progress framing can motivate consumers with both high and low goal commitment (e.g., high- and low-tier members) to pursue various consumption goals. These findings dovetail with prior research that shows that the motivating effect of progress framing is contingent on goal commitment factors such as goal progress (e.g., Bonezzi, Brendl, & De Angelis, 2011) and goal type (Koo & Fishbach, 2008).

MANAGERIAL IMPLICATIONS

Our findings suggest that LP managers should offer tailor-made progress feedback specific to their members in high and low tiers. To motivate low-tier members to maintain their tier status via enhancing their confidence of tier status retention, to-date feedback is advisable. In practice, LP managers can utilize instant LP apps and customer data (e.g., membership information) to offer framed progress feedback to motivate high- and low-tier members to engage in their LPs.

Following the logic of to-date feedback (vs. to-go feeback) is more motivating for low-tier (vs. high-tier) members, marketers are advised to use positively (negatively) framed messages to motivate consumers with low (high) goal-commitment to pursue their consumption goal. Marketers can utilize mobile and digital technology to maximize the effectiveness of message framing to stimulate goal-directed consumer behavior.

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Table 1. Demographics and coffee consumption patterns.

		Frequency (Percent)
Gender	Male	156 (59.8)
	Female	105 (40.2)
Age	Under 18	1 (0.4)
	18-25	48 (18.4)
	26-30	63 (24.1)
	31-40	75 (28.7)
	41-50	51 (19.5)
	51-60	20 (7.7)
	Over 60	3 (1.1)
Annual income	Less than USD 19,999	24 (9.2)
	USD 20,000- USD 39,999	48 (18.4)
	USD 40,000- USD 59,999	111 (42.5)
	USD 60,000- USD 79,999	55 (21.1)
	USD 80,000 or above	23 (8.8)
Ethnicity	American Indian or Alaska	1 (0.4)
	Native	16 (6.1)
	Asian	43 (16.5)
	Black or African American	24 (9.2)
	Hispanic or Latino American	177 (67.8)
	White	
Frequency of coffee consumption per week	0-1	31 (11.9)
	2-4	156 (59.8)
	5-7	59 (22.6)
	more than 7	15 (5.7)
Amount of spending on coffee per year	Less than USD 100	99 (37.9)
	USD 100-USD 199	99 (37.9)
	USD 200-USD 299	47 (18.1)
	USD 300 or above	16 (6.1)

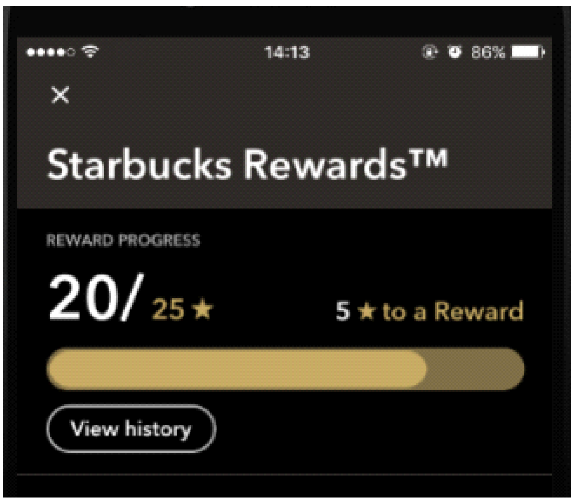

Figure 1. Horizontal Design of Progress Framing by Starbucks Rewards

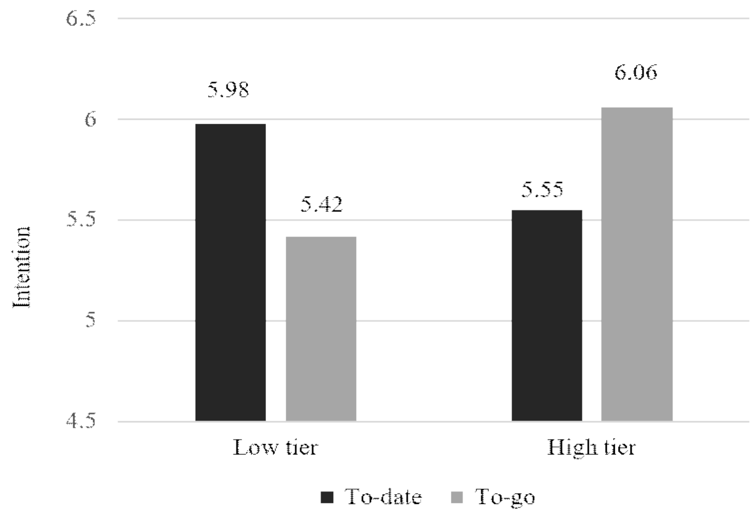

Figure 2. Tier Status Maintenance Intention as a Function of the Interaction Between Progress Framing and Tier Status

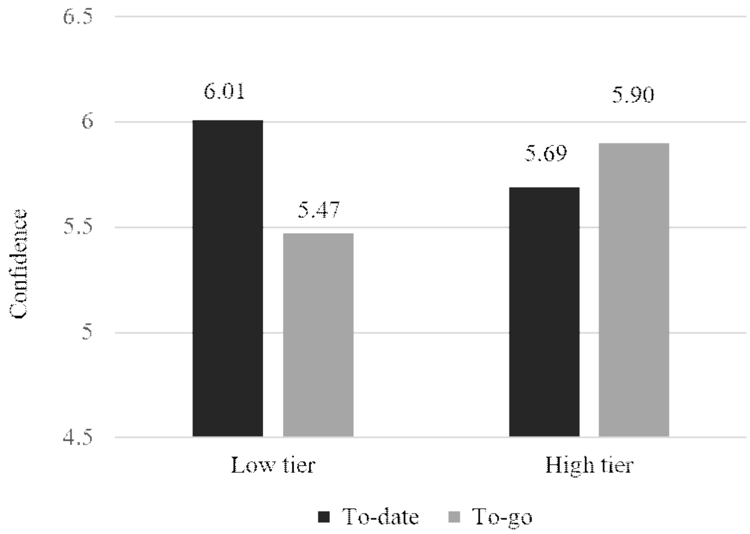

Figure 3. The Interactive Effect of Progress Framing and Tier Status on Confidence in Tier Status Retention

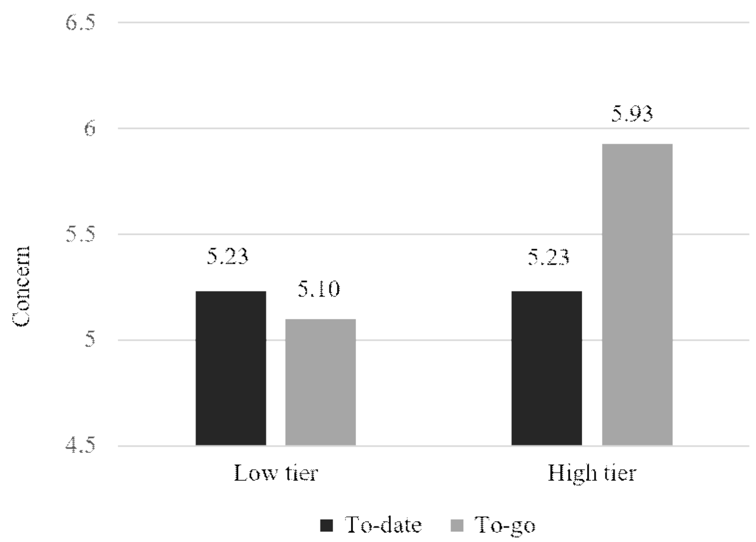

Figure 4. The Interactive Effect of Progress Framing and Tier Status on Concern About Tier Status Loss

CONFIDENCE IN VISITING ATTRACTIONS DUE TO COVID-19: A CASE STUDY OF SINGAPORE ZOO

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INTRODUCTION

This is an applied market research in collaboration with Singapore Zoo and aims to investigate the confidence of domestic market in visiting attractions in Singapore due to CVOID-19. Singapore Zoo was used as a case study. Singapore received the first COVID-19 case (Yong, 2020) on 23rd January 2020. All international travellers were barred from entering or transiting through Singapore from 23rd March 2020 onwards (Toh, 2020). With more local COVID-19 cases, the Singapore Government implemented Circuit Breaker on 7th April (Yong, 2020). All non-essential businesses, including attractions and all other businesses in the tourism sectors, were instructed to cease operations during Circuit Breaker. UNWTO (2020) forecasted the domestic travel market will recover faster than the international demand. As a small island country, Singapore has always been relied on international markets. However, the domestic market is likely to be the more important market segment for attractions in the near future. Singapore Zoo revealed that the general concerns of the attraction sector in Singapore is that people, under the shadow of COVID-19, might be cautious of visiting attractions post lifting of circuit breaker. The cautiousness is probably due to the fact that Covid-19 is highly contagious and unknown (at time of study). In addition, Ministry of Health in Singapore also warned the general public that the virus is possible to transmit from animal to human (Mahmud, 2020). With the overall purpose to provide recommendations to Singapore Zoo and provide the findings as references to the attraction sector, this research will investigate the domestic market's confidence in visiting Singapore Zoo; what their concerns are about visiting Singapore Zoo; and what challenges and difficulties they are facing in implementing safety measures during their visit to Singapore Zoo.

LITERATURE REVIEW

Previous studies related to epidemic and attractions include participation in countryside activities during SARS outbreak in Hong Kong (Marafa & Fung, 2004); the influence of motivation and image of destination on intention to revisit Kinabalu National Park in the recovery phase of post-COVID-19 (Ramli et al., 2020): the future of hiking tourism post Covid-19 (Nordin & Jamal, 2021); the influence of COVID-19 on theme park attendance (Gabe, 2020); the impact of COVID-19 on entertainment sector (Nhamo et al., 2020). However, there is lack of previous research study on the general public's confidence in visiting an attraction, and what concerning factors and challenges might affect their intention to visit an attraction under the shadow of COVID-19. This research study assumed that visitors' concerns are rooted from the transmission of the virus. Droplet is one of the transmission modes of COVID-19 (World Health Organization (WHO), 2020) through coughing and sneezing when a person in close contact with an infected person (Raffles Medical Group, 2020). The virus can also be transmitted through contact routes (WHO, 2020) such as touching or shaking hands with an infected person (Raffles Medical Group, 2020). A person in contact with surfaces and objects touched or used by an infected person, the virus might leave on the surfaces or objects (WHO, 2020). Another person could be transmitted if subject touches his or her mouth, nose, or eyes after touching the surfaces and objects with virus (Raffles Medical

Group, 2020). A list of concerning factors and challenges were deduced from analyzing the possible transmission modes in the environment of Singapore Zoo and data collected from focus group interviews.

METHOD

Two stages of data collection were designed. The first stage was focus group interview to identify the potential concerning factors, challenges and difficulties in implementing safety measures. There is a lack of literature in this domain, therefore the findings from the focus group interviews were needed for designing the questionnaire survey. The focus group consisted of seven representatives from the major market segments of Singapore Zoo, which include schools, parents with children, non-government organizations (NGOs), and individual visitors. Two rounds of focus groups had been conducted and the data was saturated. According to the coding and analysis result of the focus group interview, a questionnaire was designed for the second stage of data collection. The questionnaire asked the respondents to rate their confidence in visiting Singapore Zoo; concerning factors of visiting Singapore Zoo; challenges of implementing safety measures; difficulty in enforcing safety measures on their youngest child; intention to visit Singapore Zoo after Circuit Breaker; in a 5-points Likert scale; and to state their past visitation experience of Singapore Zoo and their demographic information. Screening questions were set to ensure that all respondents are residing in Singapore; above 18 years old; and had been to Singapore Zoo in 2018, 2019 and 2020. A survey panel was used to distribute the questionnaire. Stratified random sampling was applied to ensure the samples represent age and gender distribution in Singapore. The data was collected online from 21st October to 5th November 2020. 415 samples were collected. Singapore Zoo reopened on 6th July 2020 onwards. As a result, some respondents had visited Singapore Zoo after Circuit Breaker. Data was analyzed with various statistical methods, such as Independent t-test and Oneway ANOVA, with SPSS.

FINDINGS

Background of Respondents

50.84% of the respondents are female while 49.16% are male. The majority, 24.82%, of the respondents are from the age group 65 or above, while the least, 8.19%, of the respondents are from the age group 60 – 64. 16.39% are from age group 50 – 59; 17.83% from 40 – 49; 16.39% from 30 – 39; and 16.39% from 18 – 29. 66.51% of the respondents have children while 20.29% of their youngest child are 7 – 10 years old; 14.86% are 3 – 6 years old; while 10.14% are below two years old. 72.29% of the respondents had been to Singapore Zoo in 2018, 2019 and 2020 for 1-2 times, 23.61% for 3-4 times while 4.10% for more than five times. 25.54% of them have visited Singapore Zoo after Circuit Breaker.

Confidence in Visiting Singapore Zoo

The mean of confidence in visiting Singapore Zoo was 3.88 (SD=0.95). Male is found significantly more confident than female. Surprisingly, those with children is found to be significantly more confident than those without children. The general thought might be those with children would be more cautious than those without children as children are more vulnerable to virus. The age group 18-29 is significantly more confident than the age group 65 or above. Those had visited Singapore Zoo for more than five times in the last three years and those who had visited 3-4 times are significantly more confident than those who had visited 1-2 times. The statistics showed that the parents with children are more experienced visitors to Singapore Zoo compared to the respondents without children. The visitation experience might explain those with children were found significantly more confident than those without children.

Concerns and Challenges of Visiting Singapore Zoo

According to the focus group interviews and literature review, 14 concerning factors of visiting Singapore Zoo were identified. The survey found that the top three concerning factors include ‘hygiene conditions of facilities’ (e.g. restroom, nursing room, diaper changing room, etc.), ‘hygiene level of the staff who handle food and beverages’; and ‘hygiene conditions of food and beverage outlets'. The three least concerned factors include 'spreading virus to other visitors and/or staff'; 'catching virus from the animals'; and 'spreading virus to the animals'. Female are found generally have more concerns than male. Parents with children at 0-2 years old are found to have more concern on 'catching virus from the animals'. Those have not visited Singapore Zoo after Circuit Breaker have more concerns on 'whether other visitors are adhering to safe management measures' than those who have visited after Circuit Breaker.

Four possible challenges of implementing safety measures during the visitation to Singapore Zoo were identified from focus group interview. The survey results showed the level of challenge of these four possible challenges from high to low as: (1) 'wear mask for long hours in an outdoor environment'; (2) 'touch face unconsciously when wiping off sweat'; (3) 'maintaining social distancing when moving around within the zoo'; and (4) 'wear mask for long hours in an indoor environment'. The focus group interview also identified four possible difficulties in enforcing safety measures on children when parents are visiting Singapore Zoo with their youngest child. The survey results showed the level of difficulty of these four possible difficulties from high to low as: (1) 'monitor child not to touch their faces / eyes'; (2) 'ensure that child does not touch public objects'; (3) 'ensure that child would keep a safe distance from other visitors / staff'; and (4) 'request child to wear a mask/face shield for more than two hours in an outdoor environment. Parents with their youngest child below 2 years old found it particularly difficult to 'monitor children not to touch their faces / eyes'. Parents who have visited Singapore Zoo after Circuit Breaker found significantly more difficult to 'ensure that child does not touch public objects'; 'monitor child not to touch their faces / eyes' and 'ensure that child would keep a safe distance from other visitors/staff'.

Intention to Visit Singapore Zoo

The average of respondents' intention to visit Singapore Zoo is 3.96 (SD=1.13) under the influences of the concerns and challenges. Those who have children have significantly stronger intention to visit Singapore Zoo than those without children. Those who had visited Singapore Zoo for more t han five times in the past three years also showed a stronger intention to visit Singapore Zoo than those who had visited for 1-2 times. The intention to visit Singapore Zoo is found significantly positively correlated with confidence in visiting Singapore Zoo after Circuit Breaker. It indicated that the higher the confidence, the strong the intention to visit. All the concerning factors; three potential challenges of implementing safety measures (Challenge 1, 2 and 3) ; and one difficulty in enforcing the safety measure on the youngest child (Difficulty 3) are also found significantly negatively correlated with the intention to visit Singapore Zoo after Circuit Breaker. The result might suggest that the correlated concerning factors, challenges and difficulty might impose negative influence on Singapore residents' intention to visit Singapore Zoo after Circuit Breaker.

IMPLICATIONS and CONCLUSION

The confidence in visiting Singapore Zoo is found to be positively correlated with the intention to visit Singapore Zoo. This suggested the importance of rebuilding and maintaining the confidence among the Singapore residents. It is not only the implementation of safety measures matter, but also the publicity of what safety measures have been done in Singapore Zoo to the general public. Parents with children and those with more visitation experience are found to be more confident and have stronger intention to visit Singapore Zoo. It implies that more marketing effort shall be diverted to these groups of visitors. All concerning factors are found correlated with the intention to visit. Hygiene conditions of the public facilities is the top concern while two out of the top three concerning factors are related to food and beverage. This implies that the general public might need more reassurance on the hygiene conditions of the public and food and beverage facilities. Those who have not visited Singapore Zoo after its reopening are found to be doubtful on other visitors' adherence to the safety measures. Reassurance of enforcing safety measures in the Zoo might be needed in order to relieve this concern. The findings of this research study are directly applicable to Singapore Zoo. Since the operational procedures and setting are different between different types of attractions (i.e. theme park, museum, aquarium etc.), the findings of this research could serve as a reference to the attractions other than zoos.

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WORK & LIFE IN TIME OF COVID-19 PANDEMIC: A META ANALYSIS REPORT

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INTRODUCTION

The onset of the COVID-19 pandemic has forced a lot of countries to impose security measures to prevent the spread of the virus, which required a lot of companies and industries to adjust to the situation by adapting a work from home scheme. Technology has allowed workers in different fields to access their work easily thus, resulting in a blur between work and personal life (Chadee, et al., 2020). This huge shift in lifestyle led to perceived absence of work life balance which can be a root of several problems (Deshpande et al., 2020). This meta-analysis aimed to analyze the different facets through which a worker's work life balance can be affected while attempting to marry the concepts of work life balance with work life integration.

METHODOLOGY

This meta-analysis paper was conducted as part of the authors' class output for a graduate course. Its objective was to identify what practices and adjustments have been done by different industries with their work protocols given the lockdowns implemented globally. The study also sought to identify and weigh the pros and cons of the new work arrangements that consequently emerged as a result of the COVID-19 pandemic.

A total of forty-one (41) articles, journals and published research materials were found and reviewed. Articles spanned globally, covering different continents and countries like Philippines, China, Korea, India, United States of America, and Europe. These articles were mostly published from 2014 up till early 2021, covering topics related to work life balance and how the pandemic changed its dynamics.

The analysis was divided into three aspects resulting from prevalent and common themes which allowed the researchers to further extract key learnings from relevant related literature - namely (1) social (covering the changes people experienced because of the lockdown/work from home arrangements), (2) economic (covering the changes in policies companies underwent), and (3) environmental (covering what measures were and may be done in order to integrate companies and individuals into the "new normal") aspects.

FINDINGS

Dealing with the effects of the pandemic is relatively uncharted territory for most, thus different companies had to think of ways to adapt to the situation to take care of both the business and the welfare of the employees. The COVID-19 pandemic has suddenly brought about a number of disruptions to when and where work is undertaken for employees.

Work-life balance and Work-life integration were two concepts studied and compared based on impact and appropriateness to the current situation.

Work-life balance is "the extent to which one's perceived allocation of physical, mental and emotional resources between work and non-work domain matches one's expectations, personal goals and professional goals" (Deshpande et al, 2020).

Work-life integration is when you integrate demands on time and talent of work, personal well-being, responsibility and family (Deshpande et al, 2020). It promotes more synergies with work and the other facets of an individual's life. It signifies harmony, fluidity than trade-offs (Wheeler and Gunasekara, 2020)

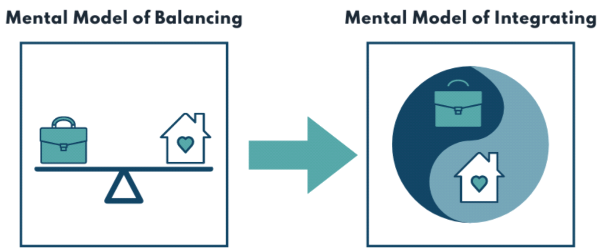

Figure 1. Visual representation of mental model of balancing and mental model of integrating. Wheeler, M., Gunasekara, A., May 2020.

This section presents a perspective and analysis on the gathered impact in these three (3) key aspects:

A. Social:

Studies presented in the social aspect showed how the pandemic affected the lifestyle and well-being of every individual due to necessary adjustments in the working arrangements of the employees. Further, it was seen that different industries applied various types of work arrangements depending on the nature of their operation and logistical requirements. The said adjustments gave both positive and negative impacts to the workers, with respect to their social environments. (Anwer, 2020; Baert, et al., 2020, Chadee et al., 2020).

The effects of work arrangements on individuals were found to be different across ages, genders, type of households and cultures (Patil and Gopalakrishnan, 2020; Baert et al. 2020). Moreover, psychological and mental impacts in the forms of behavioural changes, stress and anxiety, need for social connection, and ethical dilemmas were seen (Anwer, 2020, Thorstensson, 2020). All of these factors ultimately affected one's professional performance and fulfillment of personal needs.

Another interesting thing to note is that studies also tend to touch upon the coping mechanisms of people during the pandemic. The different boom in hobbies such as gardening, yoga, and baking were considered to be ways of coping in an effort to maintain the divide between professional and personal time (Anwer, 2020).

B. Economic:

The onset of COVID-19 has forced companies to cope and provide tools for the employees for business continuity. Likewise, the prolonged pandemic situation has pushed every organization to review its process and transition to low-touch, digital processes. With these changes, HR and the various units must transition to a new work arrangement that will be safe and secure for the company and its employees.

As in all business decisions, critical factors in adoption were the costs and benefits of a program. Indeed, almost one-third of firms cited costs or limited funds as obstacles to implementing workplace flexibility arrangements. At the same time, implementing work flexibility practices resulted in reduction in absenteeism and increase in retention rate, reduction in recruitment/employee acquisition cost, increase in the productivity of an employer's workforce, and improvement of employees' health directly contributing to a higher customer retention rate. Although the reviewed literature have identified potential benefits along a variety of dimensions, the costs and benefits of adopting flexible arrangements differed across firms, industries and employers of different sizes - as analyzed from the Executive Office of the President Council of Economic Advisers (2010).

C. Environmental:

It was evident how the pandemic has affected the organizational environment in the workplace. When faced with times of uncertainty, business owners should be able to be flexible and adapt to new situations. According to Carnevale and Hatak (2020), organizations adapted to a more inclusive approach to support all employees and their family structures.

Whereas proper access to the appropriate technology, equipment, productivity tools and technical and logistic support enabled employees to increase their productivity and improve work-life balance. Furthermore, access and use of video calls also helped increase work balance and productivity, compared to regular messaging and e-mail since feedback is faster, leading to proper communication between colleagues (Baert et al. 2020; Stadtlander et al. 2017).

Those who were adjusted to remote working spaces may also encounter obstacles because of the inability to seek remote workspaces. For instance, the work-life balance of women is negatively affected because accomplishing household chores and family roles must be done in their work environment. Conversely, women can greatly benefit from the flexibility of WFH arrangements since it enables them to take care of both household and work-related tasks (Stadtlander et al. 2017; Thorstensson, 2020).

Literature showed that there was still minimal information on the respondents' demographics and living conditions. The variety of occupations and work arrangements (work from home, on site or hybrid) from the respondents were also limited. Additional articles on the environmental aspect will be beneficial for the study.

CONCLUSION

A lot of studies have been made to discuss the current work from home set-up, with focus on work-life balance, but it is imperative to embrace the idea that work-life integration is the better goal to aspire and to address this new flexibility in work arrangements.

Standardizing Work-life Integration

With flexible work arrangements as the new norm, companies will need to standardize work setting, productivity metrics, and employee-employer responsibilities to ensure that work-life integration and business goals are achieved.

Employees need to be aware of the responsibilities and deliverables to ensure proper time and resource management, given the social, economic and environmental challenges they face everyday.

Employers must also be conscious of their responsibility and capability to help their employees attain optimal efficiency while helping them achieve work-life integration. Employers may consider providing monetary incentives and allowances, and come up with engaging activities to motivate and promote mental wellness of their employees.

The role of the leader in the company needs to change from a "participative leader", where the leader actively seeks inputs from his team and uses it in future decision making (Janse, 2019, as cited in Patil and Gopalakrishnan, 2020), to a "thoughtful leader", a leader with business intelligence, people intelligence and learning intelligence (Patil and Gopalakrishnan, 2020).

With the broad scope of the nature of the topic being studied, this meta-analysis aims to spot research gaps, and come up with recommendations accordingly. This study has limitations in the sense that most of the literature gathered are based on situations outside of the Philippine setting. Thus, this meta-analysis may serve as a foundation for further research to analyze actual effects of the new work arrangements and how it integrates into the lives of the Philippine workforce. Moving forward, more studies on how to align work, well-being, responsibility and family will help employees and employers adapt to the new normal. It is recommended that future studies be made and gathered to analyze the work-life integration in the Philippine setting as the shift to flexible work arrangements is foreseen to be the new office set-up applied in various companies and industries.

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TRAVELLERS' PERCEPTION OF THE AIRPORT ARRIVAL EXPERIENCE UNDER THE COVID-19 PREVENTION MEASURES.

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INTRODUCTION

The quarantine measures due to the COVID-19 outbreak led to a number of negative psychological effects, such as frustration, confusion, infection fears, anger, and boredom (Brooks et al. 2020). When it comes to traveling during the pandemic, the quarantine pressure could be complicated by the compulsory testing in the port of arrival. Often the airport was a step between a stressful flight and an isolation period; accordingly, it was the last moment of human interaction and an opportunity to ensure a stable emotional journey for people.

While academics have widely acknowledged the topic of quarantine and lockdown (Mucci et al., 2020; Rehman et al., 2021), the element of the airport arrival experience is yet overlooked. Therefore, this study's most important contribution is in exploring the arrival experience in the circumstances of strict measures to prevent the COVID-19 virus's spread and distinguishing stressors that may intensify the emotional distress. This study value adds to experiential management by identifying touchpoints that reduce emotional distress of the airport experience during the health crisis. Accordingly, this study draws recommendations to minimize the damaging psychological pressure of the arrival process.

METHOD

Research Context

This study focuses on the perception of the Hong Kong International airport's (HKIA) arrival experience under the COVID-19 prevention measures. HKIA was the first airport to introduce a ubiquitous testing program upon arrival to all passengers from April 8, 2020 (Hong Kong Government, 2020). The timeline in Figure 1 highlights the change in arrival procedures of HKIA in 2020. According to Civil International Air Traffic Statistics at HKIA (2021), in 2019, the airport handled 71.5 million passengers. The operations had dramatically changed with the average daily arrivals of 181 passengers a day during the last six months of 2020. The comparison of HKIA air traffic by passengers (Airport Authority Hong Kong, 2021) and new COVID-19 confirmed cases by month (DXY.cn, 2021) is presented in Figure 2.

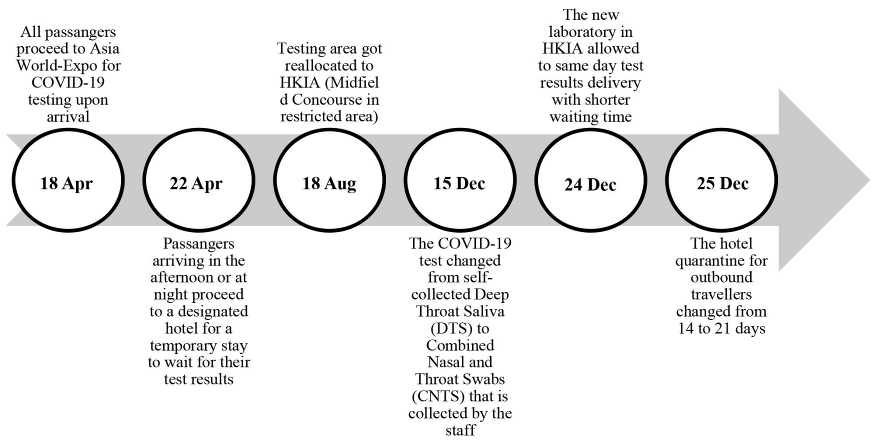

Figure 1. HKIA timeline of changes in arrival procedures

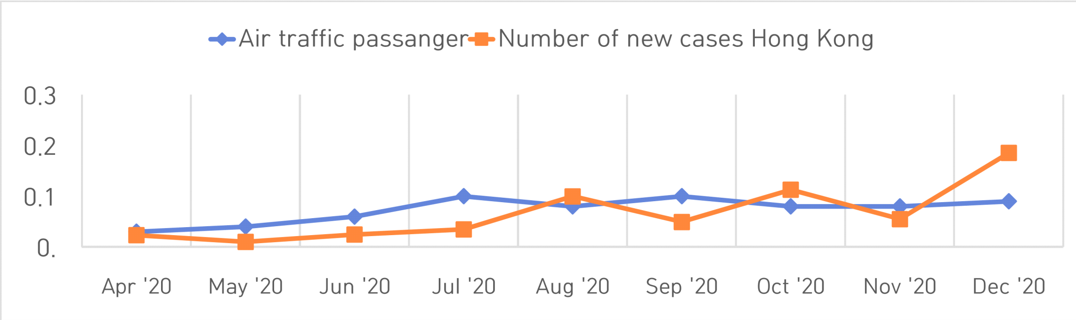

Figure 2. Hong Kong air traffic passengers and new COVID-19 cases (in millions)

Data collection and analysis

Data for the study was drawn from 55 travel stories shared in the social media online group dedicated to Hong Kong quarantine upon arrival. The sample included a public post over 100 characters, describing the arrival experience to Hong Kong via the airport, posted in the English language. The posts describing experiences from August 18, 2020, till December 25 were included in the analysis. The start date represented the day when the arrival process started to take place within airport premises. The final date related to the introduction of 21-day quarantine when most stories switched their attention to the hotel experience. The stories were analyzed with the assistance of NVivo 12 software program.

FINDINGS & DISCUSSION

Initial analysis of word frequency derived from the stories provided a synopsis of the main themes discussed (Figure 2). The thematic analysis of data revealed vital touchpoints in the airport arrival journey that travellers emotionally emphasized.

Figure 3. Keywords mentioned in Hong Kong airport arrival travel stories.

Passengers often referred to negative adjectives to describe the difficulty of experience, such as exhausting, miserable, stressed, annoying, frustrating, boring, uncomfortable, jetlagged, and sleepy. One traveller shared that he/she "has been dreading this day for some time, not going to lie," another wrote that "it was by far the most exhausting travel experience I had so far." However, travelers' mindset was different from a usual journey, as they reflected to be thankful, grateful, impressed, lucky, and tried to smile. Following the more positive adjectives that people used to describe the experience, people appreciated the opportunity to travel and, as for many of them, return home. A high level of understanding was also unacknowledged in the travellers' neutral manner when sharing the timeline of their experience; even several had over 12 hours spent in the airport to go through the screening process and testing.

Another evidence of traveller's gratefulness is that compliments to the airport associates were the most common theme identified in the experience. Passengers mentioned that the staff was terrific, patient, nice, helpful, sympathetic, lovely, and fantastic. The findings demonstrated the importance of human interaction and hospitality during the experience. One story mentioned that "they (airport staff) never let you feel like monsters." It was essential to feel welcomed by the associates in the airport, considering the social cost of travelling and the public's unwillingness to receive tourists at that time (Qiu et al., 2020).

Arriving passengers were also impressed by the organization and appreciated the directions provided by the signs and associates. One narrative shared, "I am really amazed about the good organization. I really have an 'I love HK' feeling now". Nevertheless, all travelers emphasized the importance of getting prepared for the experience in advance. Besides filling in the health forms, preparing snacks, yoga mat, and entertainment, travelers admitted the importance of the right attitude. One traveller reflected that "it is all about preparing yourself mentally when travelling in times like this".

People shared the tiny details of their experience, such as the type of furniture used in the waiting area, the kind of snacks provided, uploaded videos with instructions about the DTS test, and even shared photos (even not allowed to take photos in the restricted area). Moreover, each story shared online was followed by an extensive discussion of the experience. For example, people discussed which hand they should use for the wristband that is put on you in the airport for the duration of quarantine and when they can access their checked-in luggage. Attention to details suggests the importance of visualization of the experience before arrival in order to reduce stress. This proposition is aligned with previous quarantine recommendations that advise sharing with people as much information as possible (Brooks et al. 2020). Unfortunately, the experience of travelers was not consistent and depended on the workload the airport had to handle, occupancy of the hotel arranged for late arrivals, ongoing change of procedures. Stories reflected that "things change fast and maybe different tomorrow".

At the same time, the experience described in the stories also followed with the negative perception and stressors. People reflected negatively on violation of social distancing, which was often mentioned on the bus, charging areas, and queuing. Some people were frustrated "what is the point if we all end up together?". This negative reaction may be explained by the fear of getting infected with the virus and the effectiveness of the process, as social distancing is a widely communicated and accepted prevention measure (Wilder-Smith & Freedman, 2020).

IMPLICATIONS

This research grained understanding of airport arrival experience during strict health control measures of COVID-19. The aim was not to find touchpoints to improve service quality but to indicate aspects that led to the negative or possible emotional reaction to limit the mental impact of the stressful experience. In the time of travel with quarantine measures, the governments should acknowledge the fact that ports of arrivals represent an opportunity to interact with people before potentially harmful psychological effects. The current study highlighted the importance of providing detailed information, human interaction, consistency of operations, and maintaining the same social distance measures throughout the entire arrival process in the airport to minimize stress. Further research may focus on travel providers' communication of the health check measures and how travelers search information in times of constant change of regulations to deepen the understanding of the experience.

The limitation of the study is that all stories that have been analyzed were shared online with further travellers; therefore, the heroes of these stories had an idea about the arrival process by reading other people's stories and were prepared for specific points of the experience. For example, in all analyzed stories, people mentioned that they filled in the health declaration in advance, prepared some snacks or even yoga mats, and tents to wait in the airport. Moreover, all stories were written in the English language; accordingly, people who had difficulty understanding the arrival procedure due to the language barrier were excluded from the analysis.

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ORGANISATIONAL CHANGE IN HOSPITALITY FIRMS GENERATED BY FRONTLINE EMPLOYEES: THE INFLUENCE OF THEIR PERSONALITY ON IMPLEMENTED SUGGESTIONS

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INTRODUCTION

Change is immanent in organisations (Tsoukas & Chia, 2002). Today's increasingly competitive and dynamic business environment demands adaptability, which forces organisations to make the necessary changes to maintain the competitiveness in their business area (Chiang, 2010). In the hospitality industry, the need for change is intensified, considering the labour-intensive operations that respond to the volatility of sales and the seasonality of a perishable good (Lee, 2008).

As Smith (2005) argued, organisations are composed by individuals and, therefore, these individuals will be the primary vehicle of change. As stated by Bamford and Forrester (2003), when initiating and implementing organisational change, "bottom-up" actions should be favoured over "top-down" control. In hospitality firms, the privileged position of frontline employees in interacting with customers allows them to gather first-hand information on customers' diverse and changing needs and expectations (Coelho et al., 2011; Martinaityte et al., 2019). As such, frontline employees are a good source of ideas to suggest service improvements (Bettencourt & Brown, 2003).

Several studies have considered the significant influence of employee personality traits on their voice (e.g., Zare & Flinchbaugh, 2019). Employee voice includes proposing suggestions for organisational improvements and persuading those who disagree to accept their ideas (Van Dyne & LePine, 1998). Therefore, the personality of frontline employees in the hospitality industry can be key factor to obtain suggestions that will be implemented.

Most of the research performed on organisational change in the hospitality empirical literature focuses on the role of managers, but relatively few studies have been conducted on the role of frontline employees as change facilitators (e.g., Chiang, 2010; Weber & Weber, 2001). Likewise, there is a lack of research on the role of frontline employees in the hospitality industry as change agents and how their personality influences this. Thus, the goal of the study is to analyse the influence of frontline employees' personality on implemented suggestions for organisational change in hospitality firms.

LITERATURE REVIEW

Becoming a market leader or remaining competitive depends on an organisations' change efforts (Denning, 2005). Beer et al. (1990) affirmed that change must occur at the job-level and not because of top management judgements. Morrison and Phelps (1999) emphasised the value of employee-driven change for ensuring organisational effectiveness and performance.

As Chiang (2010) stated, managers should listen to employees' suggestions, allowing them to participate in the organisational change process. Schepers et al. (2016) argued that improvement ideas represent potential solutions to problems found in a frontline work context. By making suggestions for changes, employees can help their organisations improve products, processes, and services, and thereby adapt to a changing environment. Thus, employee suggestions for change are considered a crucial opportunity for the development of competitive advantages (Lipponen et al., 2008). Axtell et al. (2000) claimed that making suggestions is more related to the individual characteristics of employees, while their implementation is undoubtedly linked to the characteristics of the work team and the organisation. Thus, it can be argued that making suggestions does not guarantee their implementation, as factors external to the individual, such as the approval of third parties, are involved (Axtell et al., 2000). Despite the key role played by the organisation in the evaluation and implementation of suggestions, there are some individual characteristics of the employee, such as personality traits, that can help to gain the organisation's approval. Therefore, it is also interesting to analyse the implemented suggestions from an individual perspective. Since a first step for the employee is to propose a suggestion, a second step is to advocate for its acceptance and push for its implementation. Moreover, some psychological traits can even overcome the resistance not only of specific individuals but of an organisational culture that rejects innovation and change.

Organisations that encourage and appreciate employee voice are more capable of achieving their goals and objectives (Daley & Vasu, 2005). According to Morrison (2011), voice refers to the discretionary communication of ideas, suggestions, or concerns about work-related issues for the purpose of improving the functioning of a unit or the organisation. Academic literature affirms that employees' personality traits have an important effect on their voice and, therefore, on the suggestions proposed by employees (e.g., LePine & Van Dyne, 2001). This underlines the relevance of the personality of frontline employees in the suggestions proposed and implemented in hospitality firms.

One of the most studied personality frameworks is the Big Five or five-factor model (FFM) of personality, which includes *extraversion, neuroticism, conscientiousness, agreeableness, and openness to experience*. The FFM describes the structure of individual personality differences (Digman, 1990; McCrae and John, 1992). The discussion on the influence of employee personality on the implemented suggestions has resulted in the formulation of the following five research hypotheses:

- H1: Extraversion is positively associated with the suggestions proposed by employees and that will be implemented by the company.
- H2: Neuroticism is negatively associated with the suggestions proposed by employees and that will be implemented by the company.
- H3: Conscientiousness is negatively associated with the suggestions proposed by employees and that will be implemented by the company.
- H4: Agreeableness is negatively associated with the suggestions proposed by employees and that will be implemented by the company.
- H5: Openness to experience is positively associated with the suggestions proposed by employees and that will be implemented by the company.

METHOD

This study followed a quantitative methodology. Data were collected through a survey conducted with frontline employees of hotels in the north of Tenerife (Spain). Due to the different levels of services offered by these hotels and to find a homogeneous sample of employees, the category of frontline employees selected was frontline receptionists. The hotels in the selected area (77) were contacted to understand the number of receptionists working at the time of the research. Thus, the number of receptionists comprising the study was 484.

The questionnaire was prepared after the literature review. Carnevale et al. (2017) pointed out that future research on innovative behaviour should focus more on the promotion and implementation of employees' ideas. In this regard, the dependent variable used was the total number of suggestions proposed by the respondent in the last month and which had been implemented. Therefore, the dependent variable consisted of an indicator of the suggestions proposed that were original, valid, and suitable for implementation in the company, thus leaving aside those suggestions that were deemed not useful for implementation.

The independent variables were taken from Rammstedt and John's (2007) personality scale.

As a result of the fieldwork, 153 valid questionnaires were collected, they composed the final sample of this research. This sample implies a valid response rate of 31.6% and a maximum margin of error of 6.56% at a confidence level of 95%.

FINDINGS

Due to the direct linear nature of the hypothesized relationships, multiple regression analysis was selected as the statistical tool to test the research hypotheses proposed. Two control variables were also included in the regression model, namely the respondent's gender and age. In order to enter the personality variables in the regression analysis, some items of the personality scale were recoded and then all items were clustered into 5 factors, which correspond to the Big Five personality traits.

The results showed the significant relevance of four independent variables in explaining the suggestions proposed by the respondents and that were implemented by the organisation. Three of these variables are related to the research hypotheses: employee extraversion (H1), employee neuroticism (H2) and employee conscientiousness (H3). The fourth significant variable refers to a control variable: employee age. Based on the results obtained, H1 and H3 are accepted, H2 is rejected and H4 and H5 are not accepted. Thus, frontline employee's extraversion and neuroticism are positively associated with the number of implemented suggestions, but employee's conscientiousness is negatively linked to these suggestions.

IMPLICATIONS AND CONCLUSION

This paper analysed the relevance of employee personality on organisational change in hospitality firms through the proposed suggestions that will be implemented by the company. The strategic agents in the change process of hospitality firms are employees, as they are in direct contact with guests, have access to valuable information and witness the needs of customers. This study has focused on the suggestions performed by frontline employees that are implemented by the organisation, together with the importance of employee personality traits on the development of these suggestions. The results of this work have shown that extraversion, neuroticism, and lack of direction increased the number of suggestions proposed by employees and that were implemented in the context of the hotel reception department. Moreover, older frontline employees tend to come up with significantly more valid suggestions that are implemented in the company compared to younger employees, pointing to the relevance of knowledge aspects in the process.

Frontline employees are relevant change agents in hospitality firms due to their position as boundary spanning and their centrality in an information network. The personality of these employees is a decisive factor to increase the number of suggestions that end up being implemented. Specifically, extraversion, neuroticism, lack of direction, and age are relevant to create and defend suggestions. This result has academic implications since it creates a new line of inquiry for employee-driven change and innovation in the hospitality sector. Practical implications can be also derived from the findings of this work. Specifically, several recommendations can be made for human resource managers and managers of operational front-of-the-house department regarding employee selection and training.

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STAFF TURNOVER IN LUXURY HOTELS: LESSONS FROM THE LITERATURE

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INTRODUCTION

Staff turnover has been a challenge faced by luxury hotels for decades (Riley 1991, Wood 1992). Authors Denvir and McMahon (1992) defined staff turnover as 'the movement of people into and out of employment within an organisation' (p.143). Historically, staff turnover in the hospitality/hotel industry shows to be significantly high (Kennedy and Berger, 1994), averaging up to 200 or 300 per cent per annum (Woods, 1992; Tanke, 1990), with some variations that exist between different establishments. In 2004, authors Yang and Wan reviewed literature on the issue published in past 10 years (Yang and Wang 2004). The authors found that Birdir (2002); Stalcup and Pearson (2001); Choi, Woods and Murrmann (2000); Teare and O'Hern (2000); Deery and Shaw (1999); Iverson and Deery (1997); Cho, Sumichrast and Olsen (1996); Ohlin and West (1993); Boles, Ross and Johnson (1995); Cantrell and Sarabahksh (1995) and Hogan (1992) have examined this issue and published in different academic journals. Studies have also shown that high staff turnover rates in the hotel industry are not country specific, but rather seems to be a worldwide phenomenon (Birdir, 2002). Authors such as Bonn and Forbringer (1992) and Iverson and Deery (1997) have stated that one of the most long-term issues in human resources within the tourist sector is the rapid staff turnover in the industry.

The hotel industry has the highest rate of staff turnover. Many different factors affect the rate of employee turnover. According to Fallon and Rutherford (2010), " ... hospitality employees in one organisation ranked reasons as the most likely causes for high staff turnover, such as treatment by superiors, amount of work hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere, and physical demands of the job" (p. 454). Hinkin and Tracey (2000) also point out that high rates of staff turnover is the consequence of poor working environment and poor supervision. In order to decrease the total costs of the operation, most of the hotels pay less attention to employees real profits. In a study conducted by Williams *et al.* (2008), research results of the hotel industry in New Zealand found that there are three pull factors that cause high staff turnover;

1. Age: The young age profile and part time nature of employment are important elements in the hotel industry. This is linked to the rate of staff turnover.
2. Low Unemployment: Opportunities of employment available to people also affects staff turnover.
3. Remuneration: Low pay is a significant issue for the hotel industry (Bull, 1992), which decreases employees job satisfaction directly. Generally, the problem of low pay leads to employees leaving an organisation as soon as they find an opportunity.

High staff turnover also leads to serious issues of low quality of customer service and greater costs for the hotels, through recruitment and training expenditure (Horner & Swarbrooke, 2004). As the quality of service becomes low, customer dissatisfaction is directly influenced. Lockyer (2007) points out, "... staff turnover seems to contribute to a reduction in service quality and a sense of burnout, particularly for front-line supervisors who are constantly involved in 'fire-fighting' when their departments are staffed with inexperienced employees" (p.88). The front office employees are like the 'face' of a hotel which relates to customer satisfaction, so the inexperienced staff will decrease the customer's satisfaction thereby decrease the occupancy rates indirectly. In addition, Powell and Wood (1999) state that an important problem is 'brain drain'. Brain drain occurs when the skills and qualifications gained in one hotel are easily transferable to other hotels. In the modern hotel industry, the senior and skilled employees are very familiar with the hotels operation and business secrets, so the competitive advantage will be decreased if they leave the previous hotel and seek employment in another hotel.

The aim of this study is to perform a systematic literature review on staff turnover in hotel industry published in last 2 decades and seek answers to the following questions:

(i) What insights does current literature offer regarding staff turnover in hotels?

(ii) What lessons could be learned from the publish literature?

(iii) What needs to be investigated now?

METHOD:

A research on papers related with staff turnover in the hotel industry looking for search terms on the abstract, title or keywords in the database SCOPUS identified 181 relevant studies written in English.

The search code used was (TITLE-ABS-KEY("staff turnover" AND hotel) OR TITLE-ABS-KEY("employee turnover" AND hotel) OR TITLE-ABS-KEY("staff loyalty" AND hotel) OR TITLE-ABS-KEY("employee loyalty" AND hotel) OR TITLE-ABS-KEY("job security" AND Hotel) OR TITLE-ABS-KEY("job loyalty" AND hotel)) AND LIMIT-TO (PUBTYPE,"J") AND (LIMIT-TO (LANGUAGE,"English"))

This study adopted a hybrid design comprising the systematic quantitative review method, supplemented by semantic network analysis and narrative analysis. Using a systematic method, the authors document the geographical spread of the papers by author, year, research methods, and primary topical areas, thus providing a reproducible and reliable assessment of current progress in the research field. The authors also content-analysed the papers' abstracts through Leximancer, a software program that automatically extracts semantic networks from qualitative data. The narrative discussion discusses the research production within each of the topical areas, explores emerging themes and methods, and identifies knowledge gaps for future research directions.

FINDINGS:

The study of staff turnover in hotels has received increasing attention by researchers. Indeed, 53 out of the 181 papers were published in the last two years (2019 and 2020).

The top three leading journals on this subject are International Journal of Contemporary Hospitality Management, Journal of Human Resources in Hospitality and Tourism and International Journal of Hospitality Management.

Out of the 181 papers, 140 (77%) were published in Q1 or Q2 SCOPUS indexed journals (83 - 46% in Q1). As regards the research areas, and considering that each journal might be classified in more than one research area, 153 papers (85%) are indexed in Business, Management and Accounting, 40 (22%) in the social sciences, 12 (7%) in the Environmental Science, 11(6%) in the Economics, Econometrics and Finance, and 9 (5%) in Psychology. The authors with the higher number of contributions are Karatepe, O.M. (9 papers), Simons, T. (5 papers), McPhail, R. and Yang, J.T. (4 papers each) and Akgunduz, Y. and Han, H. (2 papers)

Regarding the Leading countries, the USA concentrated the highest number of documents (50), followed by Australia (18), Turkey (17), South Korea (13), China (12), India, Malaysia and Taiwan (11 each), United Kingdom (9), and Hong Kong (7).

The most frequent keywords are Hotel (n=27), employee turnover (24) and job satisfaction (16).

CONCLUSION AND IMPLICATION:

The empirical studies under review have mainly focused on the causes of staff turnover. These studied addressed a large variety of variables, such as trust in supervisor support and in co-worker support, emotional exhaustion, depersonalization, reduced personal accomplishment (Han et al., 2020), perceived career opportunities, career adaptability, orientation to happiness (Rasheed et al., 2020), job satisfaction, climate shock, perceived managerial support, emotional labour, job satisfaction (Lai et al., 2020), openness to experience, neuroticism, employee engagement, personal growth initiative (Srivastava & Bajpai, 2020), role stress, burnout (Wen et al. 2020), employee-related stressors, individual-related stressors, employee motivation, job satisfaction (Khuong et al., 2020), job dedication, organizational-based self-esteem, social exchange (Dalgic and Algunduz, 2020). Several moderators were included in the analysis, namely gender, age, education, tenure (Rashedd et al., 2020) and job levels (Datta, 2020).

Future studies should attempt to develop an integrative approach that combines causes and consequences of staff turnover (e.g., job engagement, high performance, high customer service). Moreover, the study of new moderators such as national/ foreign employee, staff generation and hotel type also merits future research,

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REVISTING PHI PHI: NOT RIGHT NOW I'M AFRAID

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INTRODUCTION

In the wake of the Asian Tsunami, research was undertaken on the island of Koh Phi Phi, Thailand, to evaluate how political economy and interpretations of sustainability affected post-disaster tourism redevelopment (Taylor, 2012). It sought to resolve academic concern about the limited insight within existing bodies of knowledge into how sustainability and sustainable tourism development are conceptualised at a grassroots level by inhabitants and other stakeholders of tourism destinations (Redclift, 1987; Liu, 2003; Swarbrooke, 1999; Mowforth and Munt, 2015; Maida, 2007) and furthermore how these conceptualisations were shaped through expressions of political economy in a post-crisis context.

LITERATURE

Numerous authors have highlighted a relative lack of academic attention directly addressing the influence of political economy on achieving sustainability in post-disaster reconstruction (Klein, 2008; Hystad and Keller, 2008; Olsen, 2000; Bommer, 1985; Beirman, 2003; Faulkner, 2001; Glaesser, 2003; Ritchie, 2004). This work extends existing academic debates and studies in a number of areas. Concerning the political economy of post-disaster reconstruction, there is a trend towards 'disaster capitalism' (Klein, 2005: 3) or 'smash and grab capitalism' (Harvey, 2007: 32) and 'attempts to accumulate by dispossession' (Saltman, 2007a: 57). However, this did not occur on Phi Phi. Despite claims of a 'clean slate' being offered by the tsunami in developmental terms (Pleumarom, 2004; UNDP, 2005; Dodds, 2011; Ko, 2005; Nwankwo and Richardson, 1994; Argenti, 1976; Rice, 2005; Altman, 2005; Brix, 2007; Ghobarah *et al*., 2006; Dodds *et al*., 2010), this research provided evidence and explanation of why this did not and would never exist on Phi Phi, a finding that may offer insight to other destinations in a post-disaster context. A prominent consideration however is in the discourse surrounding vulnerability to disasters, and that, in the wake of disaster, vulnerability is often re-created and creates the conditions for future disasters (Blaikie et al, 2004). This underlines the value of studies of disaster vulnerability, to create a 'break' in the lifecycle of disaster.

METHODOLOGY

An interpretive philosophy informed the research design, in which primary data was gathered using an inductive mixed methodology. Methods included online research, comprising the design and operation of a tailored website to overcome geographical and access limitations; and offline methods such as visual techniques to monitor change and confirm opinions offered by participants of the research; in-depth face-to-face interviews with hand-picked stakeholders of Phi Phi's development; open-ended questionnaires with tourists; and extended answer Thai script questionnaires in order to overcome language barriers and present a Thai 'voice'.

FINDINGS

At the time, it was found that the factor with the greatest influence over Phi Phi's development was the desire to develop the economy through tourism, and the philosophy underpinning the development was largely economic. The tsunami did not cause any significant reassessment of the tourism development trajectory but served to uncover a range of conflicts and unlawful activity, resulting from powerful stakeholders pursuing their own interests and desired outcomes, in order to suit their own needs rather than those of the community as a whole.

In terms of how sustainability was conceptualised by different stakeholder groups, it was found that the meanings attributed to sustainability in this context differed greatly to meanings elaborated within western ideological debates. Stakeholders' conceptualisations of sustainability were mapped against key debates within literature. How meanings differed between stakeholder groups was also examined and a definition for sustainable tourism development on Phi Phi was compiled encompassing a broad range of interests. The work provided a rare opportunity to see which political, economic and cultural factors shape the planning of tourism development and whether actual practice mirrors the principles of sustainability.

In response to Blaikie *et al.'s* (2004) concerns that vulnerability is often reconstructed following a disaster and may create the conditions for a future disaster, the research refined the work of Calgaro and Lloyd (2008) to identify a detailed framework of vulnerability factors intertwined with factors of political economy, presenting a post-disaster situation that was highly vulnerable and non-conducive to sustainability. The strategic response to the disaster was analysed through an adapted Strategic Disaster Management Framework (Ritchie, 2004) to identify the shortcomings of the disaster response to comprehend how such a disaster has influenced tourism development and planning on the island, showing that this experience deviated from the theory of how a disaster should be handled (Ritchie, 2004; Adger *et al.,* 2005; Miller *et al.*, 2006; Olsen, 2000; Coppola, 2007; Faulkner, 2001; Baldini *et al.*, 2012).

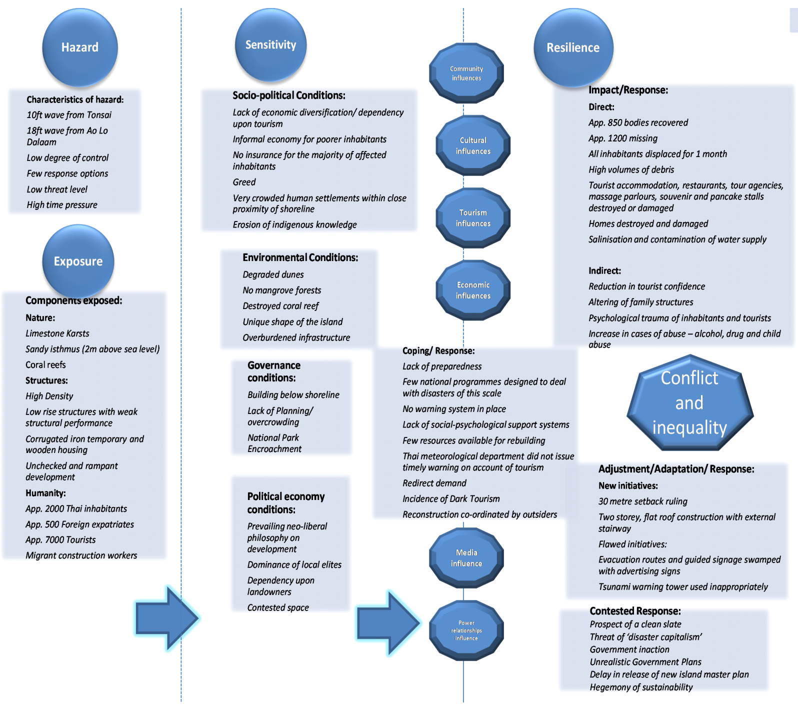

Figure 1: A framework of factors influencing Koh Phi Phi's vulnerability to disasters (Author's own comprised through data collection)

An examination of development philosophy established how specific factors of political economy and relationships of a hegemonic nature influence the development trajectory of both Phi Phi and Thailand. Despite governmental rhetoric influenced by a strong 'sufficiency economy' hegemony led by the late King Bhumibol Adulyadej (Noy, 2011; Konisranakul and Tuaycharoen, 2010), the observations of dependency theorists provide a better fit for the experiences on Phi Phi and present significant challenges for the pursuit of sustainability. The research posited that an effective response to the disaster and pursuit of sustainability were undermined by the political economy of the destination.

CONCLUSIONS

In the current day, the author is revisiting this location to explore whether propositions presented within her earlier work had been realised. In 2012, when the original research was concluded, there was still much ongoing redevelopment work on the island, and it was of interest whether the outcome of this work has resulted, once again, in a form of tourism which is socially and ecologically unviable in the longer term. Whilst there has been limited research undertaken from a tourism development perspective in the intervening years (Calgaro, 2011; Steckley and Doberstein, 2011), much web-based discussion of the Ton Sai/ Ao Lo Dalaam area adopts a negative tone, and there is growing evidence to suggest that tourist satisfaction has been diminishing for a long time now (Kahl, 2014). The presentation will discuss preliminary findings resulting from data collection in March 2019 during a field visit, which included observation, visual data, focus groups with island residents and online surveys following the author's return from Thailand. This mixed methodology is aimed at permitting the multiple realities associated with the interpretivist paradigm governing the research.

The main focus of the presentation however concerns the methodological challenges that are presented when the current crisis, that of Covid-19, makes it impossible to travel to the island to engage in traditional data collection. Therefore, the prospect of online research is considered (Lu, Chen and Lew, 2018), as an interim measure until international travel safely resumes. The presentation will consider the utility of online methods in tourism research, particularly visual methods supported through tools such as Google Earth and Google Streetview to monitor development and assess destination vulnerability to disasters (Muthusankar et al, 2018).

The importance of undertaking this longitudinal research lies in Blaikie et al's (2004) prediction of the reconstruction of vulnerability. Has vulnerability been re-created on Phi Phi and, does it create the conditions for a future disaster? With an ever-increasing range of shock events threatening the tourism industry (Ritchie and Campiranon, 2014) and with increasing competition from other south east Asian island locations (Hampton and Hamzah, 2016), now seems an appropriate time to assess whether Blaikie's (2004) assertations are true.

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EXPLORING WOMEN EMPOWERMENT IN AIRBNB. AN ANALYSIS OF THE WOMEN HOSTS.

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INTRODUCTION

The model of sharing economy has been rapidly growing and developing in contemporary society with a well-known example being the platform of Airbnb. Found in 2008 and providing accommodation rental services, Airbnb can be found in more than 191 countries and approximately 200 million users have been using it (Airbnb, 2019a). Rather, academic research on Airbnb has mostly focused on the attributes of guests (Belk, 2014), guest satisfaction (Tussyadiah, 2016), regulatory issues (Nieuwland & Van Melik, 2018), impacts on the hotel industry (Zervas, Proserpio, & Byers, 2014) and the local community (Stergiou & Farmaki, 2019) as well as host practices including discrimination (Farmaki et al, 2020). However, it is well noted that there is a research gap on hosts' perspectives and especially on women hosts. Women have a dynamic role as they constitute 56% of Airbnb hosts (Airbnb, 2019b). This study aims to fill this research gap and examine women empowerment in the Airbnb female host community; hence, gaining insights on how the platform may contribute to the achievement of SDG5. There is a consensus that suggests the need to empower women to achieve gender equality. Women empowerment is a multidimensional process (Aghazamani & Hunt, 2017). It includes increasing a woman's sense of self-worth, decision-making power, access to opportunities and resources, power and control over her own life inside and outside the home, and ability to effect change (Baltiwala, 1994). Regarding the tourism industry, a lot of studies have analyzed several dimensions of empowerment. For instance, economic empowerment through tourism has been shown to challenge entrenched perspectives about the woman's role in local society (Moswete & Lacey, 2015). In addition, Tourism has also expanded the opportunities of education and engagement in social organizations that result in further empowerment of women (Marcinek& Hunt, 2015). So far, there is limited interest in the existing literature involving the sharing economy and the SDGs. Many academics have highlighted the contribution of sharing economy to the SDGs (Heinrichs, 2013). Within hospitality, the need for sustainable development by promoting gender equality and women empowerment is well documented (Dashper, 2020; Segovia-Perez et al., 2019). However, the extent to which Airbnb can promote gender equality and empower women remains an underexplored area.

METHOD

The research philosophy is followed by an interpretivism approach which seeks to explore reality by interpreting the truth from individuals (Veal, 2011). It is of vital importance especially when the research purpose is to explore a phenomenon during its early stage (Flick, 2014). A qualitative research approach was conducted with semi-structured interviews being performed via Zoom allowing for deeper knowledge and understanding (Gillham, 2000). In total, 30 women hosts from Greece were interviewed. To ensure whether the sample was adequate, the researcher followed the date saturation method. In the beginning, the sample was purposively selected from Facebook groups owing to the difficulty to find Airbnb hosts through the platform. This Purposive sampling enabled the researcher to choose respondents well-suited to the topic under study (Schutt, 2018). During the purposive selection process, we asked for participants to suggest women hosts, they are familiar with. To find an adequate sample a combination of purposive sampling and snowball technique was applied. The criteria involved in gathering the sample follow: a) the participants had to be active hosts on the Airbnb platform at the time of the research, but we permitted an absence of the last 6 months period due to the lockdowns imposed by the Greek Government, b) be the only host in the listed property (not a co-host) and c) exist on the platform for at least one year. Before the interview, an informed consent form with information about the study was provided. Each audio recording was transcribed shortly after the interviews, and transcriptions were analyzed following the principles of a qualitative thematic analysis process. Every participant filled the consent form before the interview. Thematic analysis revealed several key themes.

FINDINGS

Although analysis is ongoing, preliminary findings indicate that women's involvement in the Airbnb platform grants them several forms of empowerment. Concerning economic empowerment women hosts claimed that they felt independent as they gained extra money to cover their needs, support their family and invest in future entrepreneurial opportunities. A group of women hosts claimed that hosting became their primary job occupation after a certain period of success. What is more, social empowerment was recognized as an outcome for all participants. For instance, women Airbnb hosts referred to feelings of 'being part of a team and how vital is for them.

Likewise, power to women seems to be granted through hosting as all the participants admitted willingness to help others, in that experienced women hosts said that they frequently advise other hosts, therefore enhancing what they acknowledge as ‘leadership skills’ of a host. This seems to be promoted especially to social active groups through Facebook where hosts feel they really can help each other by promoting hosting practices and giving friendly advice. Moreover, for a small number of participants elements of political empowerment such as improved participation in decision making at the community level as well as improved capabilities to interact with the local government were noted.

IMPLICATIONS or CONCLUSION

In this study, the contribution of Airbnb to the achievement of SDG5 by promoting women empowerment was examined. The importance of gender equality is highly associated with the tourism industry which presents as a favorable industry for women's employment. The study findings indicate that women empowerment may be achieved through hosting on Airbnb at various levels, namely economically, socially, and politically. Therefore, these results may be in contrast with future studies in other cultural environments. Theoretical and practical implications arise as a result. Despite its interesting findings, this study is not without limitations. First, the researchers analyzed the data manually, which may introduce bias. Second, due to the COVID -19 pandemic, it was hard to find active Airbnb hosts as many Airbnb hosts have either closed their properties or exited the platform. Therefore, for many participants the pandemic had negative effects not only on their earnings but also on their psychology, causing indirect effects on their willingness to participate. For future research, a quantitative approach is necessary to further explore the weights of each dimension. In addition, this study result was gained only based on 30 in-depth interviews, hence the patterns identified in this study should be explored with a generalizable quantitative study.

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CENTENNIALS AND THEIR MOTIVATIONS FOR ENVIRONMENTALLY RESPONSIBLE TRAVEL: EVIDENCE FROM INTERNATIONAL STUDENTS IN JAPAN

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INTRODUCTION

Together with the development of tourism industry, various negative impacts on the environment have been proved to be associated with tourism activities including the huge emission of carbon dioxide in travelling, accommodation and other recreational activities (Dwyer, Forsyth, Spurr, & Hoque, 2010). In addition, tourists' inappropriate behaviors at the destination such as littering or damaging the sites have contributed to environmental degradation. The present study aims to tackle the issue of environmental sustainability, particularly at: 1) how centennials perceive environmentally responsible travel; and 2) their motivations and de-motivations for such kinds of behaviors.

The reason for choosing this target group is that centennials have been quickly contributing to the travel industry of the world and are updated with the new trend and tend to travel differently from previous generations. They are also quickly becoming the growing class of consumers and employees (Gaidhani, Arora, & Sharma, 2019), so it is worth studying about them. Once having a proper understanding about their motivations or barriers for environmentally responsible behaviors, relevant stakeholders can focus on triggering those motivations and at the same time eliminating the constraints.

METHOD

This study adopts a qualitative research method in the form of interviews. A sample of 23 participants (n=23) was invited to take part in the study in June 2020, 12 of which were conducted in the form of semi-structured interviews via Zoom and the rest was through online survey with the same open-ended questions. When conducting this study, the author was an international undergraduate student in Japan and due to limited connection, convenience sample was used.

FINDINGS

Perception and environmentally responsible behavior:

Generally, participants are familiar with environmentally friendly travel. However, regarding the influence degree of their perception about environmentally responsible travel on the actual behaviors, the finding is that a high or low level of perception does not always equal the existence of environmentally friendly behaviors, and that various factors come into play during the decision-making process. This is because there are cases when high influence of perception was seen with environmentally responsible behaviors but with little effort. Most of these behaviors are at the site such us cleaning up your own trash, not damaging the site. These kinds of behaviors require little effort because it does no harm to the tourists and tourists only need to refrain from causing damage to the site such as littering. Most centennials regard these behaviors as norms, basic ethics and demonstrate a high awareness towards environmental conservation. There are also cases when the degree of perception does not matter much because actual behaviors require much effort. The clearest example can be witnessed in the trip planning stage. Whether they are aware of green travel or not does not make much difference to their plans because they are either not thinking much about environmental factor or not willing to put more effort to make their trip greener such as paying more for green hotel. They exist in the forms of what the author call "passive green", "constrained non-green" or "neutral non-green" groups. Finally, sometimes environmentally responsible behaviors were still seen to exist with little influence of perception. These are usually the outcomes of various variables. The choice of transport searching for pleasure while walking or cost saving by using the bus can exemplify this case.

(De-)Motivations for environmentally friendly behaviors:

Motivation theory by Frey, B.S and Jegen (2001) suggests two types of motives namely intrinsic and extrinsic motives which were found in the form of previous background, values, gains and feasibility under the scope of this study. Another element found to manipulate the participants' behaviors is attached image (Figure 1). Participants were seen to develop certain images about Japan and adopt new sense of appropriateness for their behaviors when travelling. Their behaviors, therefore, are headed towards maintaining that image. At the same time, these students tend to form an individual image about themselves or identify themselves with a larger group such as nationality and tend to act greener in order not to get judged by other people.

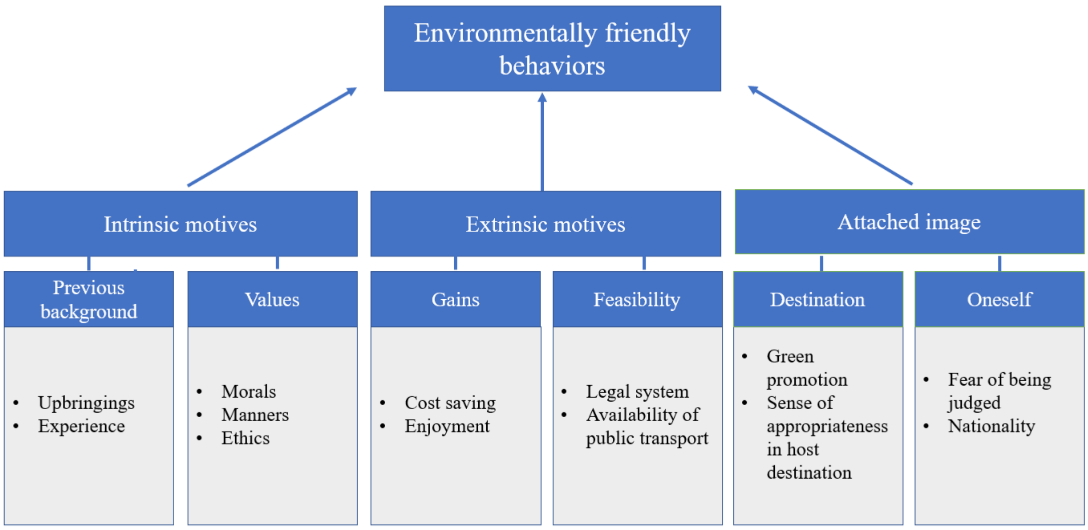

Figure 1: Reasons for environmentally friendly behaviors

To explain further on particularly transportation choice, a model (Figure 2) is used. It takes into account the key concept that was mentioned the most during the data collection stage – "*convenience*". This model makes use of the goal frames suggested by Lindenberg and Steg (2007), namely normative frames, gain frames and hedonic frames to group the participants' incentives, then the borders emerged from the data are set to separate between green and non-green groups:

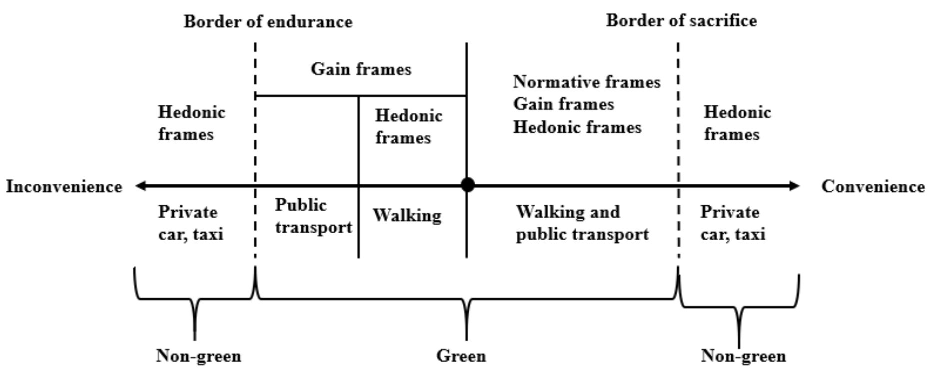

Figure 2: Border of transportation choice

Generally, as the travelers go further to the left or right side, they are looking for certain gains, and at the same time the degree of inconvenience and sacrifice increases. As long as they stay within those borders, they are considered as being green travelers. However, there are cases when travelers go for the taxi option in the very first place, that is when they prioritize their convenience over other options such as bus or train during the selection process.

Regarding persuasive action such as encouraging other people to be green, very few find themselves active due to different constraints namely fear of interference, insufficient knowledge about green travel, level of closeness and assumption on common understandings. Some may engage in the encouragement while travelling but not in daily context and only when getting asked about it or travelling in intimate group like family or close friends.

IMPLICATION

The study reveals some characteristics of centennials when travelling which may be significant in studying their behaviors. First, many of them have a decent background and are familiar with environmentally friendly behaviors. They view protecting the environment as the basic ethics and usually expect others to have to behave in the same manners while travelling. Second, they tend to value time and convenience while travelling. Nevertheless, as budget remains to be a matter to consider to most of them, they have the tendency to find a balance between their convenience and how much they have to pay or sacrifice. They are also seeking for a sense of independence and control when travelling, that is why some of them opt for private vehicle instead of public transport. Lastly, centennials are concerned about privacy and tend not to interfere with someone else’s trip by telling them to be green while traveling. They prefer to evaluate the relationship and intimacy level before engaging in encouraging action. Managerial implications include upgrading public transportation network to generate convenience while travelling. Relevant authorities can also emphasize on promoting the green image of the destination, to a point where tourists relate it with greenness and act towards sustaining that image. Considering the fact that insufficient knowledge remains to be a constraint of persuasive action, spread of information on green travel should still be focused.

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SOCIAL IDENTITY AND RISK: CHINESE TOURIST VISIT HONG KONG

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INTRODUCTION

In recent years the increase in nationalist sentiment, and the rise in populism in national politics, have been felt globally. This has been coupled with an increased sense of cultural homogeneity, leading to social identity conflicts, and a drive to re-establish unique identities for nations, as evidenced in numerous global debates (Bouchard, 2013). Before the Covid-19 pandemic, one of the most striking examples of such socio-political moments in 2019 is the ongoing series of protests in Hong Kong. For many, "being HongKonger and being Chinese, long complementary, suddenly came to feel exclusive" (Fisher, 2019). The identity crisis presented here is evident from the fact that only 3.1 % of the younger generation, aged between 18-29, identify themselves as Chinese (PORI, 2020). It has been 23 years since the handover and the process of nation-building of Hong Kong as a part of China has got more and more complicated at various levels.

What is certain is that the protests have transformed Hong Kong's image from one of the safest destinations in the world into one associated with danger and risk. This is pertinent due to the importance of international tourism to the Hong Kong economy. Tourism is traditionally conceptualized as an industry devoid from politics. In post WWII global politics, international tourism has been promoted as bringing peace through interactions of people from different cultures. The Chinese government certainly believed in this outcome from tourism. Through encouraging Chinese tourists to Hong Kong and vice versa, the government aimed to promote mutual understanding through interactions among compatriots. Chinese tourists were fewer than 5% of Hong Kong's annual tourist arrivals in 1990s but comprised over 80% in 2018. Over 5% of Hong Kong's GDP comes from the tourism sector, a large component is derived from Chinese tourists (HK partnernet, 2020). However, mainland Chinese tourists have become the target of much of the ire in the protests, for they are both visible reminders of the influence China has on Hong Kong and are perceived to receive preferential treatment over local residents. Incidents such as children urinating on the street, tourists driving through red lights and being excessively noisy formulate a negative image of Chinese as "*强国人*" (people from powerful country) to symbolise uncivilised behaviour and arrogant attitudes. These negative images have often been utilised as key evidence to define and differentiate Hong Kong from (and thus create boundaries between) the Chinese. Now, visitor numbers have reduced by more than 40%, and are expected to continue to shrink since late 2019 ((HK partnernet, 2020). The largest proportion of this decrease is from visitors from mainland China.

This paper utilises social identity theory and decision-making theory to guide the inquiry. Social identity has been well-established in the domain of social psychology to understand intergroup relations and behaviour. An individual's self-perception builds heavily on social identity, which is best conceptualised as the emotional and evaluative consequences of belonging to a specific, readily labelled group (Tajfel, 1982). When social identity defines the sense of belonging and stresses the salient group characteristics, it comes from an evaluative comparison between "us" and "others" for group differentiation (Hogg et al., 2017). The differentiation from mainland China that defines Hong Kong's identity makes this a unique case for investigation. On one hand, the Chinese should be positioned as members of the "in" group as having the same political entity and ethnicity. On the other hand, the contested identity politics embedded within the continuous protests have led to the Chinese as being positioned as the “out” group, who are regarded as international (as opposed to domestic) tourists to Hong Kong.

This sense of “othering” has been mirrored by the Chinese, who have realized these negative attitudes towards them and have recently started to signify HongKongers as “others” and not “us”. “Do not go to Hong Kong again” has become popular in Chinese social media. The idea of perceived risks strongly guides tourists’ decision to avoid unsafe destinations (Lepp & Gibson, 2003). Apart from the rising concern of public security, it is acknowledged that a tourist destination has a higher level of risk when there is a clash of identities, including gender, nationality, religion, etc (Hughes, 2002). Here, the social attitudes of avoiding risky Hong Kong presented by the Chinese are strongly associated with their reflective reactions towards the clear identity boundaries created during the protests. This research therefore aims to examine Chinese tourists’ reflections on the protest movements and draw out dominant themes that underpin this reflection on their social identity and their sense of risk.

METHOD

This article employs a social constructionist paradigm that conceptualises identity and risk as a socio-culturally embedded concept. Empirically the study draws on qualitative interviews with 31 Chinese tourists who have visited Hong Kong in the past 4 years. Following the grounded theory methodology, all of the transcribed interviews were analysed inductively in three steps: open coding, axial coding and selective coding.

FINDINGS & CONCLUSION

The study utilized qualitative data to show Chinese tourists’ reflections on the protest movements and draw out the dominant themes that underpin this reflection on their social identity and their sense of risk. While identity is focused on interactions between “us” and “others”, we have largely focused on the story of “us” rather than “others”. In the case of Hong Kong, it is the complex boundaries between “us” and “others” that make the view of Chinese tourists important. The study also aims to contribute to the underdeveloped area of dynamic relationships between social identity and risk. At the moment, the data collection is still in process. More detailed findings and a conclusion will be presented at the conference.

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'STAY WITH US!' CAREER CHANGE OF APPRENTICES IN HOSPITALITY VOCATIONAL EDUCATION AND THE INFLUENCE OF KNOWLEDGE TRANSFER ON VOCATIONAL COMMITMENT

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INTRODUCTION

The hospitality industry in developed countries has long faced problems regarding human resource attraction and retention (e.g., Enz, 2009; Davidson and Wang, 2011). The strong service and customer orientation of hospitality employees makes them highly attractive for other industries (Baum, 1995) which often results in career changes towards a professional path outside the sector. In his empirical study, Richardson (2010) found that more than 50% of undergraduate tourism and hospitality students are considering careers outside the sector, and one third indicated that they would definitely not work in the industry after graduation.

Apart from higher education, vocational educational and apprenticeships are another pillar for the development and training of human resources for the hospitality sector. In their study, Marrero-Rodríguez et al. (2020) find that vocational training is the most required educational level in tourism and hospitality jobs. However, many vocational school leavers change their career (e.g., Wolbers, 2003) and they do not even seek a job in the industry they have been specializing for. Students'/apprentices' career changes are hence an additional threat for the hospitality sector that increases its human resource shortages despite the financial effort made by public administrations and some private institutions to train individuals for the sector.

In this line, apprentices' career changes after having completed their apprenticeship program are often caused by a reduction or lack of vocation or 'calling' to start a career in the hospitality sector. Prior research on commitment in an educational context has been rather devoted to analyzing commitment to a particular academic institution (e.g., DeShields et al., 2005), to students' commitment to career choices and career expectations during their undergraduate degrees (e.g., Chuang et al., 2007) or to self-commitment in the course of internships (e.g., Chen and Shen, 2012). An extensive search of hospitality research literature failed to reveal any details regarding the specific role of commitment in apprenticeship-based vocational education and its potential influence on career choices. Nachmias and Walmsley (2015) state that there is a need for deeper empirical studies that shed light on how career decisions in the hospitality sector are actually made. Attempting to bridge the research gap on apprentices' career decisions that prevent them from leaving the hospitality industry from the knowledge view, the goal of this work is to identify knowledge transfer-related aspects of vocational education that exert a relevant influence on hospitality apprentices' vocational commitment as a prerequisite of reducing their career change intentions.

LITERATURE REVIEW

The term 'career change' may be defined as a worker's change of employer in order to start a new job in either a different industry or occupation from the one that s/he was previously employed in (Carrillo-Tudela et al., 2016). Though career changes within the hospitality sector may be very positive not only for individuals but also for firms and for the whole industry if they result in more motivated employees and managers, career changes that imply leaving the sector can dramatically increase its traditional human resource problems in many developed economies. Higher rates of career changes may be found among young professionals who are still shaping their vocational identities (Bieger et al., 2005).

An individual's vocational commitment describes the psychological relationship to his/her vocation (Lee et al., 2000). The more someone identifies with their occupation and the more positive feelings they have about it, the higher their vocational commitment (Blau, 2003). According to Yang and Dong (2013), education affects vocation.

Knowledge transfer is relevant in education (Wringe, 2009). Moreover, knowledge transfer is the core of the school-enterprise cooperation in vocational education (Tan and Tang, 2010). The loss or increase of vocational commitment and hence the attraction and retention of staff in sectors such as the tourism one can be partially explained by knowledge transfer dynamics. In vocational education, knowledge transfer processes can affect the student's vocation due to the characteristics and quality of the educational center-based learning and of the workplace learning.

After reviewing the literature on knowledge transfer, several transfer-related factors or processes have been identified as potential determinants of vocational commitment. The potential relationship of these factors with vocational commitment is analysed, leading to the presentation of five research hypotheses:

- H1: The apprentice's applied academic background positively influences his/her vocational commitment.
- H2: The apprentice's satisfaction with the training in the educational center positively influences his/her vocational commitment.
- H3: The existence of mentorship during the workplace learning of the apprenticeship positively influences the apprentice's vocational commitment.
- H4: The existence of training possibilities during the workplace learning of the apprenticeship positively influences the apprentice's vocational commitment.
- H5: The existence of a personalized system of training during the workplace learning of the apprenticeship positively influences the apprentice's vocational commitment.

METHOD

In order to meet the goal of this study, the German apprenticeship-based educational system, also known as dual education, provides a relevant context for this research due to its dual nature. Apprentices work as professionals in a firm while they learn in school for one or two days a week (Achtenhagen and Grubb, 2001). Firm-provided, on-the-job training is combined with state-provided, school-based education (Dustmann and Schönberg, 2012) and both vocational schools and workplaces are seen as conducive learning environments (Gulikers et al., 2008).

The data to test the research hypotheses were collected in Bavaria, the largest state in Germany. Regarding the population of the study, there were 9,552 apprentices in the dual hospitality vocational education system of Bavaria in 2017. The majority of those apprentices were enrolled in the program of hotel clerk (4,491), followed by 3,421 apprentices in the program leading to become a cook/chef (DEHOGA Bayern, 2017). Only second- and third-year apprentices were selected. Accordingly, the overall population size was 3,599 individuals.

The dependent variable was measured with a five-point Likert scale and four items adapted from the work by McKay et al. (2007). With regard to the independent variables, the prior applied knowledge was measured by a dichotomous variable. The satisfaction with the training in the educational center of the vocational school was measured with the six items of the 5-point Likert scale on good teaching by Byrne and Flood (2003). The existence of mentorship, training possibilities during the workplace learning, and a personalized system of training in the firm were asked directly through three single items, respectively.

The questionnaire, which was prepared in German, was applied online and anonymously. As a result of the fieldwork, 331 valid questionnaires were obtained. The adjusted response rate is 9%, and the margin of error is 5.13% at a confidence level of 0.95. Data were analyzed using SPSS.

FINDINGS

In general, apprentices show relatively high levels of vocational commitment to the hospitality sector, but with a clear exception. Though most trainees consider the sector is a good place to work (58.5%), highly inspiring (49.3%) and highly motivating (44.2%), there are objective doubts as to recommending the sector as a place to work.

A regression analysis was conducted to test the linear relationship between the trainee's vocational commitment and the five independent variables stated in the theoretical framework. Three additional aspects were used in the equation as control variables: the apprentice's gender, his/her age, and whether s/he is doing his/her internship in a restaurant or not. One independent variable was continuous (satisfaction with training) and the four remaining ones were inputted in the regression equation as dummy variables. Regarding the control variables, age was included in the regression analysis as continuous variable, and gender and internship in a restaurant were introduced as dummy variables.

Four variables exert a significant influence on the apprentice's vocational commitment. The first one is their satisfaction with training in the educational center, and consequently H2 can be accepted. The relevance of the scholastic part in the apprenticeship-based educational system is then highlighted. The professional part of the apprenticeship-based educational system also influences the apprentice's vocational commitment through two factors: The existence of a mentor or professional individual in the organization who will guide the trainee in the learning process at the workplace and a personalized training system. Hence H3 and H5 can be accepted too. The results of the multiple regression analysis also show that the apprentice's gender influences vocational commitment: male apprentices tend to be more committed to the career in the sector than female ones. The other two control variables do not exert a significant influence on an apprentice's commitment.

Two research hypotheses (H1 and H4) have not been supported. Regarding prior applied knowledge (H1), apprentices with a lack of prior sectorial knowledge could keep up due to the teaching methods in the school, and the elements of learning personalization in the firm commented above. With regard to general training possibilities in the firm (H4), the unnecessary or useless knowledge offered in the courses, seminars, or other training activities organized in or by the firm in a general way could explain the lack of effect of this variable.

CONCLUSION

The knowledge-based view is a solid theoretical framework that can be used to understand knowledge dynamics in many topics. The empirical approach of this work has revealed that knowledge transfer processes in the educational system can have an impact on hospitality apprentices' career aspirations. Specifically, the satisfaction with training in the educational center, the existence of direct mentorship and a personalized corporate training system for the apprentice tend to be relevant to keep the decision to stay in the sector after the educational stage.

The academic implications of the results of this work are mainly related to the usefulness of the knowledge-based view to explore educational dynamics that affect hospitality apprentices and students in their career path beyond the years spent in educational institutions. From a practical perspective, the results of this work also allow for issuing some recommendations to increase the vocational commitment of students in the apprenticeship-based educational system. Vocational schools should formulate a knowledge strategy to align their knowledge resources and capabilities to their strategy (Ferreira et al., 2018). With regard to the satisfaction with training in the educational center, the decision makers of vocational education must be open to analyze trends and new aspects to be included in the curricula. Moreover, quality evaluation programs should detect teachers' pedagogical needs, and training possibilities should be offered subsequently. The firm system as a complement of the education in the apprenticeship-based educational system must be carefully designed as well. One of the strategic decisions is the configuration of the network of the companies to be included. Firms with a genuine interest to collaborate and with a disposition to assign mentors to the students should be the basis of that network. In addition, feedback about the mentor and the personalization of training should be included in the apprentice reports about their learning experience in the companies.

Regarding the limitations of this work, the use of a questionnaire to collect data on the variables of the work may limit the understanding of the phenomena studied. Besides, the geographical extrapolation of the results must be done with caution. Moreover, the specific characteristics of the dual apprenticeship system hamper the generalization of results to programs of vocational education. However, those programs in which internships are a relevant part of the training may experience similar dynamics. Hence, the findings of this study may be transferable to other countries utilizing an applied approach in vocational education by taking the aspects identified to have an influence on German apprentices' vocational commitment as a basis for refining vocational training.

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"DO YOU DARE TO TRAVEL?" RISK AND DESTINATION PERCEPTIONS ON WUHAN SINCE THE COVID-19 PANDEMIC

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INTRODUCTION

The outbreak of the novel coronavirus COVID-19 has caused a standstill to the global economy and changed the way of life (Gössling et al., 2020; Sigala, 2020). With international borders closed, limitations to non-essential travel, and city lockdowns to curb the spread of the novel coronavirus, the tourism industry has received a devastating hit, with over 70% decline in international tourist number and about USD730 billion loss in tourism exports (UNWTO, 2020). Started in Wuhan, Hubei Province, China, the novel coronavirus was previously known and publicized in various media channels as the Wuhan Coronavirus before its official naming on 11 February 2020. In the context of an ongoing pandemic, media takes the role of a double-edged sword during a public health crisis. Both mass media and social media have been significant in providing timely updates of the pandemic, heightening public awareness, and informing the public with evaluations on risk without causing public panic and anxiety (Chemli et al., 2020). Yet media could also play a role in inducing panic, heightening risk perceptions, and influence potential tourists' evaluation of destination related to public health crises (Fennell, 2017; McKercher, 2003; Novelli et al., 2018; Yu et al., 2020). At the start of the pandemic, various media outlets had branded the coronavirus based on the epicenter of Wuhan, or even regarded it as a disease that only affects the Asian race (Wen et al., 2020). The media spotlight of a place as the origin of a global pandemic would bring about negative effects to place imagery and destination image management (Novelli et al., 2018; Schroeder & Pennington-Gray, 2014). Additionally, it would also cause spillover effects, not only to the place itself but to a regional level (Novelli et al., 2018).

Research since the start of the COVID-19 pandemic has focused on several areas: the impact of COVID-19 on destinations (Gössling et al., 2020; Sigala, 2020), possible recovery strategies for the tourism and hospitality industry, and the influence of media on perceptions of COVID-19, risk and travel (Chemli et al., 2020; Wen et al., 2020; Yang et al., 2021; Yu et al., 2020).

Current works that investigated the impacts of media on destinations related to public health crises have suggested that misleading media coverage on COVID-19 could negatively affect one's destination image and travel intention to China (Yang et al., 2021) or enhance risk perceptions (Chemli et al., 2020). However, there is still a research gap on how such media portrayals influence the perceptions of public health risks, such as COVID-19, travel risk, destination image, and travel intention. To bridge the aforementioned research gap, this study would like to focus on Wuhan in the first three months of the pandemic, with the following research objectives:

1. To explore how travelers within and outside China, perceive the coronavirus and travel risks during a pandemic.
2. To examine the influence of perceptions of COVID-19 and travel risk, on the travelers' destination image of Wuhan.

An integrated framework will be proposed and tested. This study contributes by making a comparison between travelers in Singapore and China (based in Beijing and Shanghai), providing consumer insights in times of crisis on their perception of destination and how it affects their travel consumption behaviors. This study investigates the relationships between perceptions of COVID-19, travel risk, destination image, and travel intention to a highly associated destination during the first three months of the global pandemic.

LITERATURE REVIEW

Destination image and risk perceptions have been noted to be influential to tourists' decision-making, yet these two concepts have been studied under two different streams of research in tourism (Becken et al., 2017; Chew & Jahari, 2014). Recently, there has been a rise in studies that integrated risk literature with destination image (Becken et al., 2017; Chew & Jahari, 2014; Li et al., 2018; Perpiña et al., 2020; Qi et al., 2009; Rittichainuwat & Chakraborty, 2009). Building upon the aforementioned theoretical background, the current study posits on the first three months of the COVID-19 pandemic centered in Wuhan, China. This study proposes an integrated framework to examine how perceptions of COVID-19 affect one's perception of travel risk, its influences on destination image that is highly associated with the pandemic, and one's travel intention to the said destination.

Perceptions of COVID-19.

Perceptions are defined as "an individual's knowledge, information, and experience which are responsive to their cognition of objects, behaviors, and events" (Anderson, 2004 in Lee et al., 2012, p.92). As such, mass media and social media, which are responsible for providing real-time (mis)information of COVID-19, can influence people's perceptions of the COVID-19. Extant literature has illustrated that risk perceptions of an epidemic disease, such as SARS and COVID-19, can be affected by the media, causing fear and panic, and consequently heightening one's perceived risk of the disease and destination(s) related to the epidemic (Law, 2006; McKercher, 2003; Novelli et al., 2018; Rittichainuwat & Chakraborty, 2009). With COVID-19 constantly being on the headlines of every media platform, and media coverage shining spotlight on certain places related to the coronavirus (Wen et al., 2020; Yu et al., 2020), negative perceptions of COVID-19, like any other existing pandemic diseases, heighten the perceived risk of those places, affecting tourists' image of the places and travel intention, whether or not it is an "infected" destination (Novelli et al., 2018; Rittichainuwat & Chakraborty, 2009).

Moreover, previous studies have proven that perceptions of the disease are influential in perceived risks and travel decision making (Brug et al., 2004; Lee et al., 2012; Reisinger & Mavondo, 2008; Sonmez & Graefe, 1998). As perceptions can shape attitudes, opinions, and behaviors, a traveler's perception of the coronavirus would heighten tourists' perception of risk, and traveling in an outbreak would raise issues on personal health and safety, impacting one's destination image and subsequent travel behavior (Kozak et al., 2007; Law, 2006; McKercher, 2003; Rittichainuwat & Chakraborty, 2009). Hence, we would like to propose:

- **H1**: Perceptions of COVID-19 heightens travel risk.
- **H2**: Perceptions of COVID-19 negatively affects (a) affective and (b) cognitive destination image of Wuhan.
- **H3**: Perceptions of COVID-19 negatively affects travel intention to Wuhan.

Risk Perceptions.

Defined here as the way a consumer perceives an action that may expose them to danger, risk perceptions can influence one's travel decisions if the perceived danger is deemed to be beyond an acceptable level, which by its turn can impact one's travel decision-making to a destination choice (Becken et al., 2017; Perpiña et al., 2020; Roehl & Fesenmaier, 1992; Sönmez & Graefe, 1998). Prior research has examined that negative attributes of a destination, such as urban air pollution in China (Becken et al., 2017) and effects of an earthquake and nuclear disaster in Japan (Chew & Jahari, 2014), have affected the destination image of potential tourists. These negative attributes of destination are valid concerns for tourists as going to such destination raises issues of lacking personal health and safety (Reisinger & Mavondo, 2005), and possibly influence tourists to evaluate perceptions of destination more undesirably. This is especially so since measurements of destination image, explore how the destination offers personal safety (cognitive destination image) and induce relaxing/distressing emotions (affective destination image) toward the destination (Baloglu & McCleary, 1999; Beerli & Martin, 2004). These attributes, which are affected by the tourists' perception of how the place could expose them to danger, are likely to influence negative evaluations of the destination. Thus, it can be understood that the perceived risks can influence destination image. With the above theoretical background, we propose:

- **H4**: Risk perceptions negatively affects (a) affective and (b) cognitive destination image of Wuhan.

Based on the Theory of Planned Behavior (TPB) by Azjen (1991), intentions indicate how one is likely to engage in certain behavior. Intentions are likely to be affected by an individual's subjective knowledge, previous travel experiences (Lam & Hsu, 2006). In the context of a pandemic that has led to strict lockdowns and stay-home notices, the lack of travel experiences has led individuals to look to their perceptions of risk and safety when making travel decisions (Li & Ito, 2021; Sönmez & Graefe, 1998). Previous studies on SARS, Ebola, and COVID-19 have identified that the media is influential in inducing fear or exaggerating risk perceptions of traveling to the related destination (Chemli et al., 2020; Mansfeld, 2006; Novelli et al., 2018; Rittichainuwat & Chakraborty, 2009). Under the context in the first three months of the pandemic, where various media platforms have placed the spotlight on Wuhan as the ground-zero of COVID-19, the media have likely to enhance risk perceptions of travel, allowing us to hypothesize that:

- **H5**: Risk perceptions negatively affects travel intention to Wuhan

Destination Image.

Defined by Crompton (1979) as "the sum of beliefs, ideas, and impressions that a person has of a destination" (p.18), destination image consists of three aspects: cognitive, affective, and conative (Becken et al., 2017; Chew & Jahari, 2014; Echtner & Ritchie, 1993; Gartner, 1994; Pike & Ryan, 2004). The cognitive dimensions of destination image comprise a set of knowledge or understanding consumers have about the destination, evaluated based on a set of attributes that correspond to tourism products the destination provides (Beerli & Martin, 2004). The affective dimension of destination image refers to one's personal feelings or emotions toward the destination (Baloglu & McCleary, 1999; Beerli & Martin, 2004; Russell et al., 1981). Conation refers to the interactions of cognitive and affective aspects which are then later translated into behavior (Becken et al., 2017). In the extant researches on destination image, Baloglu and McCleary's (1999) model, which focuses on the understanding of destination image through cognitive and affective evaluations, has been widely used and extended on various research to uncover antecedents and effects of destination images on travel behavior. Antecedents such as age, previous travel experiences, and information sources have been proven to influence both cognitive and affective destination images (Baloglu, 2000; Baloglu & McCleary, 1999; Beerli & Martin, 2004). Along with how perceptions of risks are influential to both cognitive and affective destination image, this study would like to focus on the two facets of destination image for investigation.

Current research has shared how tourists form their destination image, starting from shaping an initial organic image of the place, to refining it into an induced image based on the processing of related information (Becken et al., 2017). Chen, Lai, Petrick, and Lin (2016) illuminated the importance of word-of-mouth and the use of social media as influential in forming organic images and reinforcing stereotypes of destination images. Since mass media and social media portrayed Wuhan to be strongly associated with COVID-19, such media portrayal is likely to bring about negative stimulations that play with the emotions of potential tourists, affecting their destination evaluations toward Wuhan (Chemli et al., 2020; Yu et al., 2020).

Prior works have highlighted both the interrelationship between cognitive and affective destination images, emphasizing the importance of affective destination image (Gartner, 1994; Perpiña et al., 2020). According to these works' premises, the ongoing COVID-19 pandemic would have caused potential tourists to be in a continual state of worry and panic, especially when media outlets, focused on constant coverage of pandemic reports which heightened risk perceptions (Ren et al., 2020; Wen et al., 2020; Yu et al., 2020). These negative valence of media reporting on Wuhan as ground-zero of COVID-19 may have affective dimensions playing a more dominating effect on travel intention than cognitive dimensions (Becken et al., 2017; Li et al., 2018; Perpiña et al., 2020). Thus, we hypothesize:

- **H6**: Affective destination image of Wuhan has a direct impact and positive influence on the corresponding cognitive destination image of Wuhan.

Destination Image and Travel Intention.

There have been many studies documenting destination image as a strong predictor of travel intention (Baloglu, 2000: Qu et al., 2011). Previous studies have noted that destination image has a direct and positive effect on travel intention (Perpiña et al., 2020; Qu et al., 2011). On the other hand, Becken et al. (2017) have highlighted in their study that perceived negative stimulations via media portrayal play with the emotions of potential tourists affected their affective destination image, which is influential in deterring them visit China. Similarly, Novelli et al. (2018) have presented their findings on the significance of media portrayals of Ebola affecting the destination image of the Gambia that impacted the overall tourism industry despite having no confirmed cases of Ebola. Hence, it can be assumed that

- **H7**: (a) Affective destination image and (b) cognitive destination image of Wuhan directly influences travel intention to the destination.

With the above theoretical background, this study would like to propose an integrated framework (Figure 1) to examine how perceptions of COVID-19 affect one's perception of travel risk, their influences on the destination image of Wuhan, and travel intention to the said destination.

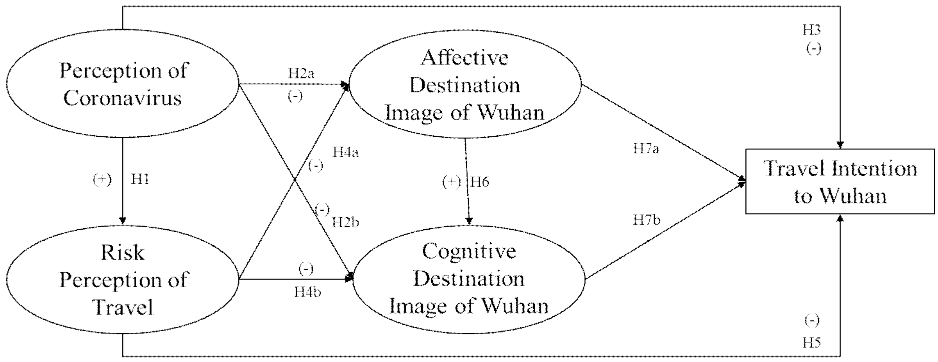

Figure 1: Hypothesized Model

METHOD

Data Collection.

A web-based questionnaire was distributed among consumers from Singapore and China (outside of Hubei Province) via random sampling through local market research firms in March 2020. Since COVID-19 is a public health issue that does not discriminate age, the sample retrieved from each country consists of at least 300 respondents per country and is stratified equally according to age and gender quotas to achieve representativeness of the population of China and Singapore. Singapore was chosen to compare with China as it was the other country outside of China with the highest number of COVID-19 cases as of February 2019. In terms of human mobility between the two countries, Singapore is also one of the main outbound countries for Chinese Nationals due to the high number of expatriates and foreign labor in the country (Lee, 2020). Additionally, Chinese inbound tourists contributed S$900 million tourism receipts in Q4 2019, making China one of the most important inbound tourism markets for Singapore's tourism (Singapore Tourism Board, 2020). On the other hand, unlike South Korea, Japan, and the US, Singapore is only the ninth most important inbound market source for China's inbound tourism in 2018 (Ma, 2020). Yet, Singapore inbound tourists to China constitute the second greatest market share in Southeast Asia, after Malaysia, with a great proportion of travels accounting for business travels and familial visits to ancestral homes (Chiang, 2015). Since the outbreak of COVID-19, Singapore has dealt well with swift responses to contain the spread of the coronavirus, as compared to Japan, Korea, and the US, which has a lag in the spread and response of the coronavirus. Hence, Singapore would be a sound choice of comparison with China in the study.

Instruments.

The questionnaire consists of items on consumers' perception of the coronavirus COVID-19, risk perception of traveling, destination image of Wuhan, and behavioral intentions. Instruments are developed from measurement items of existing literature. Perception of coronavirus is measured by items adapted from Lee, Song, Bendle, Kim, and Han (2012). Risk perception of travel is derived from works by Brug, Aro, Oenema, de Zwart, Richardus, and Bishop (2004), and Leung, Lam, Ho, Chan, Wong, and Hedley (2003). Destination image of Wuhan will be measured based on affective destination image and cognitive destination image items established by Baloglu and McCleary (1999), Beerli and Martín (2004), and Russell, Ward, and Pratt (1981). Travel intentions are measured based on items from Law (2006) and Lee et al. (2012). Respondents were asked to value all measurement items based on 7-point semantic differential scales ranging from not at all (1) to very much (7). The last segment of the survey focused on the demographic profile of the respondents, and questions on their preferred media of information related to the COVID-19 disease outbreak.

FINDINGS

Descriptive Statistics.

A total of 688 complete responses were collected (Table 1). Out of which, 332 (48.3%) responses were from Singapore, and 356 (51.7%) responses were made up of respondents from Beijing and Shanghai, China. There are a few reasons why Beijing and Shanghai were selected. Firstly, Beijing and Shanghai have comparable GDP to Singapore. Furthermore, based on a report on China's top search engine Baidu, Beijing has been crowned the number one city of outbound domestic tourism searches, with Shanghai, placed third (Techweb, 2020). The two cities from China were also the top two cities in their domestic outbound travel index (hb.ifeng.com, 2019). Based on the above, relatively demographically representative samples are collected from Singapore, Beijing, and Shanghai, with equal numbers of male and female respondents. Both groups of respondents are highly educated, with 48.9% and 74.8% of the respondents graduated with a Bachelor's degree or higher in Singapore and China, respectively. Additionally, about 42.7% of the Chinese respondents have traveled to Wuhan, as compared to 13.2% in the Singapore sample.

Table 1. Demographic profile of respondents (N=688)

Singapore (N=332)	Frequency	%	China (N=356)	Frequency	%
Gender			*Gender*		
Male	167	50.3	Male	172	48.3
Female	165	49.7	Female	184	51.7
Traveled to Wuhan			*Traveled to Wuhan*		
No	288	86.7	No	204	57.3
Yes, Once	36	10.8	Yes, Once	109	30.6
Yes, twice or more	8	2.4	Yes, twice or more	43	12.1
Age			*Age*		
18-29	67	20.2	18-29	99	27.8
30-39	66	19.9	30-39	103	28.9
40-49	66	19.9	40-49	96	27.0
50-59	67	20.2	50-59	58	16.3
60-69	66	19.9	60-69	0	0
Education			Education		
Secondary school and below	49	14.8	Secondary school and below	6	1.7
Junior College/Polytechnic	89	26.8	Junior College/Polytechnic	19	5.3
Vocational/technical school	32	9.6	Vocational/technical school	65	18.2
Bachelor's degree	135	40.7	Bachelor's degree	232	65.2
Master's degree/MBA/PhD	27	8.1	Master's degree/MBA/PhD	34	9.6

Exploratory factor analysis was executed using SPSS 24.0. Under principal component factor analysis, the results of both samples have confirmed that all variables were related and suitable for structure detection ($p < .001$). The requirement of the Kaiser-Meyer-Olkin Measure (KMO) was met with .875 (Singapore) and .820 (China), indicating that both samples were sufficient for further analysis (Yong & Pearce, 2013). Following a varimax rotation, one item from travel risk (TR_4) and one item from the perception of COVID-19 (COVID_4) were eliminated due to low factor loadings. Cronbach's alpha coefficients were calculated to ensure internal consistencies. All values were above 0.7 except for perceptions of COVID-19 and travel risk for the China sample, suggesting high reliability for the Singapore sample, and acceptable reliability (Table 2).

Measurement Model.

This study undertook Anderson and Gerbing's (1988) two-step approach of confirmatory factor analysis (CFA) and structural equation modeling (SEM) to test the relationships between the perception of COVID-19, travel risk, destination image, and travel intention. IBM AMOS 24.0 was utilized to analyze the data. The model fit indices indicated an acceptable fit of the combined model of both samples (χ^2 (48) = 163.233, $\chi2/df$ = 3.401, $p < .01$, NNFI = .955, CFI = .967, RMSEA = .057). The reliability and validity of both measurement models were achieved, with values of CR being greater than 0.7, and values for AVE greater than 0.5, indicating sound construct reliability and convergent validity (Bagozzi & Yi, 1988). Each AVE values greater than the corresponding squared inter-construct correlation estimates, meeting the thresholds for discriminant validity. Based on the above statistics, the results suggested that a theoretically meaningful and statistically acceptable model was achieved.

Table 2. Descriptive statistics and Factor Loadings (N=688)

Constructs/Items	Mean	SD	FL	Mean	SD	FL
	SG (N= 332)			CN (N=356)		
Affective Destination Image of Wuhan	*(Cronbach's a=.907)*			*(Cronbach's a=.873)*		
AD_W1 Pleasant/Unpleasant	2.89	1.58	.852	3.18	1.74	.841
AD_W2 Arousing/Sleepy	3.14	1.60	.708	2.70	1.54	.829
AD_W3 Relaxing/Distressing**	2.64	1.48	.852	3.71	1.90	.861
AD_W4 Favourable/Unfavourable	2.79	1.55	.883	2.18	1.37	.740
Cognitive Destination Image of Wuhan	*(Cronbach's a=.866)*			*(Cronbach's a=.799)*		
CD_W1 High standards of hygiene and cleanliness	2.99	1.58	.856	4.79	1.21	.693
CD_W2 High quality of infrastructure	3.67	1.61	.574	5.58	1.06	.813
CD_W3 High levels of personal safety	3.23	1.56	.834	5.17	1.40	.640
CD_W4 A lot of interesting cultural and historical attractions**	3.91	1.62	.863	6.20	0.96	.757
CD_W5 A lot of food choices**	4.04	1.60	.876	6.12	0.99	.715
Travel Risk	*(Cronbach's a=.769)*			*(Cronbach's a=.679)*		
TR_1 It is dangerous to travel with the current coronavirus situation. **	5.90	1.38	.771	6.37	0.86	.761
TR_2 People around me refrained from travelling during the current coronavirus situation.	5.80	1.25	.835	6.36	0.84	.713
TR_3 There is a risk of my family/friends disapprove of my choice to travel during the current coronavirus situation.	5.85	1.21	.774	6.30	0.80	.711
TR_4 There is a risk that I may contract the coronavirus if I travel.*	5.97	1.12	-	5.66	1.06	-
Perception of COVID-19	*(Cronbach's a=.769)*			*(Cronbach's a=.594)*		
COVID_1 The coronavirus is a frightening disease. **	5.60	1.31	.794	6.25	0.92	.632
COVID_2 I am afraid of contracting the coronavirus.	5.54	1.31	.693	6.07	1.03	.593
COVID_3 Compared to SARS and Avian Influenza, the coronavirus is more dangerous.	5.06	1.49	.851	5.90	1.25	.847
COVID_4 I have confidence to survive the coronavirus if I get infected.*	4.91	1.28	-	5.30	1.28	-
Travel Intention						
Intention to visit Wuhan in the following 12 months after the end of the Coronavirus outbreak	2.07	1.52	-	3.78	1.65	-

**Items removed in EFA, **Items removed in CFA.*

Hypotheses Testing.

Model fit of the structural model was evaluated based on the comparative fit index (CFI), non-normed fit index (NNFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA). The recommended threshold of acceptability for NNFI and CFI is 0.95, while SRMR of less than .08 and RMSEA close to .06 indicates well-fitting models (Hooper et al., 2008; Hu & Bentler, 1999). The hypothesized model was tested separately with the same items after CFA to examine if there are any national differences.

Singapore Sample.

The goodness-to-fit model indices of the Singapore sample, as shown in Figure 2, reported a^2 (55) = 91.836, ^{2}/df = 1.670, p < .01, CFI = .984, NNFI = .977, SRMR = .0355, RMSEA = .045. Based on the findings of the tested hypotheses, perception of COVID-19 has a significant positive effect on risk perception of travel, supporting H1. While H2a received statistical support with perceptions of COVID-19 negatively affecting affective destination image of Wuhan amongst the Singaporean respondents, it does not have any statistically significant effect on the cognitive destination image of Wuhan, refuting H2b. Furthermore, it has also been tested that Singaporeans' perceptions of COVID-19 do not have any direct significant effect on travel intention to Wuhan, rejecting H3. Risk perception of travel has a statistically significant effect on affective destination image of Wuhan, supporting H4a, but does not have any significant negative effect on the cognitive counterpart (H4b). Interestingly, travel risk perception did not produce a statistically significant effect on Singaporeans' travel intention to Wuhan, rejected H5. Hypothesis 6 is supported, showing a strong effect of affective destination image of Wuhan on the cognitive destination image of Wuhan. Lastly, only H7a is accepted showing that affective destination image of Wuhan has a strongly significant effect on travel intention to Wuhan.

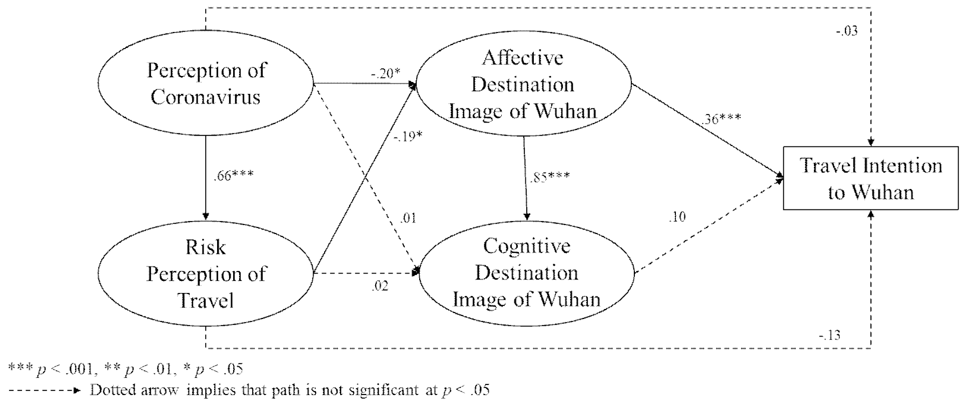

Figure 2. Structural model with estimated path coefficients (Singapore).

China Sample.

The goodness-to-fit model indices of the China sample, as shown in Figure 3, reported a^2 (34) = 63.450, ^{2}/df = 1.866, p < .01, CFI = .954, NNFI = .935, SRMR = .0327, RMSEA = .056. Based on the findings of the tested hypotheses, perceptions of COVID-19 has a significant positive effect on risk perception of travel, supporting H1. Different from the Singapore sample, perception of COVID-19 does not have any effect on both affective and cognitive destination image of Wuhan, refuting H2a and H2b. Similarly, it has also been tested that perception of COVID-19 does not have any direct significant effect on travel intention to Wuhan, rejecting H3. Risk perception of travel has a statistically significant effect on affective destination image of Wuhan, supporting H4a, but does not have any significant negative effect on the cognitive counterpart (H4b). However, travel risk perception does have a statistically significant negative effect on the travel intention to Wuhan, accepting H5. Hypothesis 6 is supported, showing a significant effect of affective destination image of Wuhan on the cognitive destination image of Wuhan. In contrast to the Singapore sample, both H7a and H7b are accepted showing that affective destination image of Wuhan has a significant negative effect on travel intention to Wuhan, while cognitive destination image of Wuhan has a statistically positive effect on travel intention to Wuhan.

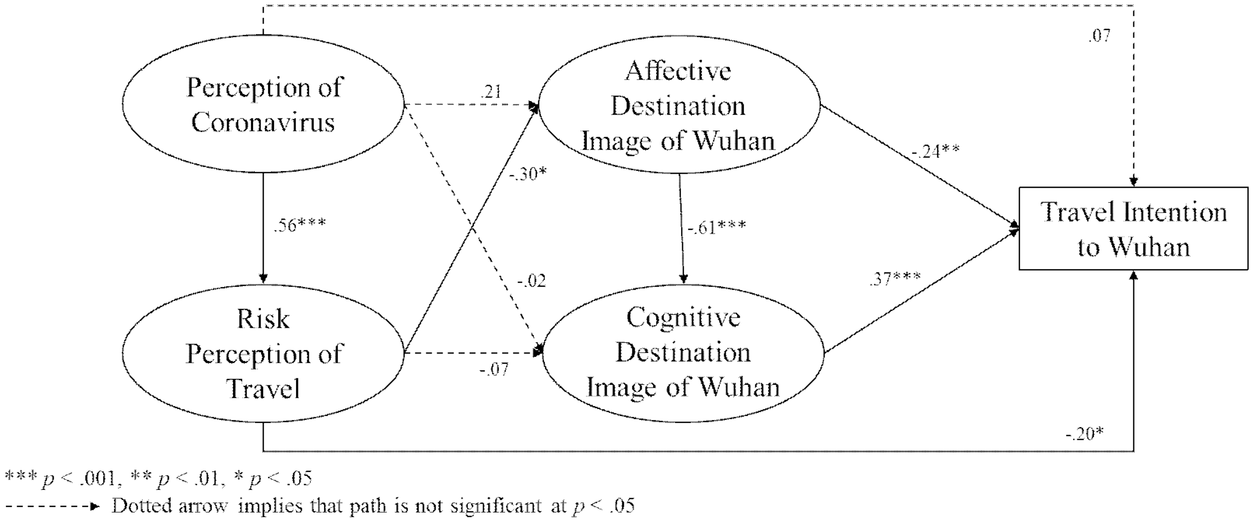

Figure 3. Structural model with estimated path coefficients (China).

DISCUSSION

Linking concepts of risk perception and destination image, this study aims at providing consumer insights in times of crisis on their perception of destination and how it affects their travel consumption behaviors. This study investigated the relationships between perceptions of COVID-19, travel risk, destination image, and travel intention to a highly associated destination, during the first three months of the global pandemic, centered in Asia.

Effects of COVID-19 Perception.

Despite the negative perception of COVID-19 illustrated in the descriptive statistics from both samples (Table 2), noteworthy findings have been highlighted in the hypotheses testing. Firstly, perception of COVID-19 does heighten risk perception of travel in both Singapore and China samples. However, it does not have any direct effect on the travel intention to Wuhan. This finding corroborated with the study on 2009 H1N1, where the perception of health-related crises is not a significant predictor of behavioral intention (Lee et al., 2012). Instead, supported by previous research, perception of COVID-19 influences attitudes and other perceptions (Reisinger & Mavondo, 2005).

In this case of this study, perception of COVID-19 strongly affects perception of travel risk for both Singapore and China samples, and negatively affects the affective destination image of Wuhan for the Singapore sample. Interestingly, a mediating effect is observed, where the perception of travel risk mediates (β = -.06, ps <.05) the effect of perception of COVID-19 on affective destination image of Wuhan for the China sample. Similar to prior works, the negative perceptions of COVID-19 heightens the risk perceptions of travel, which results in evaluating the destination as less favorable (Chew & Jahari, 2014; Law, 2006; Rittichainuwat & Chakraborty, 2009). This is especially so during the first three months of the pandemic where the coronavirus is still an unknown entity, the world faced an unprecedented spread of a virus and lockdowns of cities, which inevitably results in heightened perceptions of travel risk from Singapore and China. The role of media facilitates how people outside of China see Wuhan. Wuhan, unlike Beijing and Shanghai, or other more touristy destinations like Hangzhou, is not known to Singaporeans as compared to Chinese locals. With only 13.2% of the Singapore sample been to Wuhan, the media coverage on Wuhan as the epicenter of COVID-19 would result in the Singapore sample associating the city's image as that of being portrayed in the media they interact with (Becken et al., 2017). Moreover, Singapore's affective destination image of Wuhan is the only image construct that is negatively affected by the perception of COVID-19. This result is supported by previous studies as affective dimensions have been proven to be more influential as worry and panic accumulate, which has been proven to influence destination image through risk in the context of a prolonged crisis (Becken et al., 2017; Chen et al., 2016; Li et al., 2018; Perpiña et al., 2020). Hence, media coverage and association of the pandemic with a place is likely to skew a negative light on the destination, resulting in a more strongly negative affective evaluation to Wuhan (Wen et al., 2020; Yu et al., 2020).

Affective Destination Image – Mediating between Risk Perceptions and Travel Intention.

A noteworthy finding from both samples is the mediating role played by the respective affective destination image of Wuhan. Results obtained by using SPSS PROCESS macro (model 4) (Hayes, 2013) indicated that the affective destination image of Wuhan of the Singapore sample acts as a mediator, mediating effects of perceptions of COVID-19 (β = -.12, ps <.05) and travel risk (β = -.14, ps <.05) to travel intention to Wuhan. This is similar in the China sample, where affective destination image mediates between risk perception of travel and travel intention (β = .12, ps <.05), as well as the relationship between risk perception of travel and cognitive destination image of Wuhan (β = .09, ps <.05). The key role of destination image as a mediator between the perception of travel risk and travel intention is supported by Chew and Jahari (2014), which proved that perceptions of travel risk leads to negative (re)evaluations of destination images, and decreases the likelihood of repeat visits. However, findings from the current study differ from that of the previous study, where cognitive destination image does not have a mediating effect between risk perceptions and travel intention. This could be due to the dominating effect of affective evaluations being more influential on an individual's perception of an image, as worry and panic accumulate in the state of a prolonged crisis (Becken et al., 2017; Chen et al., 2016; Li et al., 2018; Perpiña et al., 2020).

Differing Routes to Travel Intention.

While affective destination image of Wuhan is the only construct that affects travel intention to Wuhan for the Singapore sample, three constructs directly affects travel intention to Wuhan for the China sample. Firstly, risk perception of travel negatively affect the travel intention to Wuhan. Also, both affective and cognitive destination images of Wuhan directly influence travel intention to Wuhan. The China sample differs from the Singapore sample as respondents of the China sample may have a better understanding of Wuhan as compared to the Singapore sample due to prior travel experience to Wuhan. As explained by previous studies, an individual's prior travel experience of a destination could be influenced by media imagery (Baloglu, 2000; Beerli & Martin, 2004; Kozak et al., 2007), which would have an impact on the travel intention to the destination being portrayed. With about 42.7% of the China sample having prior travel experience to Wuhan, along with the swift response of the lockdown to contain the coronavirus in Wuhan, these contexts would result in a more positive cognitive destination image that leads to a positive effect on travel intention in the future to Wuhan. Different from the Singapore sample, the China sample's affective destination image of Wuhan has a negative influence on that of the cognitive destination image of Wuhan. This could be due to the differing images from respondents of the China sample, as shown from the average means of the destination image items, where respondents in China have a positive cognitive destination image of Wuhan ($\tilde{x}$= 5.72 on a 7-point scale), but a negative affective destination image of Wuhan ($\tilde{x}$= 2.94 on a 7-point scale) (illustrated in Table 2). This differing image could be caused by how media portrayals of Wuhan in the first three months of the pandemic focusing on Wuhan as the epicenter of the coronavirus, which amplifies the negative emotions of the audience (Wen et al., 2020). Results illustrated for the China sample are substantiated by Perpiña et al. (2020), where a more positive cognitive destination image would result in a higher likelihood of visiting the destination. Yet, the dominating effect of affective destination image due to negative media portrayals would also lead to negative effects on cognitive image perception of Wuhan and travel intention to the said destination.

CONCLUSION

Theoretical Implications.

Linking concepts of risk perception and destination image, this study aims to provide a comparative study between consumers in China (outside of Wuhan, Hubei Province) and Singapore on their risk perceptions and destination image in times of crisis and effects on their travel behaviors. This study is an initial investigation on the relationships between risk perceptions of COVID-19, perceived travel risk during the outbreak, destination image of the affected city, and its consequent behavioral intentions based on the first three months of the global pandemic centered in Asia. This study extended current literature on risk perceptions and destination image beyond SARS, H1N1, and Ebola, highlighting the possible impacts of incessant media coverage on risk perceptions, destination image, and travel intention (Law, 2006; Leppin & Aro, 2009; McKercher, 2003; Novelli et al., 2018; Rittichainuwat & Chakraborty, 2009). Comparing Singapore and China in the first three months of the pandemic, the study contributes by illuminating the importance of affective destination evaluation as a key mediator for risk perceptions and travel intention. This is supported by previous researches, on recognizing the importance of affective destination evaluations (Perpiña et al., 2020), typically its dominating effect in times of an ongoing pandemic for the Singapore sample who relies on media coverage to evaluate Wuhan as a destination (Becken et al., 2017; Chen et al., 2016). In addition, this study contributes to current literature, highlighting the mediating effect of destination image between perceptions of risk and travel intention (Chew & Jahari, 2014). More importantly, evidence from the study illustrates that in times of an ongoing pandemic, perceptions of the virus and risk perceptions of travel would result in a negative affective evaluation of the destination, which reduces the intention of traveling to the destination.

Practical Implications.

The studies have illuminated the importance of affective destination evaluation, especially for destinations that are less known but affected due to being ground-zero of an infectious disease or a natural disaster (Chew & Jahari, 2014; Novelli et al., 2018). Practitioners could take a more affective stance in future marketing strategies, leveraging influencers to reimagine destinations through engaging and emotive advertising content. The use of virtual tours through social media influencers, or even user-generated content through the local perspective, can provide a different perspective to how previously media has portrayed the destination and (re)imagine the affected destination (WSJ, 2020). This would be helpful for destinations previously affected not only by a pandemic but also less-known destinations to enhance travel intentions for post-COVID-19 tourism recovery.

Limitations and Future Studies.

One limitation to be taken note of was that the research was based on the first three months of the pandemic, which centered in Asia. Then, it was unexpected that COVID-19 would have swept through the globe, intrinsically changing lifestyles and impacting the tourism industry drastically. While it is not part of the questionnaire in this study, influences of media (mis)portrayal or media coverage on COVID-19 on risk perceptions, destination image, and travel intention could have been explored. Further research should uncover possible relationships on the types of information source on perceptions of COVID-19, destination image, and travel intention (Baloglu, 2000; Baloglu & McCleary, 1999). Other possible projects could look at comparing how other countries in Asia, typically South Korea and Japan, which are the top inbound tourist market sources for China. Additionally, destination managers could benefit from the research comparing destination images during various stages of the ongoing pandemic, focusing on risk perception and destination image recovery through emotional or viral campaigns.

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MORTALITY SALIENCE AND PREFERENCE FOR HUMANOID SERVICE ROBOT

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INTRODUCTION

Service robots are defined as “system-based autonomous and adaptable interfaces that interact, communicate, and deliver service to an organization’s customers” (Wirtz, Patterson, Kunz, Gruber, Lu, Paluch, & Martins, 2018, p. 909). Service robots have been regarded as important elements to facilitate the frontline service process (Ivanov, Webster, & Garenko, 2018). The current worldwide pandemic also encourages the adoption of service robots in the tourism and hospitality industry to reduce interpersonal interactions and lower the risk of virus transmission (Wan, Chan, & Luo, 2020). Undoubtedly, the implementation of service robots serves as an effective strategy to help the industry to get through difficult times.

In fact, many hospitality and tourism industries adopt humanoid service robots (HSR) to serve their customers. Some researchers have demonstrated that to facilitate the interaction between humans and robots, the anthropomorphic features of the service robot, either in form or behavior, are necessary (Duffy, 2003). In part, this is because that consumers generally perceived humanoid (vs. non-humanoid) service robots to have more warmth attributes (Kim, Schmitt, & Thalmann, 2019; Tussyadiah & Park, 2018), and warmth perception of service providers will positively affect service satisfaction (Smith, Martinez, & Sabat, 2016).

However, we argue that consumers/tourists may react negatively to humanoid service robots during a pandemic. Humanoid robots may elicit uncomfortable feelings and threaten human identity (Mende, Scott, van Doorn, Grewal, & Shanks, 2019). Therefore, we propose that when tourists/consumers experience mortality salience (e.g., the surge of death cases of Covid-19), they would be more reluctant to adopt the services provided by humanoid service robots. However, when the mortality experience is less salient, tourists/consumers would react more positively to humanoid (vs. non-humanoid) robots.

According to Terror Management Theory (TMT; Solomon, Greenberg, & Pyszczynski, 1991), mortality threat will motivate people to protect and defend themselves from outside insecurity. Note that humanoid service robots would generate insecurity feelings to tourists/consumers because of their human-like appearance. The appearance of humanoid service robots would challenge the uniqueness of humans and then produce existential anxiety. Hence, tourists/consumers would react negatively towards humanoid service robots and less likely to choose the services provided by these robots.

METHOD

In an experimental study, a total of 308 participants (53.2% Male, M_{age}=39.65 years) were recruited from MTurk and randomly assigned into a 2 (mortality salience: low vs. high) x 2 (service robot: humanoid vs. non-humanoid) between-subjects experiment design. Firstly, participants were told that they would finish two unrelated studies. In the first one, participants were randomly assigned to write about two distinctive life experiences: mortality salience or a typical day (control). Then, they answered the manipulation check questions (3 items; a 10-point scale), adapted from the literature (Rindfleisch, Burroughs, & Wong, 2009; α=.93). In the second study, participants were indicated to imagine that they will travel to Japan and they are now booking a robot-staffed restaurant, in which the robot is used on providing food ordering and delivery service. Then they were shown a picture with one of the two service robots (humanoid vs. non-humanoid). After reading the scenario, participants are directed to answer questions (5 items; a 10-point scale) measuring their preference for the restaurant (e.g., You would choose the restaurant in the future; 1=totally disagree, 10=totally agree; α=.97), adapted from the literature (Lee, Shrum, & Yi, 2017). Next, they rate the human-likeness of the robot by a 6 item on a 10-point scale (e.g., The appearance of this service robot looks like a human; Mende, et. al., 2019; α=.93). Finally, they finished demographic questions and were dismissed.

FINDINGS

Manipulation checks.

The manipulation of mortality salience was successful. Participants in mortality salience conditions indicated a higher perception of mortality threat (M=5.98) than those in the control condition (M=5.28; $F(1,304)=4.26$, $p<.05$). The manipulation of robot appearance was also successful. Participants rated the humanoid robot (M=7.27) higher in human-likeness than its counterpart (M=3.29; $F(1,304)=364.83$, $p<.00$).

Preference. A 2 (mortality salience: low vs. high) x 2(service robot: humanoid vs. non-humanoid) ANOVA indicated only a significant interaction effect ($F(1,304)=11.95$, $p<.01$). Specifically, participants in low mortality salience condition were more likely to choose the restaurant with a humanoid robot (M=6.60, SD=2.29) than the restaurant with a non-humanoid robot(M=5.56, SD=2.61; $F(1,304)=7.40$, $p<.01$); On the contrary, participants in high mortality salience condition preferred the restaurant with a non-humanoid robot (M=6.55, SD=2.11) than that with a humanoid robot (M=5.72, SD=2.51; $F(1,304)=4.70$, $p<.05$) (see Figure 1).

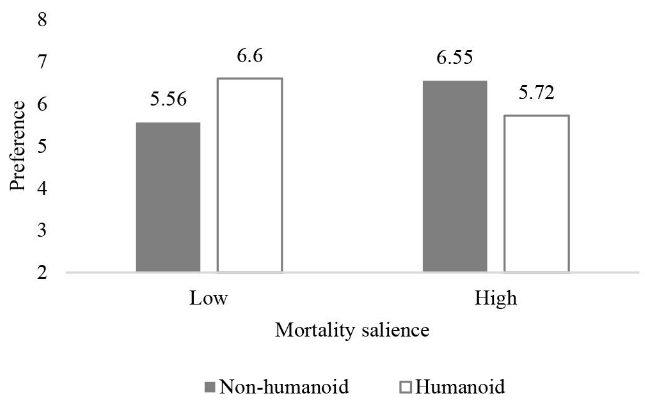

Figure 1. The Influence of Mortality Salience on Preference for HSR

CONCLUSION

Previous literature emphasizes that humanoid robots will induce warmth perception (Kim, et. al, 2019), and then facilitate positive marketing outcomes. However, we suggest that tourists/ consumers experiencing mortality salience will prefer to interact with non-humanoid robots than humanoid robots. More experiments and field studies will be conducted to reveal the underlying mechanisms and boundary conditions in the future.

Our results provided practical implications in terms of humanoid robots' adoption under special situations (e.g., epidemic outbreak). Marketers should aware that when people experience mortality salience or capture morality cues, adopting a humanoid robot to substitute human service providers won't be a good choice. Instead, they should adopt a service robot with a less human-like appearance to avoid negative responses.

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CAN GRATITUDE CHANGE RESIDENTS' ATTITUDES TOWARDS TOURISM ? A CASE STUDY OF WUHAN, CHINA

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INTRODUCTION

Residents' attitude towards tourism has been one of the most concerning topics among tourism academia (McGehee & Andereck, 2004). Residents of tourist destinations play different roles in tourism settings. They are both the recipients and the participants of tourism services, and are also important tourism stakeholders. Residents' support is, therefore, considered one of the most critical determinants of successful sustainable tourism development (Sharma, Dyer, Carter, & Gursoy, 2008; Nunkoo, Smith, & Ramikissoon, 2013). A significant number of studies (Ap, 1992; Andereck & Vogt, 2000) have been devoted to explain how residents are evolved and reflected in prospective or developed tourism destinations. Yet, despite the study of attitude (Doxey, 1975; Bulter, 1980) towards tourism development was starting early, little research has been concerned with its changes over time.

Another neglected area is the research of emotion on residents' attitude toward tourism. The prevalent literature explains residents' attitude by social exchange theory. Residents, as rational decision-makers, evaluate tourism development based on the costs and benefits (Gursoy, Jurowski, & Uysal, 2002; Andereck, Valentine, Knopf, & Vogt, 2005). In fact, the role of emotions is ubiquitous during the exchange process (Lawler & Thye, 1999) and can influence residents' attitudes and behavior toward tourism. However, the research of emotion on residents' attitude is limited to a few emotions, including stress (Jordan, Spence, & Prayag, 2019), social emotion (Zheng, Liang, & Ritchie, 2020), and yet to be further explored.

Considering the research gap, the aim of this research is to examine the role of gratitude in the residents' attitude change towards tourism development. Gratitude, among other emotions, is considered as the emotional core of reciprocity (Emmons & Mccullough, 2004) and is resulted from an involuntary emotional response when uncommon disasters hit a region and residents received help and support from others. Gratitude is regarded as a direct reciprocation of kindness in psychology literature, and it has been proven that it results in altruistic behavior towards others (McCullough, Kimeldorf, & Cohen, 2008). It is thus anticipated that gratitude will play an important role in attitude formation of residents who have experienced unexpected challenging situations such as the COVID-19 pandemic. In fact, gratitude is one of the most frequent emotions in psychological reactions to COVID-19 (Lwin, Lu, Sheldenkar, Schulz, Shin, Gupta, & Yang, 2020; El-Awaisi, O'Carroll, Koraysh, & Huber, 2020). It might be more important than ever to investigate the role of gratitude in studying residents' attitudes, especially for those in COVID-ravaged cities.

The pandemic is considered as the moment of reconsidering tourism development (Gössling, Scott, & Hall, 2020). While the pandemic has renewed research interests of effects of crises on tourism, academia has tended to research from demand and business supply perspectives (Sigala, 2020; Fotiadis, Polyzos, & Huan, 2021; Kock, Nørfelt, Josiassen, Assaf, & Tsionas, 2020). However, research on residents' attitude change after the pandemic outbreak is important and much-needed for maintaining and revitalizing tourism (Kamata, 2021; Joo, Xu, Lee, Lee, &

Woosnam,2021). Destination Management Organizations (DMO) need to understand how resident's attitude change towards tourism in order to formulate strategies of recovery during and after the pandemic (Qiu, Park, Li, & Song, 2020; Kamata, 2021).

Accordingly, the purpose of the study is to examine 1) how residents' attitude changed between before and after the pandemic outbreak; and 2) the role of gratitude in supporting tourism since the pandemic. For the empirical study, a survey of residents of Wuhan, China, which is one of the most influenced cities by the pandemic was conducted. The findings will contribute to the increasing research on the impacts of positive emotion on residents' attitude and crisis management. In practically, the results would provide enhanced understandings of residents' attitude change to help DMO develop recovery strategy and promote sustainable tourism.

METHOD

The city of Wuhan, China, the first city suffered from the pandemic, was chosen as a case study city, and a survey method was applied for the study. Since cross-provincial mobility restriction eased by Chinese government, Wuhan tourism authority has started a gratitude-themed tourism promotion campaign. Travel agencies in Hubei province have received 15.3 million group tourists as of December 13, 2020 (Hubei Daily, 2020). Given this situation, Wuhan would be the best setting to test how gratitude changed the residents' attitudes towards tourism. Data collection was done during February and March 2021. The target population was current residents of Wuhan City who have lived there for over one year. A quota sampling by gender and age group was applied to the selection of sample to represent the citizen of Wuhan better. As a result of an on-line survey, a total number of 270 responses was obtained.

This research adopted the concept of gratitude, perceived damage and support, and attitude toward tourism in order to explore the relationship between gratitude and residents' attitude. Gratitude was measured by using McCullough's (2002) 6-item scale of Gratitude. Perceived damage was measured by items for self-perceived damage, if life was threatened, financial loss, and risk of exposure (Miao, Zeng, & Shi, 2021). Perceived support was measured by items to ask self-perceived support, quantity, and sources of support, including tangibles support, information support, and emotional support (Dakof &Taylor, 1990). The six items with higher factor loading from Tourism Impact Attitude Scale (Wang & Pfister, 2008) was used to measure respondents' attitude toward tourism's contribution to city and support for tourism development. Residents' attitude towards tourism development before and after the pandemic outbreak was measured respectively by retrospective pretest-posttest (RPP) method. The RPP method is used to collect retrospective pretest and current data as posttest at one time. The RPP method encouraged greater usage than the traditional pretest-posttest design because it reduced bias and its sensitivity to true change effects (Little, Chang, Gorrall, Waggenspack, Fukuda, Allen, & Noam, 2020).

Data analysis began with the descriptive analysis and paired sample t-test to identify the attitude change before and after the pandemic outbreak. Structural equation modelling (SEM) then used to analyze attitude change affected by the gratitude.

FINDINGS

Attitude change before and after COVID-19. In this study, residents' attitudes to the tourism development have been measured both before the pandemic and after the pandemic. A paired samples t-test demonstrated that respondents significantly changed their attitude after COVID-19 outbreak. More specifically, both the mean scores of contribution to city (M=6.02) and support for tourism development (M=6.18) after the COVID-19 outbreak is significantly higher than the scores (5.62 and 5.71, respectively) before the COVID-19 outbreak. The result (see Table 1) indicates that residents hold a more positive attitude towards tourism after the COVID-19 outbreak.

Table 1. Attitude towards tourism before and after COVID-19 outbreak

	Mean		t	Sig.
	Before	After		
Contribution to City	5.62	6.02	7.642	.000
Support for Tourism Development	5.71	6.18	8.149	.000

Structural model of gratitude and tourism attitude.

A change score analysis was conducted, with attitude change (i.e., attitude toward tourism after COVID-19 outbreak minus attitude before the outbreak) as the outcome variable and attitude before COVID-19 outbreak as a baseline measurement. The model took covariation between the latent baseline and change variables. The values of model fit indices χ^2/df, CFI, AGFI, and RMSEA are 1.804, .953, .860, and .055, respectively. Even though the value of AGFI does not exceed 0.9, it still meets the requirement suggested by MacCallum & Hong (1997). The results (see Figure 1) indicates that perceived support is directly related to gratitude. The more support perceived is associated with higher levels of gratitude (β=.23; p=.002), and it was related to the level of perceived damage. The direct effect (β=.18; 95% CI=-.018, .382) and indirect effect (β=.06; 95% CI=.021, .142) of perceived damage on gratitude indicate that perceived damage impacts gratitude through perceived support, but the damage is not directly influencing the level of gratitude. In other words, the results suggest that perceived support fully mediates between perceived damage and the feeling of gratitude.

The effects from attitude before the COVID-19 outbreak to the attitude change in both contribution to city and support for tourism development were significant negative (β=-.62, -.66, p <.0001). The results indicate that when residents' attitudes before the COVID-19 are high, their attitude changes toward tourism are not likely. The level of gratitude significantly (β=.30, .38, p <.0001) influences the attitude change level of contribution to the city and support for tourism development.

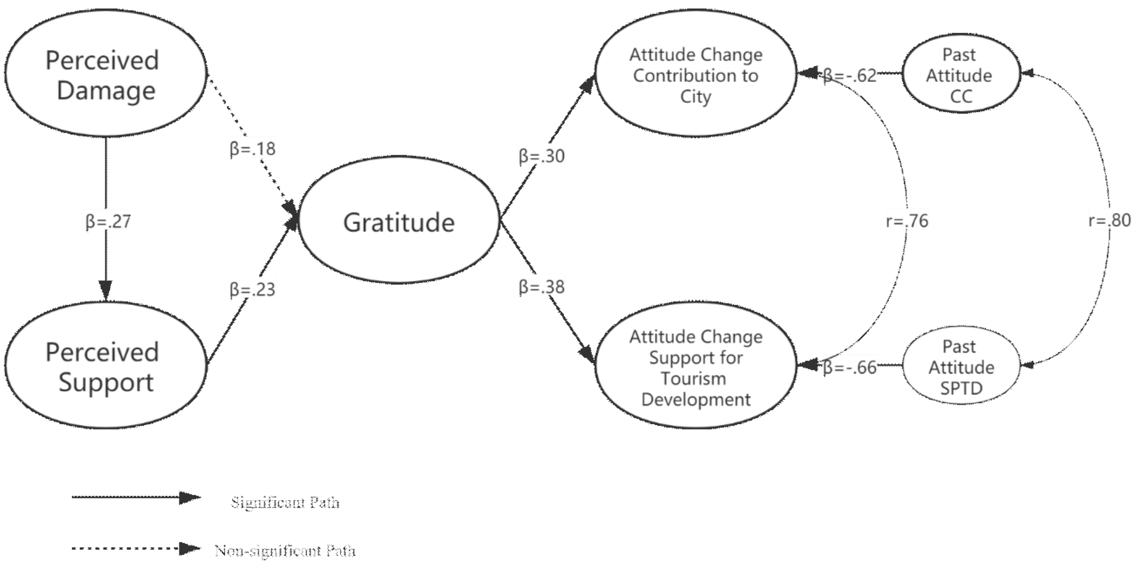

Figure 1. Results of structural model of gratitude and attitude change

CONCLUSION

This study was conducted to introduce gratitude when evaluating residents' attitudes change towards tourism development. It might be more important than ever to do this research because all people are going through unusually challenging times. The findings of this study support the change in tourism attitude before and after the pandemic outbreak was significant, indicating a more positive attitude. Gratitude positively influences the changes of attitude toward tourism since the pandemic, in other words, gratitude increased residents' perception towards tourism development. Furthermore, past attitudes influenced attitude change negatively. This result is in line with Prislin (1996) and Xu et al. (2020) provide further support that high strength attitude has the feature of stability.

With the COVID-19 vaccine widely used, reviving tourism is now within reach. It might be the best time to starting research on tourism development after the COVID-19. However, the perceived risk of infection may result in residents reject tourism. The negative attitude of residents derives from their negative assessment of the benefits and costs of tourism from social exchange theory (Joo et al., 2021). Residents' concerns about potential risks are understandable but may not be conducive to the destination development and host-guest relationship. Therefore, this research provides a silver lining perspective to improve the favorable residents' attitude, especially in the COVID-ravaged destination.

Since gratitude has a positive relationship with tourism attitude, it is important to raise residents' gratitude. This study indicated that the feeling of gratitude is not directly affected by the perceived damage, but directly influenced by the perceived support. Thus, the key to eliciting residents' gratitude is possible to remind and perceive the support they have or are receiving. Gratitude theme campaign is the most common tourism promotion in disaster-affected areas. Past research (Raggio & Folse, 2009) has proven that it can help to improve tourists' attitude towards destination and thus willing to pay more for its tourism products. The potential benefits from the thank-you-campaigns may further arouse local residents' gratitude, thereby improving their attitude towards tourism and motivating more pro-tourism behaviors.

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THE FILIPINO MSMEs IN TIMES OF PANDEMIC: EXPERIENCES OF SMALL FAMILY OWNED AND OPERATED TRAVEL AND TOUR AGENCIES

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INTRODUCTION

The announcement of the World Health Organization declaring the current condition that surrounds the CoViD 19 to be a pandemic called for unprecedented measures from national governments on travel and tourism. In the Philippines, an Enhanced Community Quarantine (ECQ) was implemented starting March 17, 2020 that halted the operations of most businesses in whole island of Luzon. While the tourism industry had been severely plagued by, and is continuously being threatened by calamities and disasters, the nature of these occurrences have been focused on specific areas, making other tourism destinations still operational. The CoViD 19 crisis on the other hand had both the local and international tourism destinations on a standstill. Travel restrictions and travel bans had been placed on most countries that are currently fighting to stop its spread.

The travel trade industry is composed of both travel agencies and tour operations in the Philippines and is mostly made up of family-owned and operated micro and small- sized businesses. With limited finances and network of support programs otherwise available for big businesses, it is one of the most vulnerable groups in the tourism sector.

This exploratory study aims to provide baseline material from the experiences of families owning and operating micro and small travel and tour agencies regarding how they cope with the ongoing crisis situation.It hopes to explore the immediate concerns of the business owners, and what strategies have they implemented that covers both business and family relationships.

METHOD

Drawing on studies on crises management and on familial culture and family entrepreneurships, this study was conducted as a case study, and adopted a qualitative approach in its data gathering and analysis.

From the survey conducted by the University of the Philippines Asian Institute of Tourism (UP-AIT) on fifty-nine travel and tour agencies affected by the pandemic, ten (10) micro-small-medium family owned and operated travel and tour agencies owners and/or managers were selected as key informants for a semi-structured interview that was conducted through a remote set-up.

FINDINGS

Initial findings of this study altered the prototypical family business crisis-response model and revealed an integrated version of how familial dynamics was carried over the more formal and structured business axis. Correspondingly, the CoViD-19 pandemic situation presented a more challenging business ordeal for micro-small family owned and operated travel and tour agencies compared to previous calamity related problems that usually affects the travel trade businesses.

Three (3) themes have emerged as a coping mechanism ranging from trying to keep the business going despite the losses, to redirecting the tour and travel agency resources to other businesses, and lastly, to the permanent closure of the business and letting go of their employees.The Filipino culture of “kapwa”, “hiya”, and “awa” was an overarching condition that led to any of the three business coping strategies.

IMPLICATIONS

Many of the literature on crisis adaptation and management for travel and tour organizations have focused on managing the situation post-calamity. This study aims to present a holistic picture of the socio-economic impact on one of the most vulnerable sub-sectors in the travel and tourism industry because of its limited resources because of a pandemic with global effect.Based on the initial results, this study hopes to breach the gap in understanding how micro-small family owned travel and tour agencies approach a crisis that is not only national, but regional and global in scope and breadth.It gives a glimpse how the Filipino familial culture (pakikipag-kapwa) transcends the usual strategic business saving measures.

This study is perhaps the first of its kind in examining how family firms manage crisis of this magnitude.It still left much to be desired but it hopes to contribute to the materials documenting the experiences of Filipino families owning micro-small businesses in this time of crisis, in aid of crafting policies and programs that could better address their needs and concerns.

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HOW PERSONALITY INFLUENCES SOLO DINING BEHAVIOURS IN MACAO?

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INTRODUCTION

Recent solo-oriented lifestyle and cultural trends such as the growth in single-person family, divorce, late/no marriage, busy schedule life, and more solo travelling have led many people to dine alone (Goodwin & Lockshin, 1992; Jargon, 2014; Jamieson & Simpson, 2013; Her & Seo, 2018; Lahad, 2017). Many countries have reported the rise of social dining trend. The NPD Group (2014) reported that people eat alone 60% of the time for breakfast, and 55% for lunch in the United States. The Open Table's analysis showed that single diners' reservations had increased by 110 percent in the United Kingdom from 2013 to 2015 (Grant, 2015). In fact, Euromonitor Research (2014) predicts that about 20 percent of the world population consisting of single-person households by 2030. In view of the significant share of single-person households and their high purchasing power in the whole population (Klinenberg, 2012), it is timely to understand the solo diner segment's behaviours (Bae, Slevitch, & Tomas, 2018) that will eventually increase profits for restaurant marketing in a long term.

Solo dining has received limited academic attention, even it has become popular in the modern society. The existing research has considered the experience of solo dining from the following perspectives, including its general phenomenon understanding (Heimtun, 2010; Sobal & Nelson, 2003), diner's emotion (Her & Seo, 2018, Lahad, 2017), cultural meanings (Danesi, 2012; Cho, Takeda, Oh, Aiba, & Lee, 2015), and gender (Heimtun, 2010; Lahad, 2017). This paper acknowledges the findings of previous studies on enriching knowledges of solo dining. However, these studies did not dig into the fundamental feature of human being to explore the phenomenon, like personality. This study first connects the personality in term of introversion and extroversion (Goldberg, 1990, 1992) to explore and explain the solo dining choice and experience, particularly in the Macao context.

In order to understanding solo diner's behaviours and seeking implication to restaurant marketing in the Macao context, Choi, Yang, and Tabari (2018) suggest that regional variation in solo dining should be considered. Because Chinese consumers in different regions in China have hold differences in attitudes and behaviours (Cui & Liu, 2000). This research focuses on Macao, a special administrative region in China which was handed over to the mother land in 1999 (Zandonai, 2009). More than 400 years of being a leased then later ruled under Portuguese Administration has given Macao a unique 'East meets West' hybrid culture (Pina-Cabral & Lourenco, 1994). Macao, like Hong Kong and other cities in Guangdong province, with its high population density, limited space, and time for dining at home, is familiar with the unique Cha Chaan Teng culture (a westernised form of Chinese fast food restaurants). These restaurants are generally operated and visited by Cantonese Chinese (So, 2008). Macao, with its traditional Chinese and colonial Portuguese cultures, is expected to generate different knowledge toward solo dining. This study, therefore, explores the influences of Chinese solo diners' personality toward solo dining experience within Chinese and general restaurants in Macao. The study contributes to understand the Chinese solo diners' behaviours in terms of personality. Practices developed in Macao may be transferable to other post-colonial destinations with similar context.

LITERATURE REVIEW

Solo dining behaviours

People hold different perspectives toward solo dining phenomenon. Some are hesitant to dine out alone for particular reasons, while others enjoy solo consumption experiences without partners (Her & Seo, 2018; Ratner & Hamilton, 2015). Still, a quantity of people have social excluded emotion when dining alone, such as loneliness, shame of being alone, and afraid of the gaze of others (Danesi, 2012; Goodwin & Lockshin, 1992; Heimtun, 2010; Her & Seo, 2018; Lahad, 2017). According to Sobal and Nelson (2003), people have been deeply implanted with commensal eating in public restaurants, solo diners might anticipate feeling isolated while dining alone. However, people come from different cultures might have different interpretation toward this phenomenon based on their cultural values and social norms (Danesi, 2012). For example, French, German, and Japanese young people consider that eating alone can be a source of pleasure, while young Korean think that eating alone is associated with negative emotion (Cho et al., 2015; Danesi, 2012).

Despite people's preferences and emotion regarding solo dining, it has received a promising growth in the near future (Grant, 2015; Her & Seo, 2018; NPD Group, 2014). However, solo dining is poorly understanding, especially those fundamental thought of human being toward the phenomenon. Among various personal characteristics, personality has been found to be a mainly influential trait that predicts consumer behaviour over time and across situations (Woszczynski, Roth, & Segars, 2002). Considering that personality is an important factor that influencing a wide variety of human behaviours and choices (Landers & Lounsbury, 2006), it is necessary to examine its impact on solo dining.

Impact of personality toward consumption behaviour

Human personality has been found to be enduring and relating to a wide variety of behaviours and choices in different circumstances (Wang & Yang, 2007), like brand preference (Aaker, 1997), job performance (Barrick & Mount, 1991; Tett & Burnett, 2003), Internet usage (Landers & Lounsbury, 2006), service quality (Teng, Huang, & Tsai, 2007), vacation destination choices (Nickerson & Ellis, 1991; Roehl & Fesenmaier, 1992), and preferable destination recommendation to travellers (Griffith & Albanese, 1996). Allport (1937, p.48) illustrated personality is 'the dynamic organisation within the individual of those psychophysical systems that determine his/her unique adjustments to his/her environment'. Patterns of thought, feelings, and behaviour of people are normally stable reading from their unique personality (Hogan, 1987). Due to the importance influence of personality toward customer behaviour, this study started to explore whether people with different personalities could lead to dissimilar solo dining experiences and emotions in Macao's restaurants.

Among those many dimensions to understand the influence of personality toward consumption behaviours, the *five-factor model of personality*, also called the big five, remains one of the most effective typologies to read personality traits (Goldberg, 1993), in different cultures and languages (Digman & Takemoto-Chock, 1991; McCrae & Costa, 1987; Norman, 1963; Watson, 1989). The big five model assumes that adult people's personality can be described as a combination of five specific factors, including neuroticism (versus emotional stability), conscientiousness (versus non dependability), extraversion (versus introversion), agreeableness (versus rudeness), and openness to experience (versus closeness to experience) (Goldberg, 1990, 1992). Among them, there are two basic psychological attitudes, namely extroversion and introversion (Jung, 1995). As an exploratory nature, this paper used only extraversion and introversion typology to explain individuals' preferences and experiences on solo dining in the Macao context. Extraversion is generally described people who encompass sociability and talkativeness, with the ability to make friends with others. Those who score low for extraversion are often referred to as *introverts* (Cabrera, Collins, & Salgado, 2006). Extroverts are sociable, talkative, ambitious, and assertive at the positive pole, while introverts are retired, reserved, and silent at the negative pole (Pervin, 1993).

METHOD

Quantitative questionnaire data were collected in summer 2018 at Macao. Ten paid Chinese and English speaking surveyors, academically trained in the field of culinary, hospitality, and tourism management, were hired and trained for data collection and conducted data collection. Convenience sampling was utilised. Around 18% of the responses were collected at the restaurants; around 43% were collected at public places; around 30% were collected by street intercept; and the remaining 10% were collected around Macao's malls and megaresorts (Table 1).

Table 1. Locations of data collection

Location	n	Percent
Casual dining / Full service restaurant	56	11.4
Fast food restaurant	34	6.9
Public park and square	112	22.7
Other public facility	65	13.2
On the street	144	29.2
Private shopping mall/hotel	47	9.5
Neighbourhood	35	7.1
Total	493	100.0

Based on the abovementioned discussion, personality item was expected to function as an important variable affecting solo dining. Therefore, at the beginning of the questionnaire, two items measuring introversion and extroversion from the big five model were adopted and measured in this study (Goldberg, 1990, 1992) to separate respondents into two groups of introvert and extrovert people.

Selection of the core items for measuring the influences of personality on solo dining pattern were based on the qualitative data collection results and literature review. First, frequency and preference of dining and solo dining were considered important in understanding the dining pattern in previous studies (Bianchi, 2016; Heimtun, 2010; Lahad & May, 2017), and thus was included for measurement in this study. Second, the questions with eleven items asked the motivations for solo dining. Most of the items were based on Grant (2015) and Takeda, Melby, and Ishikaa (2017). Then seven questions were asked about the solo dining behaviours of the respondents. The items were mostly adopted from Grant (2015), Namkung and Jang (2007), and Qin and Prybutok (2009). Last but not least, the next two sets of items measured emotions of diners when eating alone and while they are observing others. Items measuring emotions were based on the previous study results such as Bianchi (2016) and Cho et al. (2015).

This study has collected a total of 496 questionnaires, three invalid responses were deleted before the data analysis. The demographic categories (Table 2) indicated that the majority of the samples were aged between 25 and 44 (n=206, 41.78%), female (n=272, 55.17%), had an undergraduate degree or above (n=263, 52.4%), with a blue collar and service job (n=200, 40.57%), had a middle income in the city (n=281, 57%). Most of them are not married (n=316, 64.1%) and not living alone (n=457; 92.7%). The collected samples are very similar to a general profile of a Macao people (DSEC, 2011). Although the survey mostly targeted Macao residents, we did not overlook the fact that many mainland Chinese residents regularly enter Macao for work and long-term stay. Therefore, if the respondents indicated they have rich experiences with dining in Macao, they were invited to participate in the survey (Table 2).

Table 2. Demographic information of respondents (results n=493)

Gender	n	Percent
Male	221	44.82
Female	272	55.17
Age		
24 or below	158	32.04
25-44	206	41.78
45-64	117	23.73
65 or above	12	2.43
Monthly individual income		
MOP <10,000 (about USD<1,240)	169	34.27
MOP10,000 to 29,999 (about USD1,240 to 3,728)	281	57.00
MOP30,000 or above (about USD3,730 or above)	37	7.51
Other	6	1.22
Occupation		
White collar and professional	129	26.17
Blue collar and service worker	200	40.57
Other	164	33.27
Relationship status		
Not married	316	64.10
Married	175	35.50
Other	2	0.41
Living arrangement		
Not alone	457	92.70
Alone	36	7.30
Education		
Primary school or below	39	7.9
Secondary school	191	38.7
Undergraduate degree or above	263	52.4

FINDINGS

Personality Group (introverted vs. neutral vs. extroverted groups)

The mean values for the two indicators measuring introversion and a reversed value for extroversion were calculated to be used as a combined index. The percentage of those who reacted neutral was quite high for all items – introversion, extroversion, and the combined average. In order not to be biased by including the 'neutral' group to either introvert or extrovert groups, those who had a combined average of 'neutral' were considered as one 'neutral' group (Table 3).

Among the respondents, there were more respondents who responded less introvert than neutral (n=209, 42.39%) and more extrovert than neutral (n=232, 47.06%), showing the overall tendency of more people being extrovert. In combination, accordingly, about half of the entire respondents were less introvert than neutral (n=249, 50.51%) (the extroverted group) and slightly more than a quarter of all the respondents were more introvert than neutral (n=134, 27.18%) (the introverted group).

Table 3. Introverted vs. neutral vs. extroverted groups

Introversion			Extroversion			Combined average of introversion and recoded extroversion		
	n	%		n	%		n	%
lower than neutral	209	42.39	lower than neutral	108	21.91	less introvert than neutral (=extrovert)	249	50.51
neutral	150	30.43	neutral	153	31.03	neutral	110	22.31
higher than neutral	134	27.18	higher than neutral	232	47.06	more introvert than neutral	134	27.18

Frequency of dining alone by personality

Regardless for general dining situation and in Chinese restaurants, extrovert respondents tended to eat alone more frequently than introverts. For general dining situation, 62.2% of all the respondents with extrovert personality dined alone more than once a week. While around 47.0% of introverts dined alone more than once a week. Similarly, 51.4% of extrovert respondents dined alone more than once a week at the Chinese restaurants, while 44.0% of introvert respondents dined alone more than once a week at the similar type (Table 4, Figure 1).

Table 4. Frequency of dining alone by personality

	Extrovert (n=249)		Neutral (n=110)		Introvert (n=134)	
	n	%	n	%	n	%
More than once a week (General)	155	62.2	65	59.1	63	47.0
More than once a week (Chinese)	128	51.4	52	47.3	59	44.0
Less than once a week (General)	94	37.8	45	40.9	71	53.0
Less than once a week (Chinese)	121	48.6	58	52.7	75	56.0

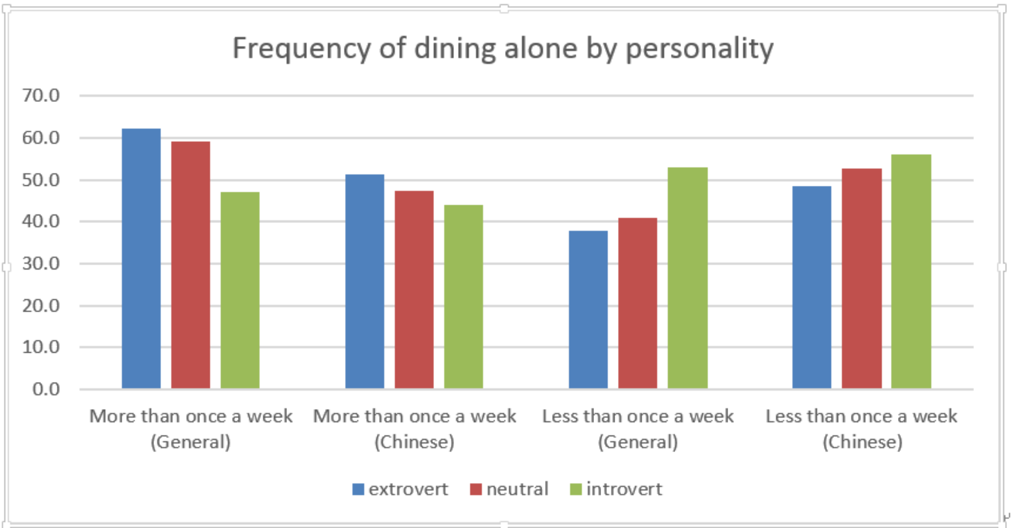


Figure 1. Frequency of dining alone by personality

Preference of dining alone by personality

From Table 5, we can see that if there is a choice, both groups would prefer to eat with others than eating alone. However, introverts presenting stronger desires to eat with others in general restaurants (47%) and in Chinese restaurants (58.2%) than the extroverted group, with 43% in general restaurants and 47% in Chinese ones.

Therefore, we can argue that people's willingness to eat alone is linked with personality traits. Extroverts show no strong preferences toward eating alone or eating with others. They keep an open-minded for dining companion. However, introverts preferred to eat with others, rather than eating alone to compare with the extroverted group.

Table 5. Preference of dining alone by personality

	General restaurants in Macao					
	Extrovert		Neutral		Introvert	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Prefer to eat alone	33	13.3	19	17.3	15	11.2
Prefer to eat with others	107	43.0	48	43.6	63	47.0
No preference	109	43.8	43	39.1	56	41.8
	Chinese restaurants in Macao					
	Extrovert		Neutral		Introvert	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
Prefer to eat alone	24	9.6	15	13.6	10	7.5
Prefer to eat with others	117	47.0	46	41.8	78	58.2
No preference	108	43.4	49	44.5	46	34.3
Total	249	100.0	110	100.0	134	100.0

Motivation of dining alone by personality

Table 6 and Figure 2 show no significant difference in motivations across extroverted and introverted groups. However, previous studies stated that personality traits have a substantial impact on people motivation (Bencsik, Machova, & Hevesi, 2016; Pierce, Jussila, & Cummings, 2009). The limitation of this study is to research the influence of part of personality trait (extroversion and introversion) on motivation. In order to see the whole picture of motivation of dining alone by personality, literature suggests that we should review the sound model of personality, like the big five (Goldberg, 1990, 1992), or the personality traits defined by Eysenck and Keane (1997).

Table 6. Motivation of dining alone by personality

	Extrovert		Neutral		Introvert	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
1) I feel relaxed dining alone	5.69	2.897	6.23	2.920	5.63	2.833
2) Dining along is my way of life	5.00	2.961	5.22	3.494	4.89	2.896
3) Dining alone enables me to do other activities at the same time	5.63	2.989	5.85	3.037	5.92	2.899
4) I cannot find anybody else to eat with	4.75	3.179	4.44	3.238	5.37	3.206
5) Because of the nature of my work, study, and life schedule, I dine alone	6.14	3.136	5.49	3.317	5.77	3.087
6) I can freely choose the restaurant I want to go	6.67	2.951	6.71	3.172	6.79	2.815
7) I can freely choose the menu or food I want to eat	6.82	2.923	6.74	3.164	6.73	2.853
8) I can chat with other employees	3.88	3.219	4.34	3.507	3.85	3.130
9) I can chat with other diners	3.57	3.226	3.70	3.426	3.29	3.053
10) I dine alone mainly to satisfy hunger	6.51	3.045	6.75	2.903	6.52	2.924
11) Dining alone enables me to escape from negative aspects of social interaction	3.86	3.011	4.54	3.439	4.78	3.118

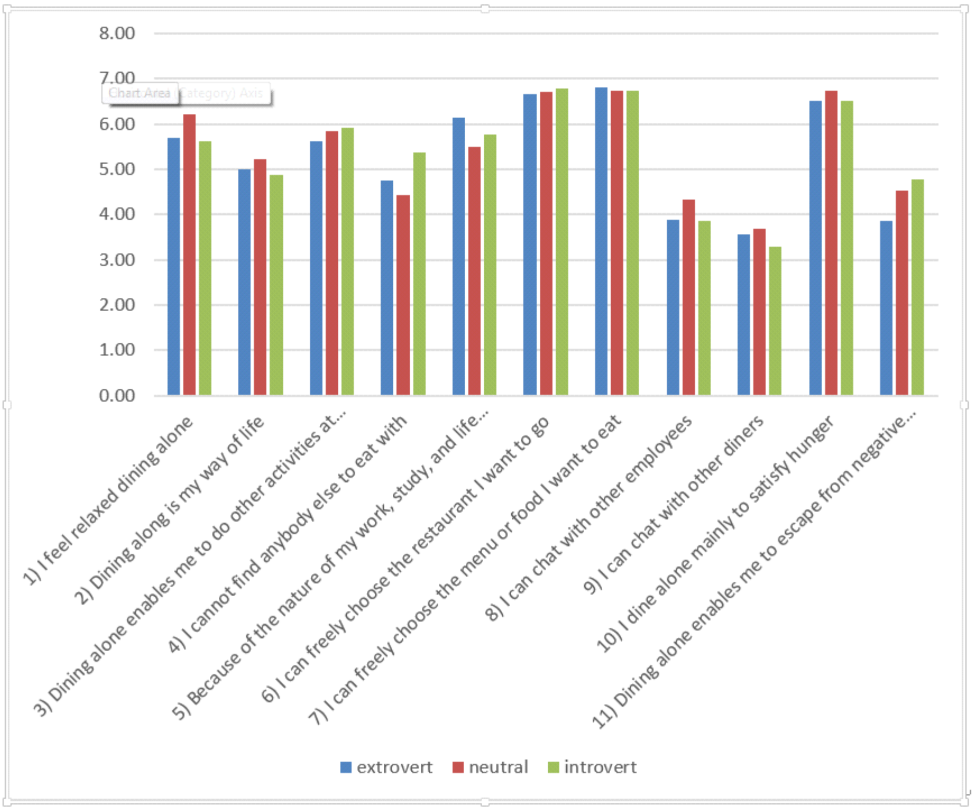


Figure 2. Motivation of dining alone by personality

Solo dining behaviour by personality

Based on the result, there are no significant differences between extroverted and introverted groups in term of dining behaviours. However, there are two slightly different points drawing attention of the researchers. Frist, extroverts were more active with online activities during solo dining time than introverts. Based on the extreme different characters of extroverts and introverts, it is reasonable that extroverted people tend to be more sociable even during the dining time (Cabrera et al., 2006). They wanted to get connected in the free time while no-one to talk to. Second, introverts tended to focus on dining more than extroverts (Table 7, Figure 3). This group of people enjoy the silent moment (Pervin, 1993). In the current hyper-connected world, more people find unsocial dining an inspirational experience that allows for a moment of disconnection (Bae et al., 2018). The introverts would like to use this time to enjoy the quality of restaurant attributes, food, and service quality.

Table 7. Solo dining behaviour by personality

	Extrovert		Neutral		Introvert	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
1) Read a printed book/magazine/newspaper	4.36	3.425	4.29	3.181	4.50	3.290
2) Get connected online with mobile devices	7.42	2.809	6.96	3.065	6.81	2.848
3) Observe other diners	4.24	3.147	3.90	3.168	4.37	3.018
4) Observe the dining space	4.97	2.932	4.95	2.935	4.98	2.691
5) Do nothing else and just enjoy the meal	4.86	2.942	4.62	3.279	5.39	2.563
6) Chat with other diners	2.85	3.083	3.31	3.064	3.04	2.645
7) Chat with restaurant employees	2.64	2.846	3.49	2.992	2.79	2.599

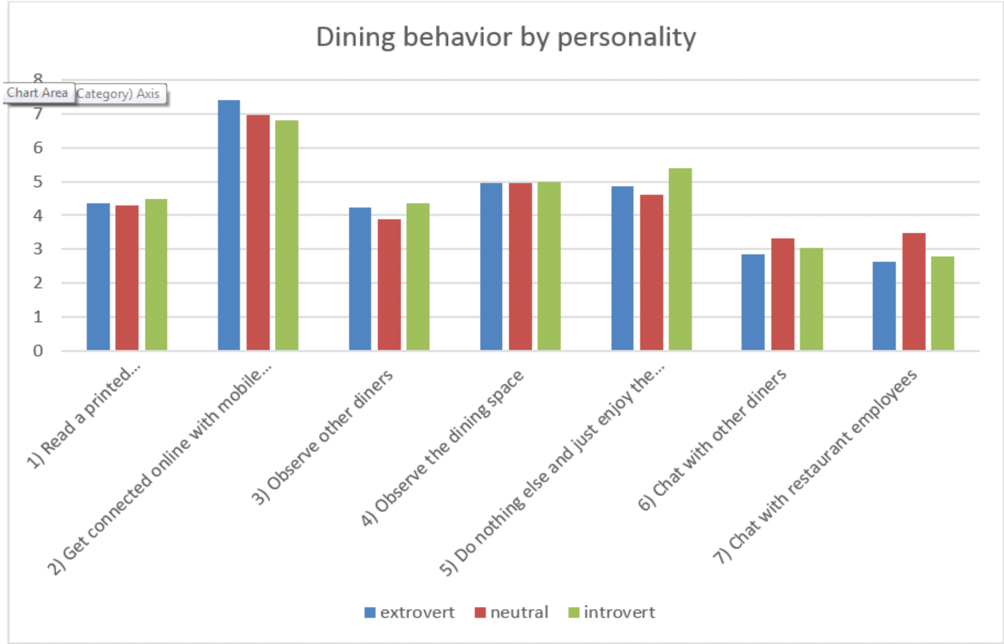
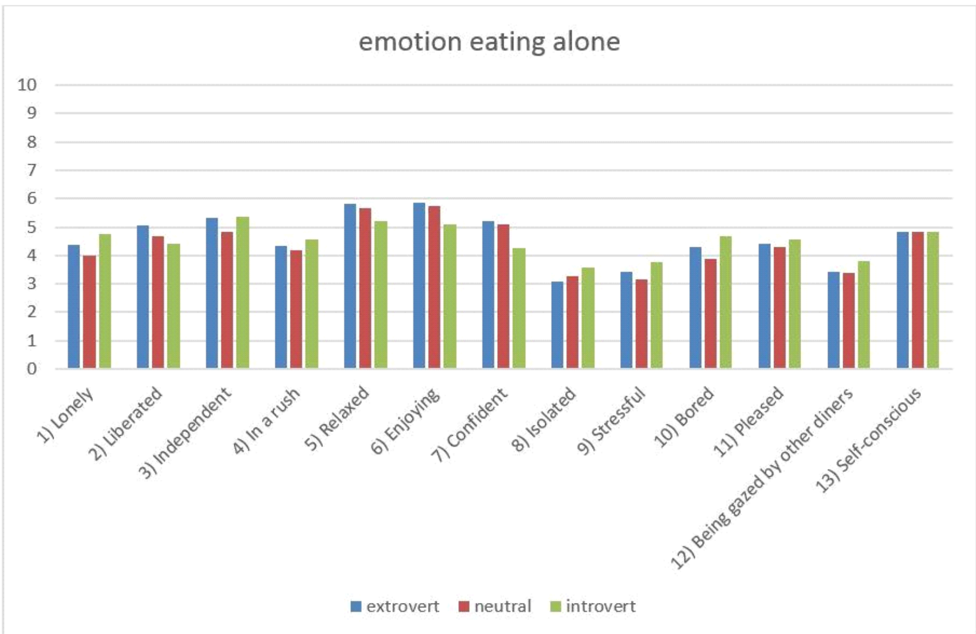


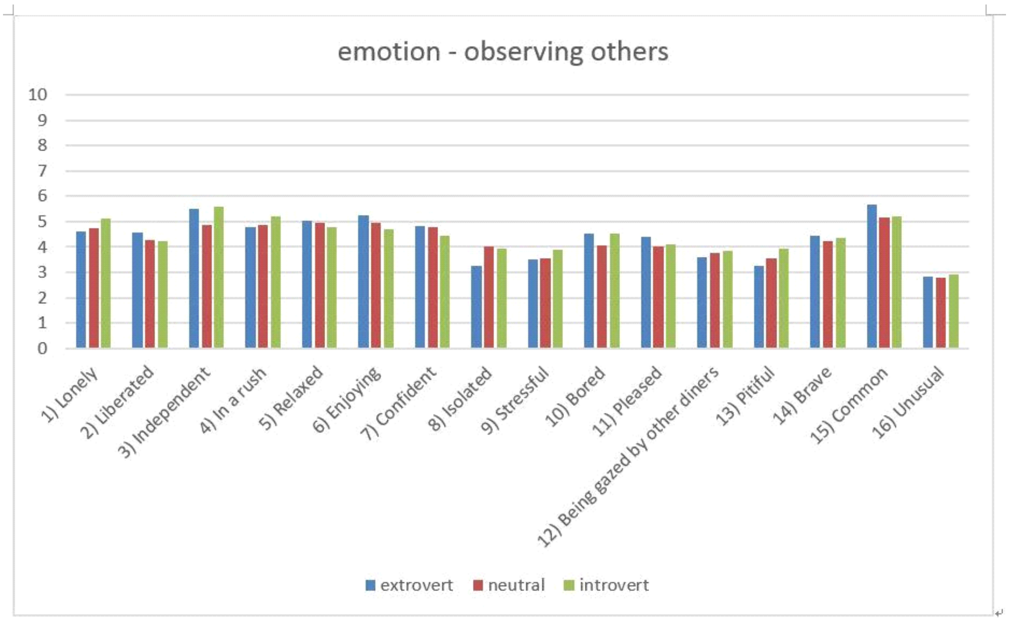
Figure 3. Solo dining behaviour by personality

Emotion of solo dining by personality

In this part, respondents were asked about their emotions while eating alone (Figure 4a) and their observation of others (Figure 4b). In both situations, extroverts more strongly agreed with positive emotions than neutral, or introverts, such as 'liberated', 'relaxed', 'enjoying', 'confident', 'brave', and 'common'. Introverts reacted more saliently with most negative emotions, such as 'isolated', 'stressful', 'bored', and 'being gazed by other diners', and 'pitiful'. The result is highly connected and consistent with the nature of extroverted and introverted individuals with other regions/countries in the world (Eysenck & Keane, 1997). Those extroverts in Macao showed the same personality traits like sociable, talkative, easy going at the positive pole, while introverts reserved at the negative pole (Cabrera et al., 2006).



a) Emotion of eating alone



b) Emotion of observing other while eating alone

Figure 4- Emotion of solo dining by personality

CONCLUSION

Under the increasing of active lifestyles, limited leisure time, and rapid demographic shifts toward single households in China in general and in Macao in particular, and the increasing number of solo diners traveling abroad who probably involve in solo dining (Hancock, 2017), there is a significant need to better understanding the fundamental thoughts of these consumers toward this phenomenon. Due to the importance influence of personality toward customer behaviour (Hogan, 1987; Wang & Yang, 2007), this study tried to explore the impact of different personality traits on solo dining behaviour, especially discover whether people with introverted and extraverted personality (Goldberg, 1990, 1992) could have dissimilar solo dining experiences and choices in restaurants at Macao.

As an exploratory nature, this study explains the influence of personality into the following aspects, including frequency, preference, emotions, motivation and behaviours of solo dining. The research findings show that extroverts and introverts think and feel quite differently in their solo dining choices and experiences. Consistent with the solo dining trend in other big cities all over the world (Her & Seo, 2018; Sobal & Nelson, 2003), nearly 80% of people in Macao reported that they have dined out more than once a week in general restaurants or in Cha Chaan Teng/Chinese restaurants in this study. Regarding to preference of dining alone, extroverts have an open attitude, while introverted group prefers to have company for meals. About emotions toward solo dining, echoing with the nature of extroverts and introverts in the world (Eysenck & Keane, 1997), Macao’s extroverted group shows positive emotions, while the introverted group perceives solo dining with more negative feelings. Last but not least, this study reveals no major different in motivations and behaviours across extroverted and introverted groups toward solo dining. This result is different with the literature (Bencsik et al., 2016; Pierce et al., 2009) and might come from the partial application of the big five model (Goldberg, 1990, 1992) in this study. Future studies can fill this research gap by fully applying the mentioned personality model to elaborate the whole picture of people’s motivations in solo dining.

It is important to acknowledge that this study is part of a larger project. However the insights presented in this paper can give restaurant management some ideas on how to fulfil guests with different personality traits. Another important limitation of this study is with its region, focusing on Macao only. A cross-regional comparison to compare the findings with other regions in China could obtain more important insights to understanding the full profile of solo diner behaviours in China.

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THE CONSUMER BEHAVIORS OF INFORMATION SEARCH OF MAJOR UP-SCALE RESTAURANTS AMID COVID-19

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INTRODUCTION

The latest technological advancement creates the change of consumers' needs and information search behaviors. Consumer generated media (CGM) is one of the commonly used social media platforms for patrons to share the comments with photos, video, and texts and the restaurant sector is unexceptional. The online content on CGM can be written and received by anyone other than professional writers (such as restaurant customers) and is regarded as the most influential information sources for consumer's decision making (Zhang, 2015). CGM helps the restaurants to promote the products and services to potential consumers for decision making process and behavioral intention. On the other hand, CGM is a platform for the diners to express their negative perception of meal experience. The negative reviews would subsequently diminish the desire of the potential target markets for future consumption (Moliner Velázquez et al., 2010). Therefore, it is suggested for the hospitality enterprises to explore factors that influence the customer decision-making process (Zhang, 2015).

The findings of restaurant attributes and online information search have been investigated by many scholars (e.g., Bei et al., 2003). The research gaps remain existing. First, consumers usually seek more information about the product or service before making the first purchase decision, especially for the higher price items (Fernando et al., 2012). Since the commenters of the CGM platforms were also the consumers of that restaurants, so the areas that that they commented and concerned are the dimensions that they consider when evaluating the restaurants. Thus, impacts of CGM to the higher-priced restaurants would be relatively greater than lower ones. Second, little literature has yet explored the effect of perceived risk of COVID-19 with perceived restaurant consumption and choice of restaurant selection. Therefore, the purpose of this study is to explore what attributes that the consumers perceived important for the major up-scale restaurants during the COVID-19 pandemic, which contributes to the theoretical development and managerial implications about current consumers' behaviors.

METHOD

The exploratory study is created to explain the phenomenon of experiences of CGM via restaurant products and services. The qualitative plan is to gather the information of major restaurant attributes and major key comments written on the website of the selected up-scale restaurants. In Hong Kong, OpenRice (https://www.openrice.com) is one of the most popular food and beverage guide websites that was developed in 1999. This international website contains big data base with over 1.2 million of restaurants' information from 60 different cities, which allows consumers to make restaurant reservations, consumers' comment reviews, photos and rating. As of July 2020, it had over 5.5 million of members and 3.5 million of reviews. Because of its popularity, the top 10 most popular up-scale restaurants in this website were used for investigation. Regarding to the OpenRice, the restaurants could be classified by the average spending. In this research, the selection of the up-scale restaurants is based on the average spending per person with HK$200 (USD 25.6) or above. Ten mostly bookmarked by the reviewers were selected for this research. The number of bookmarks were counted by each registered account of the platform. The natures of restaurant were, for example, Japanese restaurants, buffet restaurants, and western theme restaurants. The online comments, attached photos and reviews were collected during January – December 2020. The content analysis is employed with the software Nvivo 12.

FINDINGS

Based on the above selection criteria, ten mostly popular up-scale restaurants were determined by the highest bookmark number among the restaurants in Hong Kong, see Table 1. The number of bookmarks were between 52.5K and 83.8K as of the end of December 2020.

Table 1. Profiles of the 10 Selected Restaurants

No.	Restaurant Name	Restaurant Type	Number of Bookmarks	Number of Comments
1	Deluxe Daikiya Japanese Restaurant	Japanese Cuisine	83.8K	31
2	The Place	Hotel Buffet	81.7K	59
3	LAB EAT Restaurant & Bar	Western Cuisine	79.5K	151
4	Sky726	Western Cuisine	70.1K	79
5	TONO DAIKIYA	Japanese Cuisine	66.7K	28
6	The Market	Hotel Buffet	61.1K	93
7	Market Hotpot	Chinese Cuisine	58.7K	33
8	The Grill Room	Western Cuisine	54.9K	118
9	The Greenery	Hotel Buffet	53.1K	18
10	La Scala	Hotel Buffet	52.5K	36

Under the pandemic, government executed several policies to strengthen the social distancing; therefore, *space between different parties* was the top priority when the consumers evaluated the restaurants. Based, on the result, the commenters always mentioned the distance between different diners and how full was the restaurant. *The crowded environment and long waiting queue* outside the restaurant easily created dissatisfaction of the customers, as they perceived it as a poor environment. *Decoration and ambience* were relatively less concerned, comparing to *hygienic environment*. At the early stage of pandemic, consumers appreciated the additional social distancing measures and hygiene control such as partitions between tables, availability of sanitizers on the dining tables and doggy bags for storing masks. However, these measures were no longer appreciated, as these were perceived as a standard protocol.

Many commenters illustrated their visiting purpose for the up-scale restaurant, mainly for special occasions, friends gathering, and romantic moment. With these specific purposes, consumers usually searched some information about that restaurant before their visitation, thus they would have some expectation or perception in their mind. It was common to compare their expectation and actual dining experience on the CGM. Usually, frequent commenters tended to be more liberal, while the first-time commenters would be more critical when expressing their negative comments on CGM. Generally, food quality, portion size, taste and service procedures were issues in the comments. For Asian restaurants, food freshness was the main concerns, while food variety and price were prioritizing when evaluating the buffet restaurants. Dish presentation, taste and special features were the main concerns for the Western restaurants.

During the pandemic, many restaurants offered promotion and discount to secure the sales that was an effective way to draw customers' attention. Unfortunately, manpower support of the restaurants was unable to react to the sudden increase of business that leaded to many negative feedbacks on CGM.

IMPLICATIONS or CONCLUSION

This study aimed to explore the consumers' perceived important attributes for the major up-scale restaurants during the pandemic. The dining habits and concerns are different from the literature in the past. Hygienic environment is the major concern to the diners during the period of COVID-19 outbreak, especially on social distancing policy and practices at the restaurants. Promoting the restaurant with a special occasion and event with companions would enhance the likelihood of decision making and visitation. Value for money is the always evaluated, thus food quality, service attentiveness and restaurant environment cannot be sacrificed by offering price discount. Instead, to secure the business, restaurants should divert the crowd to slow business period so as to avoid unnecessary crowdedness and shortage of manpower.

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INTRODUCING CALORIE LABELING IN FOOD SERVICE ESTABLISHMENTS IN THE PHILIPPINES

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INTRODUCTION

The probability of dying prematurely in the Philippines is higher than any of its Southeast Asian neighbors (WHO, 2014). Modifiable behavior, such as tobacco use, physical inactivity, unhealthy diet, and excessive consumption of alcohol increase the risk of Non-Communicable Diseases (NCDs). These are further aggravated with being overweight or obese, and other metabolic conditions such as high blood pressure, abnormal blood lipids, and increased blood glucose (WHO-United Nations Development Program [UNDP], 2019). Based on the 2018 Expanded National Nutrition Survey of Department of Science and Technology- Foods and Nutrition Research Institute (DOST-FNRI), the prevalence of overweight and obesity among Filipino adults increased over the years, from 31.1% in 2013 to 37.2% in 2018. More consumers are purchasing meals, usually fast food products outside the home. Food service establishments (FSEs) particularly quick service restaurant (QSR) which provide mainly these fast food happen to be the biggest segment in the Philippine Hospitality Industry (Catral et al, 2014). QSRs' market size alone was valued at USD 4.6 billion in 2018 and are expected to reach USD 7.9 billion in 2026 (https://www.alliedmarketresearch.com/philippines-quick-service-restaurants-market-A06122).

However, fast foods are energy-dense, low in micronutrients and fiber, and high in simple sugar, sodium, and saturated fats (Cabigas et al, 2014) . Against this backdrop, the authors with funding from the United Nations Food and Agriculture Organization (UN FAO) through the Nutritionist Dietitian Association of the Philippines Foundation (NDAPF) conducted this study. This study therefore aims to help improve the nutritional health of a population as a long-term goal that requires sustainability of a healthy food system. Specifically, it 1) seeks to obtain the support of fastfood establishments in enabling consumers adopt a healthy diet through caloric labeling of food products toward addressing the problem of NCDs; 2) in consultation with all stakeholders, propose a strategy for introducing caloric-labeling in fast food establishments; and 3) propose a feasible implementation plan and a monitoring scheme, by local government units as basis for a local ordinance.

LITERATURE REVIEW

The importance of calorie labelling has not been fully recognized by most consumers. Some studies done in the U.S. and Canada identified several barriers (Kiszko et al,2014). For one, consumers patronize some meals despite their high-calorie content. The other reason is their intentions to burn off the consumed calories later through physical activity. Other consumer barriers identified with calorie label usage include their lack of nutritional knowledge and low expectation of nutritional quality. Consumers are also blinded by the plethora of commercials and print ads to promote products of food service establishments. Kizkko, et al., (2014) also reported confusing menu display with calorie counts often given for entire meals instead of individual food items. In the Philippines, calorie labelling has not yet been mandated by the government.

Guiding Framework for the Study

The framework used in the study in Figure 1 was inspired by the Nourishing Framework of the World Cancer Research Fund International which provides a package that integrates domains of actions and policy areas which includes communication, monitoring and reporting (Hawkes, et al., 2013). The success of calorie labelling in food service establishments is believed to be dependent on three major factors: consumers, government and advocacy. Consumer awareness must start at home where parents, educate their children at a tender age. A law that mandates calorie labelling shall be in place to compel the industry to comply. It is however important that monitoring and supervision be exercised to exact compliance by the industry. The third factor are advocacy and Information, Education and Communication (IEC) campaigns. Both or either of these two actors can embrace calorie labelling as an advocacy which can be transmitted far and wide through various modes of campaign. These campaigns can be transmitted to the consumers through commercials, print ads and social media platforms, infographics, *infommercials*, among others.

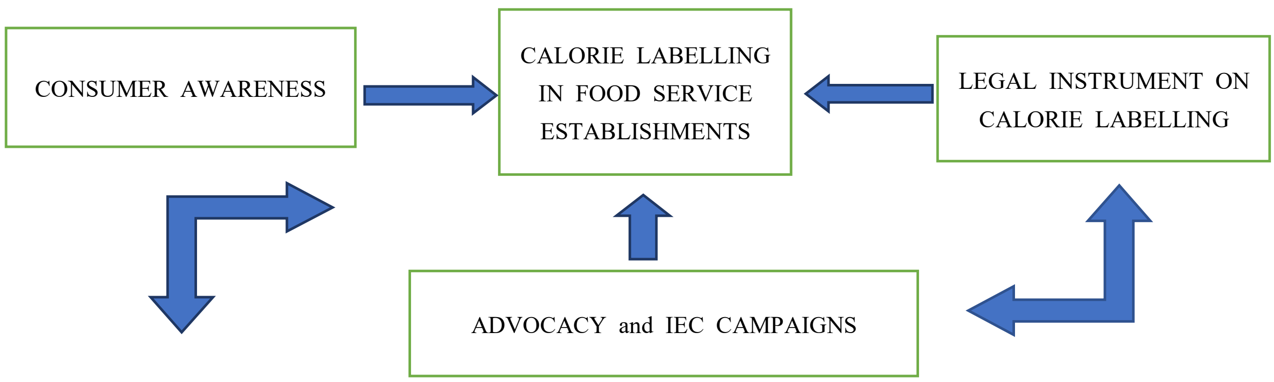

Figure 1. Conceptual Framework of the Study

METHOD

The study used the qualitative approach of gathering data starting with the profiling of 22 leading FSEs that operate in Metro Manila. Secondly, on February 2020, 21 participants from nine big companies and representatives from the Department of Health, NDAPF, WHO, and UN-FAO attended the open forum. The forum intended to brief the representatives from the FSEs about the severe problem of non-communicable diseases (NCDs) in the Philippines and their crucial role in helping curb the escalating this trend. Thirdly, a Focus Group Discussion (FGD) was held on 26 February 2020 for 12 Registered Nutritionist-Dietitians to generate ideas on possible strategies for introducing calorie labeling in FSEs. Fourthly, on 10 March 2020, a Key Informant Interview (KII) with the Nutritionist-in-charge of implementing Nutrition programs in Elementary schools under the Department of Education (DepEd) was conducted. Lastly, an online survey was conducted in September and October 2020 among FSE officers to gather information about barriers or challenges in implementing the proposed calorie labeling in restaurants.

FINDINGS

Results indicate that only a few of the profiled food service establishments (FSEs) had launched nutritional and/or caloric labelling programs. They attributed this failure to the inconsistent support of the government to educate consumers. Most of food products in the market remained inclined towards satisfying the sensorial palate of customers than addressing their nutritional needs. Coupled with intensive marketing campaign, fast food products have dominated the daily food intake of consumers. This validated Schlosser's (2002) statement that current health risks are greater than the needs of those who market the fast food. He suggested that Congress ban all advertisements that promote food that are high in fat and sugar to children.

The forum revealed the respondents' positive attitude about adopting calorie labeling in their establishment. They however expressed their reservations on a) the importance of consumers' understanding and readiness for calorie labeling; b) availability of adequate food laboratories which can conduct food analyses; c) the need to level the playing field for all FSEs, including convenient stores offering ready-to-eat meals.

The FGD participants believe that the success of creating awareness among consumers on the importance of calorie labeling and in motivating FSEs to adopt it can be hinged on the following strategies: 1. Mandatory nationwide implementation through legislation; 2. Massive information campaign (with the participation of government agencies and Non-Government Organizations, and professional organizations) to educate or enhance public knowledge or awareness about calorie labeling; 3. Local government units (LGUs) to monitor compliance by the FSEs; and 4. Schools to educate students about calories and impress the importance of calorie labeling as early as the elementary level.

The KII revealed that Department of Education Order# 13 prescribes the types of foods that may be served in school canteens. It regulates the serving/selling of foods that are high in saturated fats, salt, and sugar. According to the informant, health and nutrition concepts are already embedded in the K-12 curriculum, as verified with the curriculum checklist. However, there is a need for appropriate educational materials and proper training of teachers. Calorie labeling may be started in school canteens to stimulate awareness and interest to apply the knowledge in the selection of foods.

The online survey revealed a positive attitude among the respondents about the proposed calorie labeling in FSEs, especially those which have started to post calorie labels in their menu list (and mainly those with franchises or branches overseas). Again, they recommended the following to remove any barrier to the implementation of calorie labelling in food service establishments: The government should play a key role in its implementation through enactment and enforcement of a law on calorie labeling in FSEs, strong advocacy campaign with the use of media and the additional accreditation of existing food laboratories to undertake food analyses.

CONCLUSION

Awareness about the significant role of diet in preventing and controlling NCDs must have influenced the positive attitude about proposed calorie labeling among respondents from the FSEs. For this campaign to succeed, much is expected from all stakeholders and the state of readiness or understanding of consumers about calories and calorie labeling is primordial to FSEs' compliance. Likewise, the government should provide the appropriate environment for its implementation. The education sector, including the mass media, are expected to imbue learners with adequate nutrition knowledge at all levels, most especially in the early years. Mass media's powerful influence on consumer behavior is crucial in promoting consumer awareness about calorie labeling and motivating restaurants to adopt it. This will enable people to apply this in their daily lives by making wise choices when buying or ordering foods to maintain good health. Currently, there is an impending bill in Congress – House Bill No. 6357 mandating all food establishments to provide calorie labeling in their menus. If passed, this will be the needed impetus to ensure early and comprehensive compliance by all food service establishments in the country.

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INNOVATIONS CREATED BY QUICK SERVICE RESTAURANTS IN THE NEW NORMAL: BASIS FOR OPERATIONS DEVELOPMENT

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INTRODUCTION

Most people in the world are always choosing Restaurants that are quick in service and in transactions not only because it is timely but it gives convenience and hassle-free transactions and interactions. A quick service restaurant (QSR), also known as fast food restaurant, is a type of restaurant that is centered around functionality, with speed and efficiency being primary goals. These restaurants are witnessing the increased popularity, they offer excellent customer service, and the food products offered by them are inexpensive, appetizing, and take minimal time for preparation. In March 2020, the Philippines suffered from total lockdown (Enhance Community Quarantine) to avoid the spreading of virus. According to the World Health Organization The coronavirus or also known as COVID-19 pandemic is a disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.' The COVID-19 virus is a new virus linked to the same family of viruses as Severe Acute Respiratory Syndrome (SARS) and some types of common cold.

In the Philippines, Fast food chains have a big part of our culture such as McDonald's, Jollibee, Chowking, Greenwich Pizza, Shakey's Pizza, and BonChon Chicken Philippines. They provide affordable dishes but they also gave us some of our favorite and comfort snacks and meals through the years. The QSR industry has been hit by the coronavirus, and to secure the safety of their employees many restaurants have decided to close their restaurant/branch temporarily until they are given the authority to operate again. Because of this pandemic, those restaurants, especially the quick service restaurants, are experiencing income loss.

In the Province of Bulacan, many Bulakenos are fonds of eating in Quick Service Restaurants. On the pre-survey of researchers regarding the top five (5) quick service restaurants in the province, it has been revealed that Jollibee, McDonald's, Chowking, Mang Inasal and Greenwich belong to the top five. Nowadays, since we are experiencing the COVID-19 pandemic, all of these quick service restaurants lead to the creation of their own innovations and development into their products and services and also to their physical aspects such as having a safety officer that in charge for the sanitation process of the incoming and outgoing customers and also, to ensure that their customers will be safe and free from viruses.

The purpose of this study is to identify and recognize the innovations created by the quick service restaurant in terms of product, service and physical aspects. Also, the researchers want to determine the impacts of innovations created in quick service restaurants in terms of key business functions such as in sales and marketing and customer satisfaction. This study will help for the future researchers because it will serve as their basis development in case there will be another pandemic again

LITERATURE REVIEW

The Innovation Theory of Profit was proposed by Joseph. A. Schumpeter, He believed that an entrepreneur can earn economic profits by introducing successful innovations. According to Schumpeter, the principal function of the entrepreneur is to make innovations and profits as a reward for successful innovations. Innovation means think different from the rest it refers to any new policy that an entrepreneur undertakes to reduce the overall cost of production or increase the demand for his products. Above normal profits arise because of successful innovations introduced by the entrepreneurs the development or discovery of new markets or new products improves the consumer acceptance because of successful product differentiation programs, or successful market segmentation. Innovation can be classified into two categories. The first category will change the production function and reduce the cost of production. It includes all those activities which reduce the overall cost of production such as the introduction of a new method or technique of production. The introduction of new machinery and innovative methods of organizing the industry helps make the company produce more products with lesser cost for production. The second category of innovation includes all activities which increases the demand of a product. Such as the introduction of a new commodity or new quality goods. The start or opening of a new market, finding new sources of raw material, a new variety or a design of the product. While in this category the main focus is more on the products and the services that they may offered to the consumers. This innovation theory of profit believes that the entrepreneur gains profit if the innovation is successful either in reducing the overall cost of production or increasing the demand for the product. These innovations stimulate the demand for the product which will change the demand or utility function.

This theory is related to the study because the researchers aim to identify the effects of created innovations in key business functions such as sales and marketing and customer satisfaction. Therefore, those innovations and development plays a significant contribution to the success of quick service restaurants.

On the other hand, a crisis is a progressive process that may not be restricted to one area within a common border. It may ensnare rapidly and emerge with other crises, and its consequences are extended (Hart, Heyse & Boin, 2001). The word 'crisis' has been used interchangeably with a number of other terms, including disaster, business interruption, catastrophe and emergency (Herbane, 2010). It cannot be safely asserted that the vulnerability results from environmental forces or failure of the technology itself (Perrow, 1999), or exclusively from human error (Reason, 1990) although it often results from these three factors. Venette argues that 'crisis is a process of transformation where the old system can no longer be maintained'. Therefore, there is the need for qualitative change. Approaches to the crisis management selection strategy consider the internal and external environment (Litovchenko, 2012). It is concluded that the development of key crisis strategic guidelines should also take into account the time factor and the interests of all stakeholders. These approaches to a crisis are a fundamental aspect of the systematic process of crisis management. In order to answer the deep existential questions that occur during a crisis, these are applied to different defensive strategies (Tănase, 2012). Coombs and Hollady (2012) present an approach describing crisis management as three processes − the pre-crisis (prevention and preparation), the crisis (response) and the post-crisis (learning and revision).

This theory is related to the study because quick service restaurants in times of pandemic are adapting and making way for the people to reach them and to order for them the exact quality of the food and service. Since the said establishment is operating even in new normal, crisis management is applied to prevent and solve crisis or problems that will occur. The establishments always applying the protocols given by the health agencies, strictly following them and implementing them inside and outside management. Because one aim of crisis management is to lessen the casualties created by a disaster or pandemic. And to give knowledge on how to deal with the casualties.

During the global 2020 COVID-19 outbreak, the innovations of online food delivery (FD) were obvious, as it facilitated consumer access to prepared meals and enabled food providers to keep operating. However, online FD is not without its critics, with reports of consumer and restaurant boycotts. Therefore, time to take stock and consider the broader impacts of online FD, and what they mean for the stakeholders involved. Using the three pillars of sustainability as a lens through which to consider the impacts, this review presents the most up to date research in this field, revealing a raft of positive and negative impacts. (Li, Mirosa et al., 2020). Food delivery providers can be categorized as being either Restaurant to consumer Delivery or Platform to Consumer Delivery operations. Restaurant to Consumer Delivery providers make the food and deliver it, as typified by providers, such as KFC, McDonald's, and Domino's.

This literature is relevant to the current study because it talks about the online food delivery providers and their delivery system. It is in-demand nowadays because most of the people are afraid to go outside to buy their meals in selected QSR's. They always think the pandemic has not gone, so their mindset is to order online whether it has a charge for delivery but they are still safe in their house. Online food delivery providers are really famous nowadays because you can easily order in their system as fast and they can give you the specific service and meals that you want in their Restaurant.

METHOD

This study is a mixed method research and the data is gathered through interview and survey with the managers and customers of Quick Service Restaurants in the province. The study used a non-probability sampling and follow the content validity procedure. The questions that are included in the interview questionnaire and survey questionnaire answers mainly the main objective of the study and the survey questions are created from the input variable which is the sales and marketing, and customer satisfaction. The primary data collected is gathered from the answers from the interview and survey conducted by the researchers. The secondary data is gathered from online literature references and current published online studies. The qualitative part of the used IBM Tone Analyzer to analyze the effects of innovations and developments created by quick service restaurants in the province.

Researches and studies recognize the importance of population and sample as they provide the source of important data needed in this study. The researchers formulated their population sample using purposive sampling which is a non-probability or not randomized sampling. Also, the researchers formulated and gathered three managers and 30 loyal customers, 10 each in the Quick Service Restaurants. The respondents must meet the standards of the study which is, the respondents must be a loyal customer of the given Quick Service Restaurants.

FINDINGS

This chapter presents, analyses and interprets the data gathered in this research study. The study aims to determine and analyze the effects of latest innovations and development of quick service restaurant in key business areas of the province.

Table 1. Customer Satisfaction in terms of Product

Service	Frequency					Weighted Mean	Verbal Interpretation
	5	4	3	2	1		
1. The Food offering has a good quality.	6	21	2	1	0	4.10	Agree
2. The menu has a good variety of items.	15	15	0	0	0	4.50	Agree
3. The food served hot?	14	13	2	1	0	4.33	Agree
4. The food is a good value for the money?	11	16	2	1	0	4.23	Agree
5. The food was served in clean dishes?	12	16	2	0	0	4.33	Agree
			Average Weighted Mean			4.30	Agree

The table shows the average weighted mean of product is 4.30, the lowest mean is 4.10 and it came from statement number 1 and the statement number 2 got the highest weighted mean of 4.50. Most of the respondents agree that the Quick Service Restaurants have their menu that has a good variety of items. This supports the article written by Liu and Jang (2010) that says there are five dimensions of food quality which is food quality, service quality, price and variety, convenience and atmosphere that has a significant effect to customers and its satisfaction. To add up, taste, variety and quality, that is included in factors of product, affects the choice of the customers.

Table 2. Customer Satisfaction in terms of Service

Service	Frequency					Weighted Mean	Verbal Interpretation
	5	4	3	2	1		
1. The order was correct and complete.	6	21	2	1	0	4.20	Agree
2. Employees are patient when taking my order.	15	15	0	0	0	4.33	Agree
3. Employees are friendly and approachable	14	13	2	1	0	4.40	Agree
4. The drive-thru intel sound was clear?	11	16	2	1	0	3.97	Agree
5. Are the staff's dressed properly?	12	16	2	0	0	4.60	Strongly Agree
			Average Weighted Mean			4.18	Agree

The table 2 shows that the average weighted mean of service is 4.18 it says that the highest weighted mean is 4.60 and it came from statement number 5, the lowest weighted mean is 3.97 and it comes from statement number 4. Majority of the respondents in the Quick Service Restaurants are strongly agree that the staff are dressed properly. This support the article written by Raju (2020) states that "Taking necessary precautions not only helps mitigate the spread of the COVID-19, but it also shows that an establishment is serious about keeping customers and staff safe." Because in this industry they should know the importance and safety of the customer especially in this time of pandemic without them these QSR will not gain profits and will not operate anymore.

Table 3 shows that the average weighted mean of physical aspect is 4.33 while the highest weighted mean is 4.53 and it comes from statement number 3, the lowest weighted mean is 4.13 and it comes from statement number 5. Majority of the respondents strongly agree that the Quick Service Restaurants are clean and safe. This supports the article written by Mark Kubriak (2019) states that "Creative social distancing measures even though most innovations allow businesses to continue their operation and ensure safe consumption, they sadly take away from the dine-in experience as they keep the human interaction to a bare minimum." Because without following the protocols of the government that has been implemented these QSR will be no longer to operate and with the cleanliness and safety of the said QSR the customer will patronize them.

Table 3. Customer Satisfaction in Terms of Physical Aspects

Physical Aspect	Frequency					Weighted Mean	Verbal Interpretation
	5	4	3	2	1		
1. The Food offering has a good quality.	6	21	2	1	0	4.10	Agree
2. The menu has a good variety of items.	15	15	0	0	0	4.50	Agree
3. The food served hot?	14	13	2	1	0	4.33	Agree
4. The food is a good value for the money?	11	16	2	1	0	4.23	Agree
5. The food was served in clean dishes?	12	16	2	0	0	4.33	Agree
			Average Weighted Mean			4.30	Agree

Effects of innovations and development in terms of sales and marketing

In relation to the effects of innovations to sales and marketing, the respondents clearly identified that innovations and developments has significant effects on their sales because the main goal of this is to come up with a product and service experience that will delight the changing needs and wants of customers.

IMPLICATIONS OR CONCLUSIONS

It is concluded that Quick Service Restaurants are continuously developing innovative products to suit the needs and wants of their customers. Also, to increase customer satisfaction, they invested on using technology to improve their service and operations.

It is concluded that the primary goals of the Quick Service Restaurants are to obtain more revenue and to increase the number of customers and the valued customers which will eventually lead to customers satisfaction.

The results shows that innovations created in selected quick service restaurant shows a significant effect on their sales and marketing aspect. In terms of customer satisfaction, it is concluded that given in a new normal, customers agree that selected quick service restaurant provided a product, service and physical aspect enough to satisfied them.

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APPENDICES

Crisis Response Management Plan

The effects of these innovations to product, service and physical aspects in terms of Sales and marketing and Customer satisfaction the researchers found that in the last 2 months the selected QSRs experienced poor sales and poor profit. It is because the customers save their money for their basic needs and due to the covid19 pandemic many QSRs are closed. But when they give the chance to operate most of their sales are not the same of their sales before the pandemic. The (3) Quick Service Restaurants are having a variety of items in their menu and its results to repeat patrons of their customers. Most of the respondents are always observing the surroundings of the fast food. They noticed that the staff are well-dressed and the restaurant is clean and safe.

The importance of this Crisis management plan is to become prepared in any crisis that might be encountered of the quick service restaurants in the near future. Crisis management planning isn't only about being better equipped to effectively respond to specific crisis. Developing a crisis management plan also helps teams to identify the potential disaster as they plan and game out the tasks, communications, and information they'll need to deal with those crises.

1. Product

Since the pandemic, many restaurants have been losing money and closing down due to the rules & regulations implemented by the IATF. Some fast foods offer ready to cook foods at cheap prices to prevent spoilage. This is part of their marketing strategy, it is explained here, they are getting new options so their restaurant is still earning income, and many people enjoy these innovations because they will be cheaper compared when you dined-in at the restaurants. People are becoming practical because most of them have limited access to money, and in that case, they chose to order fresh foods rather than to dine in a restaurant.

Due to the pandemic, another sources of sales could be from having promos. Since the consumers hurry it when they see the promotion packages. It is used also to increase the sales and in turn, lessen the bulk stocks in their storage. Which is a successful strategy because it gets revenue and the food product given in the bundle promo is noticed at the same time and individuals get an idea if it's worth it in the bundle promo.

2. Place

The Restaurants should innovate an area for disinfection and sanitation. This also increase the probability of having customers on a restaurant because having disinfection areas are one factor that their restaurant is safe to dine in and also it can be the reason for the customers guarantee that the QSR are clean and responsible for their safety. This explains why in a part of QSRs is important because we are now facing a pandemic, you need to sanitize first before you can reach the order & claiming area to ensure that you do not bring the virus inside the restaurant

In fast food chains, one of the important services is those who drive thru. Implemented drive thru to fast foods to further increase the company's sales and at the same time no hassle occurs because they only do pick up orders. But because of the pandemic, people find it difficult to adjust because fast food chains have limitations when it comes to drive thru services. If wide space is implemented with safety precautions in drive thru stations, it will be more convenient because it will no longer be crowded and at the same time there will be no restrictions if the drive thru is big moving because it will not compete with the main road because there will be specific space in the drive thru area.

3. Promotion

Selling of products are one factor on promotion. QSR can advertise their own product or promote it by having their customers purchase their products. And the main factor for promotion is the commercial advertisement. of course, everyone is involved here because it is one of the strategies to promote your business. On social media, of course, everyone has knowledge when it comes to social media it is also involved when it comes to promoting a business. This is important because fast food chains make it easier to spread their new products & services through the power of social media because most of the people are knowledgeable on using social media applications. And because of that they will not have a hard time finding an update on fast food, what is trending and seasoned popular. Customer will be interested if the way of the promotion is unique and full of message to patronize.

4. Price

The pricing of the product can say if the sales of a market in increasing or decreasing. since it is the time of pandemic, the QSRs should consider the pricing variation depending on the situation. The pricing should be considering what they can afford. After that, the restaurants should offer them bundle promos that is affordable to them. Also, the QSRs should consider discounts for customers who avail their privileges and such.

5. Physical Evidence

Major changes are needed due to the pandemic. Tables should be modified as said in protocols. Fast food chains have barriers especially when you dine in at the restaurant. But at the drive thru station, there was an acrylic barrier to prevent physical contact and it was in favor of those assigned to the driver thru so that they could not be exposed to anyone.

Quick Service Restaurants should innovate a motion sensor doorway in which the motion sensor doorway will also help to avoid hassle and physical contact when you enter and exit fast food chains. Also, to ensure the safety of those who assigned to the doorways. When the door way sensor is implemented, it will be a big help to everyone who buys and enters & outside the restaurant.

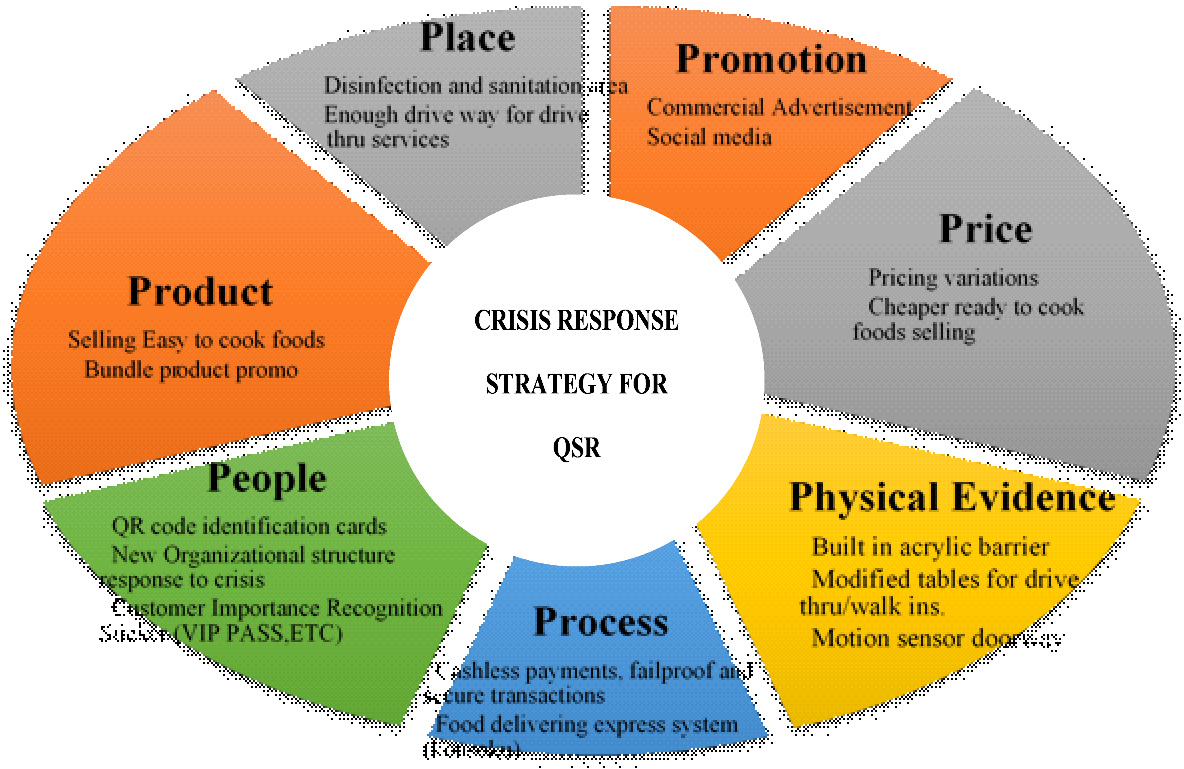
6. Process

Due to the pandemic, payments went easier with the use of cashless payments and transactions. This idea should be adopted by the QSRs so that the process of payment will be contactless and the customer will be safe and secure. Since QSRs prevent physical contact, restaurants should add to their innovation a food delivering express system (kousoku) that is, delivering their orders without the help of staffs.

7. People

Having a customer VIP sticker is very important because it also measures loyal customers when it comes to drive thru system. As a result, more and more people are returning to fast food to get the VIP sticker which is their benefit as well. Of course, the benefits are, once you have a VIP sticker you will also have upgraded products which is very helpful to others. In this system both fast food and the customer will benefit.

It is also a good implementation to have an ID Card with a QR code because it will enter the information of everyone who enters the fast-food chains. The contact details in the QR code will be recorded in a file suitable for contact tracing in case there have been cases inside the store, customers can be easily detected once this kind of innovations are implemented. Because in today's world, with the number of people coming out, it is difficult to figure out who you are with every single day. So, by this implementation it will be easier for everyone to work.


Place
Disinfection and sanitation area
Enough drive way for drive thru services
Promotion
Commercial Advertisement
Social media
Price
Pricing variations
Cheaper ready to cook foods selling
Product
Selling Easy to cook foods
Bundle product promo
CRISIS RESPONSE STRATEGY FOR QSR
People
QR code identification cards
New Organizational structure response to crisis
Customer Importance Recognition Sticker (VIP PASS,ETC)
Process
Cashless payments, failproof and secure transactions
Food delivering express system
Physical Evidence
Built in acrylic barrier
Modified tables for drive thru/walk ins.
Motion sensor doorway

DEVELOPMENT OF A SUSTAINABLE TRAVEL BEHAVIOR SCALE (STBS)

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INTRODUCTION

In the last decades, the concept of sustainable development (SD) has been getting more and more interest from general publics. Sustainable development has become a ubiquitous paradigm for development, the catchphrase for international aid agencies, and the slogan of environmental and economic activities including tourism (Eusébio, Kastenholz, & Breda, 2014; Ukaga, Moumouni, Reichenbach, & Maser, 2010). Researchers have advocated the importance of the notion and a number of research has been devoted to further extend our understandings of travelers' sustainable travel behavior (STB) by using their attitude toward sustainable development (Adongo, Taale, & Adam, 2018; Ivanov et al., 2018; Xu & Fox, 2014) The attitude-behavior gap, however, often results in inconsistency between travelers' opinions and their actual behaviors of sustainable tourism. An objective representation of travelers' STB in a destination can contribute to maintain high-quality environments and enhance the competitiveness and sustainability of a tourist destination. To achieve this goal, it is critical to use a valid and reliable measurement tool to assess the STB. In response, the main purpose of this study is to develop and validate a multidimensional sustainable travel behavior scale. The goal of the present study was to develop a measurement scale that will assist understanding the sustainable travel behavior.

METHOD

The study followed recommended steps for scale development and validation (Chen, Gully, & Eden, 2001; Chen, Zhao, & Huang, 2020; Churchill, 1979, Lehto, 2013): (1) initial item production; (2) scale purification; (3) exploratory factor analysis (EFA); (4) assessing reliability and validity through rigorous statistical analyses.

Research on sustainable tourism suggests that traveler's sustainable behaviors can be viewed in economic, environmental, and socio-cultural dimensions of sustainability. Economic sustainability requires net economic profits for local residents and service supply agents, and the economic benefits of tourism should be fairly distributed throughout the community (Gurung & Seeland, 2008; Stukalo, Krasnikova, Krupskyi, & Redko, 2018). Environmental sustainability requires green consumptions such as reducing resource consumption and waste (Ballantyne, Packer, & Falk, 2011; Chen, Chen, & Lee, 2011; Moscardo & Murphy, 2016) to protect the quality of the environment and cause a minimal damage on natural resources. Socio-cultural sustainability implies respect for social identity, social capital, community culture and assets of a destination (Blancas et al., 2011; Fons, Iaquinto, 2015; Moscardo & Murphy, 2016). A total of 31 STB items was pooled from previous research and recommendations from NGOs, and subjected to a survey. In addition to STB items, 4 questions asking respondents' level of concerns on environment, economy, culture/society, and STB were included in the survey for verification purpose. Questions for demographic characteristics, travel frequency, gender, year born, and marital status were also included.

Data for this study was collected online by using email and Google Form. The study used convenience sampling method and targeted students of a major university located in Danang, Vietnam, which was one of the fast-growing tourism cities. The initial survey was conducted from 15th to 19th

March, and a follow up survey was conduected from 22th to 26th March 2021. The follow up survey includes questions on STB related concepts including Environmental Awareness (Schuhwerk & Lefkoff-Hagius, 1995), Environmental Consciousness (Huang, Lin, Lai, & Lin, 2014), and Willingness to Sacrifice for the Environment (Davis, Le, & Coy, 2011). All items were measured by a 5-point Likert type scale. Questionnaires were initially developed in English and then translated into Vietnamese.

FINDINGS

The initial survey had resulted in 523 usable responses. Respondents who travel less than one time a year (n=17) were removed from the data set. As a result, 506 remained samples were used to develop the STB scale. Data were first subjected to descriptive statistics to evaluate standard deviation, skewness, and kurtosis. By applying item selection criteria of sd > 1, skewness estimate <|2|, or kurtosis estimates <|4| (Field, 2013), 4 items were excluded (see Table 1). Items for environmental, economic and socio-cultural STB were subjected to correlations analyses with respondent's level of concern on environment, economy and culture/society, respectively. As a result, four items with correlation coefficient smaller than .35 (Boateng et al., 2018) were excluded from further analyses. EFAs and reliability analysis were applied to the remaining items to check the uni-dimensionality and the Cronbach's alpha of item deleted. None of items were removed during the process, prove that all three factors are uni-dimensional and items in each factor are internally consistent.

Table 1. Sustainable Travel Behavior Scale (n=506)

Factor	Items	Factor loading	Cum.%	Eigen Value	α
Enviromental STB	I choose tourism services with less carbon emissions.	.763	56.91	8.537	.900
	I recycle garbage (e.g. paper, glass, plastic).	.746			
	I buy eco-friendly products.	.793			
	I choose to walk whenever it is possible.	.638			
	I stay in eco-friendly lodging.	.639			
	I pack eco-friendly essentials in my luggage.	.705			
Economic STB	I choose locally owned restaurants.	.792	7.33	1.099	.889
	I choose local guide services whenever it is possible	.672			
	I choose restaurants that serves locally produced food.	.721			
	I choose locally owned accommodations	.780			
	I choose a package that give back to local community when I use a package trip.	.645			
Socio-cultural STB	I wear appropriate dress	.733	6.12	.918	.885
	I visit cultural sites of the region.	.743			
	I learn a few words of the local language to use.	.763			
	I try to experience local culture	.739			
KMO= .954; Chi-square= 5141.585; sig=.000; Total variance: 70.36%					

Deleted items list: I try not to disturb wildlife when I visit natural areas", "I choose tourism services that help preservation of the natural environment", "I refuse to buy products made from protected resources or endangered animals", "I pick up and dispose my own trash" (Descriptive analysis); "I use public transportations whenever it is possible", "I don't use disposal goods provided by accommodations", "I choose to travel during off-season", "I pack light as much as possible" (Correlation coefficient analysis); "I try to reduce energy consumption", "I buy authentic local products", "I participate in cultural activities", "I taste authentic local foods", "I study local customs before visiting" (Stepwise regression analysis); "I buy local made arts and crafts", "I choose tourism services that includes local cultural activities", "I am sensitive to when and where I take photo of people" (EFA).

In order to further reduce number of items for each factor, a summated score of items for each factor was calculated. A series of regression analyses with stepwise method was applied for each summated score. The first 6 items selected in stepwise regression model were chosen and the explaining power of the regression model with 6 items was checked to be over 95%. Finally, the remaining 18 qualified items were put in to EFA with Varimax rotation method and the known factor number of 3. Items with factor loadings greater than .40 in more than one factor were excluded, and 15 final items were retained (see Table 1). Eigenvalue of 'Socio-cultural STB' (.918) was accepted because this factor was widely accepted in 'Sustainable Tourism Development' dimensions. The appropriateness of the factor analysis was also checked by examining the Kaiser-Meyer-Olkin (KMO) (.954) and Bartlett's test result (5141.585, p=.000). Internal consistency reliability, the most widely used reliability method (Delamere, 1998), ranges from .885 to .900 and indicates that the STB scale is highly reliable.

To test the factor structure of STBS, CFA test by using RStudio Lavaan package was conducted for 10 separately generated data sets with 400 randomly selected samples from the original data, and results of fit indices are depicted in Table 2. Results in Table 2 indicate that all the fit indices are within acceptable range for all the tests, and suggest that the factor structure of STBS is stable and reproducible.

Table 2. Results of CFAs for STBS (n=400)

Sample Test	CFI	TLI	RMSEA	SRMR	Samle Test	CFI	TLI	RMSEA	SRMR
Test 1	.972	.966	.059	.032	Test 6	.972	.967	.058	.032
Test 2	.981	.977	.047	.031	Test 7	.971	.965	.061	.033
Test 3	.973	.967	.055	.034	Test 8	.964	.956	.064	.036
Test 4	.971	.965	.060	.033	Test 9	.966	.959	.063	.035
Test 5	.970	.964	.057	.033	Test 10	.968	.961	.060	.034

Verification of STBS was first checked with respondent's level of concern on environment, economy, and culture/society of a destination. Respondents were grouped into low, neutral and high in their level of concern based on their respones to the quetions. Results in Table 3 show that the score of envirionmental, econimic, and socio-cultural STB is sifgnificantly different by level of environmental, economic, and socio-cultural concern, indicating concurrent validity of the scale.

Table 3. STB by Level of Environmental, Economic, and Cultural/Social Concern (n=506)

	Concern on Environment			Concern on Economy			Concern on Society-culture			t
	Low (n=32)	Neutral (n=14)	High (n=460)	Low (n=67)	Neutral (n=138)	High (n=301)	Low (n=30)	Neutral (n=16)	High (n=460)	
Enviromental STB	2.182	3.762	4.312							139.642***
Economic STB				3.030	3.678	4.166				63.316***
Socio-cultural STB							1.842	3.578	4.218	141.448***

*p<0.05, **p<0.01, ***p<0.001

Verification of STBS was also checked by the correlation coefficients with related concepts. As a results of the follow up survey, a total of 201 valid responses was obtained for envirionmental awareness, envrironmental consuciousness, and sacrifice for environment. Results in Table 4 indicate all the correlation coefficients are statistically signficant, yet not strong to support to measure the same aspect. It is also noteworthy to observe that correlation coefficients of environmental STB are relativley higher than economic and socio-cultural STB with related concepts which is focusing environmentatl aspects.

Table 4. Correlation Coefficients of STB with Related Concepts (n=201)

	Enviromental STB	Economic STB	Socio-cultural STB
Environmental Awareness	.413**	.309**	.288**
Environmental Consciousness	.398**	.349**	.299**
Sacrifice for Environment	.402**	.356**	.330**

*p<0.05, **p<0.01, ***p<0.001

IMPLICATIONS

This study seeks to develop a sustainable travel behavior scale. The STBS suggested consists of 15 items with 3 factors, i.e., environment, economy and society/culture. A series of statistical analyses indicated stability and validity of the scale developed. It is expected that this scale contributes to the interpretation of the complex procedure of sustainable tourism promotion which entails the mixed effects of many psychological, cognitive and contextual factors. Applicability and generalizability of the scale, however, are subjected to further verification in different cultural settings and with other related concepts.

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DEFINING THE SUSTAINABLE TOURIST: EXAMINING TOURIST TYPOLOGY THROUGH THE LENS OF BIOSPHERIC VALUES AND SUSTAINABLE PILLARS

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INTRODUCTION

Sustainable tourism is defined as "forms of tourism which meet the needs of tourists, the tourism industry, and host communities without compromising the ability of future generations to meet their own needs" (Swarbrooke, 1999, p. 13). Measured through economic, environmental, and social sustainability (UNWTO, 2007), sustainable tourism reflects a form of tourism that is safe and equitable for all stakeholders. According to a market research report conducted by Technavio (2019) prior to the COVID-19 pandemic, the global sustainable tourism market was expected to grow at a compound annual growth rate of 10% between 2019 and 2023. American and European tourists want more eco-friendly vacations and are willing to pay more for eco-friendly accommodations (TripAdvisor, 2012; Kummerer, 2018; eHotelier, 2020). However, previous studies were limited and did not explore the psychographic characteristics of sustainably minded tourists or delve into how these tourists defined eco-friendly travels.

In an effort to better understand tourist motivations and sustainable behaviors, research has been conducted in the fields of tourism, psychology, and environmental science to further define the types of tourists and their motivations (Landon et al., 2018). Environmental psychology has found that several factors influence an individual's environmental responsibility such as: pro-environmental attitudes and identity, general disposition to take responsibility, an affinity for the environment and diversity around them, and personality traits (Passafaro et al., 2015). Determining the environmental psychology and value system held by an individual is complex and there are many avenues for study.

This study pulls from the Value-Belief-Norm (VBN) model to better understand the environmental psychology of the respondents in accordance with the principles of *Biospheric Values* (Stern et al., 1999). Biospheric values are understood as the willingness to engage in pro-environmental behaviors and the degree to which they are concerned with the costs and benefits of the entire ecosystem (Doran et al., 2018, p. 225). Previous literature using the VBN principles has found that biospheric values do reflect environmental attitudes (Lee & Jan, 2018; Jakovcevic & Steg, 2013). The importance of biospheric values in tourism research is in the development of sustainable tourism industries that are aligned with the values of the tourist. In conjunction with environmental psychology, tourist travel personalities presented on a psychographic scale provide a basis for understanding the psychology of travel (Plog, 2001). Plog defines tourists in three categories on a spectrum from *Psychocentric Travelers*, who prefer well-developed and recognizable tourism options, to the *Allocentric Travelers*, who prefer less developed destinations and unusual activities. The remainder fall into groups in between, with the largest being *Midcentric Travelers* who have characteristics of both personalities. Plog's research found that personality characteristics play a role in a tourist's travel patterns as well as destination preference.

Research on sustainable tourists and traditional tourists is important to clearly define the wants, needs, and values of these tourists. Using the theories on biospheric values, sustainable tourism, and tourist typology, this study examines tourist identification in relation to their values, beliefs, norms, and behaviors.

OBJECTIVES

1. Identify the role of biospheric values and sustainable tourism values in predicting outcomes.
2. Identify constructs within biospheric values, sustainable tourism values, and participation in pro-environmental activities and behaviors.
3. Compare tourist typology relationship with biospheric values, sustainable tourism values, and participation in pro-environmental activities and behaviors.

METHODOLOGY

This study employed convenience, snowball type sampling methods. All participants were at least eighteen years of age and the data collection process maintained anonymity; they received no incentive to participate in this study. This research was conducted online by delivering the survey via social media and email using the Qualtrics platform. The questionnaire utilized in this study was updated from a previous pilot study. Consisting of 23 questions, the survey was broken into two parts. The second half, which this research analysis is based on, questioned respondents about their personal beliefs and behaviors related to eco-travel. There were three agreement scales measured on a five-point Likert scale that questioned Sustainable Tourism Values, Biospheric Values, and Pro-environmental Participation.

FINDINGS

The sampling resulted in 244 viable and completed surveys. Survey respondents were 67% female with 68% of the respondents being white. Thirty-four percent were between the ages of 26 and 35 years old and 45% had earned a bachelor’s degree. Analyses found a direct positive correlation between Sustainable Tourism Values and Biospheric Values. Eight factors emerged from the 40 items in the Sustainable Tourism Values, Biospheric Values, and Pro-environmental Participation scales. When compared with the tourist typologies, there were notable differences found between the factors identified within Biospheric Values and Pro-environmental Participation.

In order to determine respondents’ biospheric and sustainable tourism values, they were evaluated on a five-point Likert scale. Correlation analyses found a positive relationship between biospheric values and sustainable tourism values; All values were found to be significantly correlated illustrating a strong relationship between Biospheric Values and Sustainable Tourism Values. Two multiple regression analyses were employed with biospheric agreement levels and sustainable tourism values to predict outcomes. Significant predictors of biospheric agreement levels were “I consider the potential environmental impact of my actions,” “I am concerned about wasting resources,” “willing to be inconvenienced for environmentally sustainable actions,” “important that the tourism industry supports sustainable practices when choosing a destination,” “important that tourism development should not increase crime,” and “preservation of local culture.”

Factor analysis was utilized to identify groupings of the Biospheric Values, Sustainable Tourism Values, and Pro-environmental Participation. From the 11 biospheric values, two factors were identified and labeled by the researchers as *Environmentally Conscientious* and *Nature vs. Humans*. From the 12 sustainable tourism values, two factors were identified and labeled *Environmental Impacts* and *Socio-economic Impacts*. Interestingly, the factors identified in the sustainable tourism values only reflected two constructs although there are three pillars of sustainable tourism. From the 16 pro-environmental participation items, four factors were identified and labeled *Purchase Green Alternatives, Nature Partaker, Eco-friendly at Home*, and *Traditional Interaction with Environment.*

Survey respondents were also asked how they felt about themselves as a tourist. Nearly 58% of respondents preferred destinations with well-developed amenities that also allowed them to escape the crowd to explore less developed or natural environments. This indicates that the majority identified as *Midcentric* on Plog's typology. Using one-way ANOVA tests, the three tourist typologies were compared against the different constructs that were identified using factor analysis from each scale. The ANOVA results indicated that *Allocentric* personalities were more environmentally responsible and had higher participation in pro-environmental activities. There were no significant differences found between typologies in the *Environmental Impacts* and *Socio-economic Impacts* factors in the sustainable tourism values scale indicating all tourist typologies see value in sustainable tourism.

IMPLICATIONS

With increased interest from tourists to plan eco-friendly travels, it is essential for tourism professionals to understand the specific values and ideologies of this growing movement of sustainable tourists. This study investigates the relationship between and tourist types with environmental behaviors and values within tourism. From a consumer perspective, the factors associated with sustainable behaviors and values can be used for policy planning to achieve tourism sustainability (Shamsub & Lebel, 2012). Examining tourist typology enables industry professionals to identify viable market segments that value sustainable tourism and utilize this information to focus on sustainable tourism development. The practical benefits of this are 1) development of a better understanding of sustainable tourism values by varying types of consumers 2) identifying how to use sustainable values and tourist typologies to create better strategies for implementing sustainable changes, recognizing the type of changes needed, and identifying marketing avenues.

Travelers, in this survey, who self-identified as *Allocentric* aligned with environmentally conscious values on the biospheric scale but were "neutral" on the value of green accreditation. This, in turn, calls into question as to who values certification. All tourist types acknowledged their negative impact on the environment, reflecting previous studies findings for overall tourist demand for more sustainable options. The 24 values in the Biospheric Values and Sustainable Tourism Values scales were factored down into four constructs with three focusing on the tourist's interaction with the environment. The use of these constructs defines how values are perceived; in turn, destinations marketing a sustainable tourism product can focus on the constructs affecting the environment as those directly impact tourism choices. This can include creating sustainability initiatives through marketing that directly examines the impact of humans on nature and how tourism stakeholders can be environmentally conscientious.

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AGRITOURISM TYPOLOGY AND KEY CHARACTERISTICS AND AGRITOURISTS' BEHAVIOUR VISITING FARM DESTINATIONS IN DAVAO REGION, PHILIPPINES

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INTRODUCTION

Agritourism is a niche of the broader aspect of the tourism industry. It is a tourism activity that involves visiting an agricultural farm for pleasure, education, or any active involvement in farm activities usually organized and operated by farm owners (Nair, Lo & Ragayn, 2015).Agritourism can be traced back to the concept of sustainability. Sustainable tourism came about due to the adverse effect of unregulated mass tourism during the 1970s on the social, cultural, and especially environment movement (Lane et al., 2013; Briney, 2018). Other variants of sustainable tourism likewise emerged such as pro-poor tourism, volunteer tourism and slow tourism and ecotourism (Lane et al., 2013; Dorin-Paul, 2013). Among those forms of sustainable development and conservation in tourism, ecotourism has become a particular focus (Stronza, 2001).

The growth of agritourism has been hindered by several factors.One of the challenges in the agritourism aspect is the lack of communication between stakeholders: agritourism providers; destination marketing organization; and the agritourist (Boley et al, 2014).In Sri Lanka, farmers were constrained to delve with agritourism since there was the absence of a policy that will support the promotion and participation in the agritourism.The same case was observed in the Caribbean were farmers have difficulty in engaging in agritourism due to considerable investments in facilities given that they have limited funding. Also, government's lack of support, as well as no comprehensive policy in place, lower the possibilities of the development of agritourism sector (Thomas, Moore & Edwards, 2018).In the Philippines, a limited standardizations and accreditation led to the challenges in the potential growth of agritourism development (Science and Education for Agriculture and Development, 2011). With this, the researcher thought that baseline studies like determining the agritourism typology and characteristics of Region XI (Davao Region) will be helpful in the market aspect of this emerging tourism sector such as marketing and market behavior.

METHOD

The descriptive research is appropriate to be determining the agritourism typology and characteristics, and agritourists behavioral intention. The study's null hypothesis is to the extent of agritourism typology and characteristics has significant relationship on intention to visit. A quantitative research method were utilized and used modified adapted questionnaire and conducted a survey among target respondents. The participants of the study were agritourists, agripreneurs, and government employees.

FINDINGS

Table 1 presents the overall level of preference of the agritourism stakeholders on the typology of agritourism. Agritourism farm attraction classified into a typology, which is according to the kind of interaction between agriculture and visitors (Flanigan, Blackstock & Hunter, 2014. According to the result, all of the typology of agritourism were highly preferred by the respondents except in WFDAI. This typology, characterized by the interaction of agritourist to an authentic farm offers participation in farm tasks. The results contradict the findings of Seitbattalovna (2014) stating that an agritourist especially urban customers have a higher level of interest in agritourism activities such as pick-your-own fruits or vegetables. These results can be attributed to respondents' less preference to join any farm activities such pick your own or labor in return for accommodation or food.

On the other hand, the respondents highly preferred both a working farm and non-working farm, direct and indirect interaction: NFDI; WFII; WFDSI; and NFII.The data shows that NFDI with the highest median score followed by WFII, WFDSI, and NFII signifying the respondent's highest preference to a non and working farm which has an indirect or staged interaction to visitors. This confirms the preliminary result of why the respondents have a lesser preference for active farm activities. The respondents highly prefer farm activities like a demonstration, farm tour, animal rides, petting, and feeding, coupled with crop mazes and meals from farm produce.

Table 1. Stakeholders' Preference on Typology of Agritourism

Typology of Agritourism	Stakeholders	$\bar{x}$	M	Std	Verbal Description
Non-working farm, indirect interaction (NFII)	Agritourists	4.03	4.2500	0.84	Highly Preferred
	Agripreneurs	2.46	2.0000	1.28	Less preferred
	Government Employees	4.03	4.2500	0.84	Highly preferred
	Overall	**3.51**	**4.2500**		**Highly preferred**
Non-working farm, direct interaction (NFDI)	Agritourists	4.33	4.6700	0.77	Highly preferred
	Agripreneurs	2.71	3.0000	1.75	Quite preferred
	Government Employees	4.33	4.6700	0.77	Highly preferred
	Overall	**3.79**	**4.6700**		**Highly preferred**
Working farm, indirect interaction (WFII)	Agritourists	4.25	4.6700	0.89	Highly preferred
	Agripreneurs	3.19	3.3300	1.12	Quite preferred
	Government Employees	4.25	4.2400	0.89	Highly preferred
	Overall	**3.90**	**4.2400**		**Highly preferred**
A working farm, direct staged interaction (WFDSI)	Agritourists	4.40	4.5000	0.63	Highly preferred
	Agripreneurs	3.64	4.0000	0.96	Preferred
	Government Employees	4.16	4.2500	0.83	Highly preferred
	Overall	**4.07**	**4.2500**		**Highly preferred**
A working farm, direct authentic interaction (WFDAI)	Agritourists	4.22	4.3300	0.82	Highly preferred
	Agripreneurs	3.71	3.6700	0.93	Preferred
	Government Employees	3.90	4.0000	1.02	Preferred
	Overall	**3.94**	**4.0000**		**Preferred**

Table 2 presents the overall return intention of stakeholders to agritourism sites.The data show that all stakeholders return in farm tourism destination sites is very high. The result can be attributed to the fact that most of the respondents were able observed the great extent implementation of agritourism criteria, and the provision of quality experience in the farm, and the attainment of their preference in agritourism characteristics and typology. This led to a high likelihood for the respondents to visit a farm tourism site in future travel. Wu, Cheng & Ai (2017) suggested that the rural tourism management, which farm tourism is affiliated with, should improve on the aspect of equity and experiential quality and satisfaction that will result in favorable behavioral intentions.

Table 2. Stakeholders' Return Intention in Agritourism Destination

	Stakeholders	$\bar{x}$	M	Std	Verbal Description
Return Intention	Agritourists	4.62	5.0000	0.54	**Strongly agree**
	Agripreneurs	4.51	4.8000	0.62	**Strongly agree**
	Government Employees	4.45	4.8000	0.70	**Strongly agree**
	Overall	**4.53**	**4.8000**	**0.62**	**Strongly agree**

IMPLICATIONS and CONCLUSION

The preference of the stakeholders on the typology of agritourism is very high. Most of the respondents highly preferred a type of agritourism that is; a working farm with indirect interaction and direct staged interaction; and a non-working farm with direct and indirect interaction. Likewise, stakeholders highly preferred both a working farm and non-working farm, direct and indirect interaction: WFII; WFDAI; NFDI; and NFII. The WFII and WFDAI both got the highest mean and median scores signifying the respondent's highest preference to a non-working farm, which has direct interaction with staged farm activities. The preference of stakeholders on characteristics of agritourism is very high with respondents' very high preference on all characteristics of agritourism such as farm staff members; surrounding environment; the cultural, natural and service and facilities of agritourism. Agritourist's level of return intention in farm tourism sites is very high. With these finding, the study adds on the theoretical aspect of agritourism typology helps clarify the differences in perceptions of differentiation between providers and visitors' perspectives particularly relating to the necessity for interaction with agriculture and also rationales for and against authenticity.

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TOURIST VALUE CO-CREATION BEHAVIORS AND PERCEIVED VALUE: THE ROLE OF TOUR LEADER LOVE

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INTRODUCTION

Recently, scholars have emphasized the issue of tourist value co-creation behaviors in tourism context (Teng & Tsai, 2020). Tourist value co-creation behaviors are defined as tourists' involvement in the value co-creation process (Shamim, Ghazali, & Albinsson, 2016). The main feature of tourist value co-creation behaviors are tourist participation and citizenship behaviors (Yi & Gong, 2013). In the context of group packaged tour (GPT), tourist value co-creation behaviors have positive effect on customer perceived value and customer satisfaction (González-Mansilla, Berenguer-Contri, & Serra-Cantallops, 2019; Kim & Tang, 2020). Furthermore, tourist value co-creation behaviors conduce to unique and memorable tourism experiences (Busser & Shulga, 2018; Jamilena, Peña, & Molina, 2017). Therefore, tourist value co-creation behaviors are crucial to tourism.

Tourist value co-creation has a strongly positive meaning to both tourists and the tourism service providers. Studies have explored the consequences of customer value co-creation from various perspectives, including customers (Roy, Balaji, Soutar, & Jiang, 2020), service providers, and service brand (Hussain, Jing, Junaid, Zaman, & Shi, 2020). Junaid, Hussain, Asghar, Javed, and Hou (2020) demonstrated that customer co-creation has positive effect on brand love. Aro, Suomi, and Saraniemi (2018) defined brand love as the emotional attachment of a satisfied consumer toward a brand. In GPT context, the tour leader plays a critical role during tours. Tour leader can be regarded as a human brand (Yen, Chen, Cheng, & Teng, 2018). Participation in value co-creation is characterized by customized products and services that encourage tourists' socialization and interaction with tour leaders (Junaid et al., 2020). The co-creation of travel experience enables tourists to develop an emotional attachment with the tour leader which enhances tour leader love (Liapati et al., 2016). However, few studies have dealing with the relationship between tourist value co-creation behaviors and tour leader love.

In addition, studies have investigated the mediating role of perceived value in the customer co-creation process (Kim & Tang, 2020; Xie, Tkaczynski, & Prebensen, 2020). Perceived value is the customer's overall evaluation of what is received and what is given (McDougall & Levesque, 2000). In this study, perceived value refers to tour members' evaluation of the balance between the positive and the negative in a package tour (Tsaur, Yang, & Tsai, 2021). Studies demonstrated that customer co-create in the process of service design and delivery, the better tailored its service will be and the higher the perceived value (Chiu, Won, & Bae, 2019; González-Mansilla et al., 2019). Furthermore, Junaid et al. (2020) found that tourists' perceived value is positively related to brand love. According to the literature, perceived value may play a mediating role in linking tourist value co-creation behaviors and tour leader love. However, the mediating role of perceived value in this relationship is still unclear.

Accordingly, the purpose of this study was to investigate the relationship between tourist value co-creation behaviors and tour leader love as well as clarify the mediating role of perceived value in the relationship. This study contributes to the knowledge on tourist value co-creation behaviors. The research results can serve as a reference for travel agency managers seeking to develop effective human resource management policies and customer relationship management strategies.

METHOD

A pilot test was carried out to 50 participants for ensuring the quality and validity of the questionnaire. According to statistics report by the Taiwan Tourism Bureau, there are 140 consolidated travel agencies in Taiwan (Taiwan Tourism Bureau, 2021). The subjects were the GPT tourist were reached through travel agencies. We explained the research content to the travel agencies managers and their customers by written documents. Subsequently, a questionnaire copy for the manager along with 20 copies for customers was sent by post. A self-addressed stamped envelope was attached to each customer copy, which the tour leader distributed to tourists after the trip ended. The tourists then completed the questionnaire and sent it directly back to the researchers. In total, the 258 valid responses were collected.

FINDINGS

A sample structural analysis was performed on the 258 valid responses to determine the participant demographics. 169 participants were women (65.5%) and 89 were men (34.5%). Most were married (n = 173; 65.5%). A majority of respondents had a bachelor's degree or higher education level (n = 214; 81.1%). The number of respondents aged 31−40 years was the highest, accounting for 27.7% of the total participants. Moreover, the majority of respondents earned US$991−1,320 per month (31.4%). The characteristics of demographic variable were similar to the data from Tsaur and Ku (2019)'s study.

The fit index of the structural model (χ^2 = 1499.49, df = 721, χ^2/df = 2.08, $p < 0.001$, GFI = 0.81, AGFI = 0.74, CFI =0.93, IFI = 0.93, RMR =0.08, and RMSEA = 0.06) indicated its appropriateness for modeling the data. Significantly positive relationships were observed from the standardized path coefficients for the paths from tourist value co-creation behaviors to perceived value (β = 0.60), tourist value co-creation behaviors to tour leader love (β = 0.28), and perceived value to tour leader love (β = 0.63). Furthermore, the results of the Sobel test indicated that perceived value had significant mediating effects on the relationships of tourist value co-creation behaviors with tour leader love (z = 5.37 > 1.96).

CONCLUSION

The results have demonstrated that tourist value co-creation behaviors has positive effects on perceived value and tour leader love, and that perceived value positively affects tour leader love. In addition, perceived value has a mediating effect on this relationship. This research empirically validated findings from the literature by synthesizing the insights from value co-creation theory and examining the relationship among tourist value co-creation behaviors, perceived value, and tour leader love.

This study suggests that understanding the customer's perceptions of their participation on value co-creation is necessary for tour leaders. It is worth noting that tourists who actively participate in value co-creation behaviors in the service delivery process are helpful to enhance perceived value and tour leader love. Therefore, tour leaders or travel managers could develop appropriate method and channels for their tourists, fostering their participation and involvement in value co-creation behaviors.

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CHANGES IN RESTAURANT MANAGERS' EVALUATION TOWARD THE IMPACT OF COVID-19 : A COMPARISION BETWEEN TWO MEGA CITIES IN KOREA

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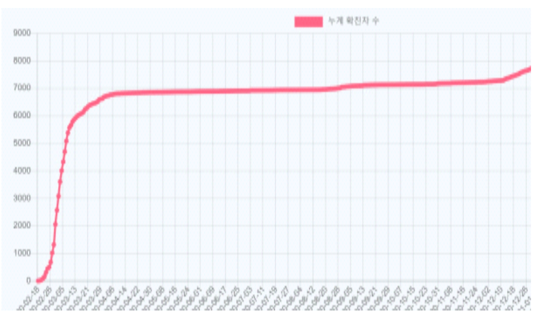
INTRODUCTION

The outbreak of the COVID-19 pandemic has caused dramatic changes in business environments. For restaurant businesses, where the importance of face-to-face service is a crucial element of operations, the COVID-19 pandemic has created severe challenges for survival (Brizek et al., 2021). Therefore, an appropriate reaction to this pandemic is expected to produce a decisive effect on their future. Previous research has demonstrated that a major key in small businesses' successful crisis management would be depending on how managers effectively evaluate the impact of the crisis (Ritchie & Wang, 2012). Ritchie (2004) argued that managers' perceptions highlight important considerations when managing crises. Developing a crisis strategy should be based on managers first acknowledging that their companies are vulnerable to a crisis (Ritchie & Wang, 2012). Kash and Darling (1998) suggested that strategic forecasting, risk analysis, hazard mapping, and integrated planning are crucial components when responding to a crisis. In addition, effectively managing a crisis also requires the appropriate adjustment of operations over time (Lai & Wong, 2021). Because a crisis consists of multiple stages, managers respond differently to each situation (Ritchie, 2004). In longer crises like COVID-19, the importance of continuously scanning and evaluating the business environment increases.

Based on this background, this research empirically investigates how restaurant business managers' evaluation has changed in light of the COVID-19 pandemic. By comparing the differences between the early stage (March 2020) and middle stage (December 2020) of the pandemic, this research seeks to understand how restaurant managers changed their crisis evaluation efforts during a long pandemic. In addition, the research targets two different places in Korea. Although these targeted cities are located in same country, the rate of infection differs significantly, as shown in Figure 1. In fact, while Daegu was first city where the illness emerged during the early stage of the pandemic, the number of patients in Seoul increased dramatically at end of 2020. Therefore, the comparison of managers in these two cities can provide further information about changes based on the progress of events.

Number of Patients in Daegu (Jan–Dec 2020)



Number of Patients in Seoul (Jan–Dec 2020)

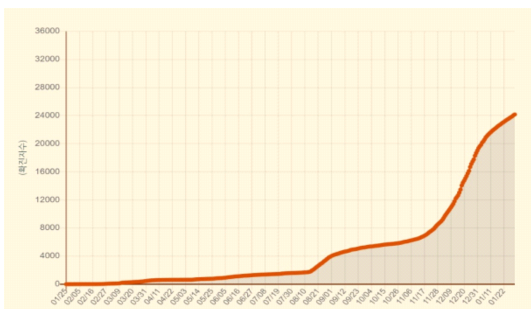


Figure 1. Regional differences in the spread of COVID-19

This empirical investigation will address the weaknesses of previous research, such as focusing on the development of a theoretical frame of crisis management process based on the literature or focusing on a single point in time. Understanding changes in managers' evaluation of a crisis will provide further information for explaining crisis management by small restaurant managers in order to survive a rapidly changing business environment.

LITERATURE REVIEW

The process of crisis management consists of different stages and contents. In the different parts of the process, most researchers have emphasized the pre-stage and forecasting. The significance of the first stage often represents preparedness or planning based on understating and analyzing the situation. The reason is that proactive management is most effective and is undoubtedly necessary to reduce negative impacts. Many researchers have argued that an accurate prediction increases the preparedness for crises, making it possible to handle them more efficiently (Wang and Ritchie, 2010). Finally, understanding the severity of events is a crucial point of the process.

From this point of view, leaders' subjective factors, such as their attitude toward a crisis, their perception, and their ability to gather and utilize both internal and external resources to respond to a crisis, will be more significant in the crisis management of small businesses (Ritchie et al., 2003). Therefore, for small businesses, a major key to successful crisis management is how managers properly evaluate the impact of crises and how they make creative short-term reactions to hold their position longer for better business platforms.

METHOD

To measure managers' evaluation of the impact of COVID-19 on their business, this research applied 15 customized items based on Okumus and Karabustafa (2005), who developed 29 items categorized into four dimensions based on characteristics such as long versus short and positive versus negative. The current research simplified those items into 15 items for the consideration of research situation. The major target of the survey was the top managers of restaurants in Korea. The survey used the convenience sampling technique due to the difficulties in collecting information from small businesses as business managers tend to be uncomfortable with providing sensitive information regarding their difficulties. Well-trained researchers visited restaurants in downtown Seoul and Daegu, Korea, over approximately 20 days to collect data, from January 12 to 31, 2021. During this time, they collected 398 samples. To verify the validity of measurement, this research applied explanatory factor analysis and then analyzed the differences in evaluation between the two regions as well as between two times (i.e., March and December 2020). Independent t-test and paired t-test were used to reveal any differences.

FINDINGS

The exploratory factor analysis for verifying the validity of measurement in relation to managers' evaluation of the impact of COVID-19 produced two factors: threats and opportunities. The first factor, threats, represented the negative perception toward the impact and included items such as a long recession, postponed future investment, deepened difficulty in decision making, demand decrease, need for additional working funds, increase in uncertainty of forecasting, and stressful working environment. The second factor, opportunities, regards finding the chance of innovation and includes items such as need for promotion diversification, need for new product and R&D, need for new education, and need for new management techniques.

The independent t-test showed a statistically significant difference in evaluation of threats between the two regions whereas differences between the two groups in relation to opportunities were partly accepted. Managers in Daegu, where the number of infected persons rapidly increased at the beginning of pandemic, showed a higher level of evaluation of threats at both time points. However, managers in Seoul had relatively more positive evaluation of opportunities at the latter time point.

Table 1. Differences in Evaluation between Two Regions

	March				December			
	Daegu	**Seoul**	**t-value**	**P**	**Daegu**	**Seoul**	**t-value**	**P**
Threats	4.74	4.24	8.364	.000**	4.85	4.52	7.901	.000**
Opportunities	3.86	3.94	-.871	.385	4.06	4.22	-2.027	.043*

** $p < .01$, * $p < .05$

Meanwhile, the comparison of differences between two time points created statistically significant results in both regions. However, the change in managers' evaluation in Daegu showed interesting results. The negative evaluation of threats in the area continuously increased, although the number of newly infected individuals dramatically decreased at the end of 2020. This result might imply that the impact of the beginning of the pandemic had a greater influence on managers' negative evaluation. In the case of Seoul, although the evaluation in relation to threats increased faster than in Daegu when the number of newly infected persons rapidly increased in the area, the level of negative evaluation was still lower than that in Daegu. In addition, the result from this paired t-test also showed that evaluation of opportunities increased in both areas over time, even though the amount of change in evaluation of opportunities was smaller than in negative evaluation of threats. Finally, it seems that restaurant managers' willingness to find solutions to cope with the crisis led to increased effort to find better ways of operation even as the COVID-19 pandemic expanded.

Table 2. Differences in Evaluation between Two Times

	Daegu				Seoul			
	March	**December**	**t-value**	**P**	**March**	**December**	**t-value**	**P**
Threats	4.74	4.85	-5.53	.000**	4.24	4.52	-7.415	.000**
Opportunities	3.86	4.06	-7.01	.000**	3.94	4.22	-5.477	.000**

** $p < .01$, * $p < .05$

IMPLICATIONS

The empirical investigation indicated that a shock at the beginning of a pandemic has a greater influence on managers' negative evaluation. Nevertheless, it also showed that, during times of crisis, managers in the restaurant industry have a greater willingness to find better ways to cope with the crisis by adapting to the environmental changes resulting from the crisis. Finally, the results suggest that business operation experience during a crisis would rapidly grow managers' ability and change their attitudes toward business operations.

Meanwhile, this result also implied that early supports such as governmental funds and tax cuts should be most important elements in order to increase the viability of small restaurant business. Support from governments will definitely lead managers to be more positive in regard to changes and to accelerate the implementation of proactive managerial behaviors in operations. One limitation of this explanatory study is the convenience samplings. However, the research still contributes to extending the understanding of managers' subjective evaluations that could contribute to crisis management. This results from this empirical investigation offer clues for further research of related issues.

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POST-PANDEMIC MARKETING STRATEGY: TRIGERRING TRAVELER'S INACTION REGRET TO REINVIGORATE TRAVEL DEMAND

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INTRODUCTION

The tourism industry has been one of the most affected sectors during the coronavirus disease 2019 (COVID-19) pandemic outbreak. Consequently, corporations, nonprofit organizations (i.e., UNWTO), and academia have been exerting dynamic efforts to solve the effects of the COVID-19 crisis on the tourism sector. Given that COVID-19 can transmit from an individual to another through respiratory droplets from coughing, sneezing, or talking, the travel sector has adapted solutions focusing on social distancing and sanitation. Industry practitioners also considered strategies leveraging technology, such as digital key technology, service robots, and virtual reality technology, as alternative. Hotels and airline brands have altered their policies to offer customers with flexible booking options to change or cancel without any charge. Analogous to industry efforts, most research on COVID-19 in the hospitality and tourism literature has focused on travelers' perceived risk and proposed operational measures to mitigate them (e.g., Jiménez-Barreto et al., 2021; Kim et al., 2021; Shin & Kang, 2020).

However, these solutions only apply if people resume traveling activities and focus on eliminating or suppressing factors that can create anxiety for people while they travel. The most pressing issue to be addressed by the tourism industry is whether people will continue to travel as much as they did prior to the COVID-19 pandemic outbreak. The time the industry will take to recover to the pre-pandemic level is another concern. Nevertheless, relative to these radical changes in operational measures, marketing strategies to motivate travel has remained stagnant. Besides informing travelers on the above operational precautions taking place in their business (emphasizing keywords such as safety, cleanliness, and privacy, to relinquish travelers' concern), advertising messages continue to reiterate positive emotional appeal related to travel, highlighting the concepts of fun, relaxation, and adventure. According to Herzberg's motivation–hygiene (two-factor) theory (1964), factors that bring satisfaction and motivation to work are completely distinct from those that lead to dissatisfaction and demotivation. Similarly, to motivate people to travel again, marketers should not solely focus on eliminating demotivating factors (operational measures to eliminate any potential health risks that demotivate people to travel) but simultaneously identify and address motivating factors. Nonetheless, extant research on COVID-19 in the hospitality and tourism literature has primarily concentrated on factors that demotivate travelers (i.e., perceived risk) and rarely investigated approaches to motivate people to travel again proactively.

To address this gap in the literature, the current research proposes unique travelers' psychology related to the current crisis that can be harnessed as a motivator in driving post-pandemic travel demand, "inaction regret." Specifically, this study proposes that stimulating people's regret about missed travel opportunities during the pre-pandemic period (inaction regret) will heighten their future travel intention. This research also proposes two constructs, "anticipated loss of not traveling (ALNT)" and "change in perceived value of travel (CPVT)," as mediators in the relationship between inaction regret and future travel intention. On the basis of prospect theory (Kahneman & Tversky, 1979), which asserts that people associate greater psychological discomfort with losses than pleasure when making decisions under uncertainty, it is hypothesized that the anticipated loss of not traveling would assign value to the alternative of travelers' inaction (foregone travel opportunity) and increase people's desire to undo their inaction. In addition, grounded on the commodity theory (Lynn, 1991), which proposes that scarce products or opportunities are valued more highly than available products or opportunities, it is hypothesized that people would reappraise the value of travel more highly after experiencing travel restrictions during the COVID-19 pandemic that limited the availability of travel opportunities. Consequently, people's change in perceived value of travel would encourage them to avail their next opportunity to travel. Hence, CPVT is proposed as another mediator in the relationship between inaction regret and future travel intention.

METHOD

The hypotheses of this research were tested through two studies. Study 1 assessed whether COVID-19 has indeed induced regret among people regarding their forgone travel opportunities during the pre-COVID times and compared future travel intention between high and low inaction regret groups. An online survey questionnaire was developed on the basis of a thorough review of related literature. Three items from Patrick et al.'s (2009) study and four items from Lee et al.'s (2018) study were adopted to measure inaction regret and future travel intention. Two sets of scales were used for international and domestic travel. The procedure of the survey was as follows: First, the definitions of action regret and inaction regret were presented to the participants. Then, participants were asked which they regret more between things they did (action) or things they did not do (inaction) during pre-pandemic times and to describe their action or inaction regret in text. Next, the participants measured the items for future travel intention and inaction regret. The survey was distributed through an online panel data platform, Prolific, and a total of 100 responses were collected.

Study 2 replicated the results from Study 1 and tested the mediating effects of ALNT and CPVT. Data collection involved a survey questionnaire, which included the measurements of inaction regret, future travel intention, ALNT, and CPVT. Three items from Byun and Sternquist's (2012) study and another three items from Gallarza and Gil Saura's (2006) study were adapted to measure ALNT and CPVT, respectively. A total of 300 participants were recruited among the Prolific panels for Study 2. To prevent any sampling bias, the panels who participated in Study 1 were prescreened to disable their participation in Study 2.

FINDINGS

Study 1.

Two responses that did not pass the attention check questions were removed from the final data set. Accordingly, a final sample size of 98 was used for data analysis. Among the participants, 88.8% indicated that they regret things they did not do (inaction) during pre-pandemic era. The type of inaction regret with the second highest score was travel-related inaction regrets, comprising 23% of the responses. One participant mentioned "*I regret not having gone out more before the COVID-19 surge. I had plans to travel to Brussels with my partner; this would have been our first trip abroad on our own. However, we cancelled these plans as 'we could do this at any time, there was no rush to do it at this specific moment'. We have not had any travel experience since.*" Hence, the proposition that COVID-19 has induced travel inaction regret among people was confirmed. A one-way analysis of variance with inaction regret index (low and high, median split) as the independent variable and the future travel intention index as the dependent variable revealed a significant effect for domestic travel (= 5.27 vs. = 5.93, $F(1, 96) = 6.097$, $p < 0.05$), international travel (= 4.74 vs. = 5.86, $F(1, 96) = 10.51$, $p < 0.01$), and the two combined (= 4.95 vs. = 5.93, $F(1, 96) = 15.08$, $p < 0.01$). These results supported Hypothesis 1.

Study 2.

Data analysis was conducted on the final data set of 274 responses, excluding 26 that did not pass attention check questions. Confirmatory factor analysis produced satisfactory model fit ($/df$ =1.849, CFI = .982, TLI= .976, RMSEA = .056), and convergent and discriminatory validity were achieved. The model fit of the structural equation model (SEM) ($/df$ = 2.715, CFI = .963, TLI= .951, RMSEA = .079) was also satisfactory. The standardized total effect of inaction regret on future travel intention was positive and significant (= .226, p < .01), supporting Hypothesis 1. Next, the direct and indirect effects were examined to test Hypotheses 2 and 3. The results indicated that the direct effect of inaction regret on future travel intention was insignificant (= –.132, p > .05). The indirect effect of inaction regret on future travel intention via ALNT (= .077, p < .01) and via CPVT (= .158, p < .01) were positive and significant. These results confirmed the complete mediation of ALNT and CPVT in the relationship between inaction regret and future travel intention, supporting Hypotheses 2 and 3.

IMPLICATIONS

Theoretical Implications.

Extant research in the hospitality and tourism literature has focused on identifying the negative effects of the COVID-19 pandemic outbreak. The current study is the first to switch gears to explore an opportunity, which the tourism industry can leverage amid the current crisis. Specifically, this study extends the spectrum of research on COVID-19 in the hospitality and tourism literature by identifying unique and novel traveler psychology, namely, inaction regret. The proposed construct can positively influence travelers' future travel intention and, as a result, potentially serve as a trigger in reinvigorating post-pandemic travel demand. At the same time, by confirming the significant mediating effects of ALNT and CPVT in the relationship between inaction regret and future travel intention, this study demonstrates that people have come to reappraise the value and worth of travel with unprecedented travel restrictions and limited travel opportunities. Moreover, this study holds theoretical significance in a sense that it highlights *inaction regret*, different from preceding hospitality and tourism research focusing on *action regret* stemming from service failure. Lastly, this study further extends regret research in marketing literature by investigating inaction regret derived from environmental crisis rather than from forgone price discount or promotion deal opportunities.

Practical Implications.

The findings of this research can provide practitioners with novel insights on post-pandemic target marketing strategy. Given that people who have not traveled or traveled infrequently are more prone to inaction regret, the results of this study suggest that now may be the perfect time to reach out to these segments with promotion deals and motivate their travel purchases. Hence, this research identifies a peculiar post-pandemic target marketing opportunity. This research also derives managerial implications regarding post-pandemic advertising strategy. To date, travel firms' advertising messages have extensively used positive emotional appeal to motivate people's travel intention. However, the results of this study propose that advertising message involving inaction regret, which is a seemingly negative emotional appeal, could also evoke people's appreciation for traveling and heighten their motivation to travel again. Although industry practitioners should prioritize measures guaranteeing people's safety and health in restoring the tourism sector, proactive marketing efforts, which leverage traveler psychology pertinent to the current pandemic environment, would expedite the recovery process.

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MORALIZATION OF TOURISM: COVID-19 AND TOURISM IN JAPAN

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The Japan's first case of the Covid-19 was confirmed in January 16th, 2020, and the first confirmed death from the virus in the country was on February 13th. By the end of March, 2020, the number of confirmed cases increased by over 730, and in April 7th, a state of emergency was declared in the capital area (i.e. Tokyo, Kanagawa, Chiba, Osaka, Hyogo, and Fukuoka) and extend to the entire country in April 16. The Japanese citizens, like citizens in many other countries in the world, were discouraged to go beyond your residential district, and rather encouraged to quarantine. This, like many other parts of the world, seriously impacted the tourism industry in Japan. Indeed, Japanese domestic tourism consumption in March of 2020 decreased by 53.1% from the previous year of the same month, and the international tourists decreased 99.9 % in April of 2020.

The state of emergency was lifted in May 25th. As the number of new positive cases and death decreased, and people's fear for the immediate threat became eased, the individual differences regarding mitigating practices came to the fore. As Prosser et al. (2020) argue, while some people continued to maintain the similar levels of measures, some others do not. In other words, social distancing, wearing masks, and avoiding unnecessary and unurgent outings became up to individuals' underlying moral values.

Tourism may be one of the practices towards which individuals' moral values are strongly reflected under the pandemic. Indeed, even during the state of emergency, some did travel, which caused much controversy (Compton 2020). Previous studies (Baker 2014; Walters et al. 2019) indicted tourists' perception towards crisis (i.e., terrorism) greatly differ. In case of Japan, the "Go to Travel campaign," a Japanese government subsidy to encourage domestic travel, was launched in July 2020, which invited much criticism and approval. The aim of the subsidy is to bring business back to local tourism and hospitality operators (Furutani and Nagase, 2020). Travelers received a 35 percent discount on their travel expenses, and an extra 15 percent discount was provided in the form of vouchers that can be used at the travel destination. This made a total 50 percent off the cost of their trip.

The campaign was approved not only by the tourism industry but also by those individuals who were eager to go out after quarantining for a while. A survey conducted in October 2020 indicated that almost 52% of the survey participants had already traveled by using this campaign or were interested in using it (Ideation 2020). At the same time, it became a target of criticism mainly for two reasons. First, some people concerned that the traveling might spread the virus and increase a burden on health care providers (Reidy 2020). On the social media, some mocked the campaign as "Go to hospital" or "Go to heaven." Second, some individuals expressed the doubt about whether the way to use the tax for such subsidy is "right," and insisted that the tax should be used to support hospitals and heath care providers. The target of the criticism was not only the government but also those who take advantage of the campaign. Indeed, often on SNS, those who refused to travel criticized those who traveled as being selfish or ignorant while those who stayed home were labeled as "Corona brain," who are unscientifically afraid of the virus. In other words, traveling seems to become "moralized" (Prosser et al., 2020).

Moralization is described "the accretion of moral value to activities or substances that previously had no moral value" (Rozin and Singh, 1999, p.321). Rozin and Singh further pointed out problems of moralization. Firstly, moralization cause polarization between “do-gooders” and “moral rebels” (Monin et al., 2008). In addition, once a value or preference becomes internalized and moralized, it becomes hard to change. That is to say, if people moralize traveling, it may reduce temptations to go on a trip among a certain population even after the pandemic.

In the previous studies, Rozin, Markwith, and Stoess (1997) indicated that the difference between “moral vegetarians” who attach a value or an “ought” to avoid eating meat and “health vegetarians” who avoid eating meat for the health benefits. In addition, the research(Feinberg et al. 2019; Kovacheff et al, 2018: Rozin and Singh 1999) regarding moralization of eating meat or smoking suggests that moral cognition and moral emotion predict people’s moralization of these behavior. On the other hand, social conformity pressure may function as a barrier to moralization.

However, no research to date identify people’s reasons not to travel during the pandemic. The reasons may vary from a health reason to moral reason, although no research explores extent to which people have moralized, or not moralize, traveling during the current pandemic. In addition, there is no research that explains factors that push people to moralize traveling or pull them away from it. Therefore, the goal of this study is to examine whether and how tourism become moralized under the pandemic in Japan. The target population will be those who have not traveled after the pandemic began.

The travel campaign has been suspended since the end of December 2020 due to the third wave of the virus, and the new state of emergency was declared in January 2021. The statement was lifted March 21, while the campaign has not been resumed yet. Even without the campaign, some began to travel and the mocking between those who travel and those who do not can be found in SNS and in the real social interaction.

As previous studies (Monin et al., 2008; Rozin et al., 1997) indicated, moralization of tourism may have significant impacts on the tourism industry as well as tourism destinations. If the moralization causes the polarization between those who travel and those who do not, it may become difficult to meet the principle of sustainable tourism that stress the importance of collaboration and cooperation (Graci 2013). In addition, once tourism is moralized and the decision of not to travel becomes internalized, it will require more time consuming, complicated approach to encourage people to start traveling again even after the pandemic is over. Therefore, it is important to explore the extent and process of moralization of tourism.

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• 2019年度3月研究奨励費で購入した文献を使って執筆奨励費のテーマは移民の増加とインバウンド観光だが、2020年2月からのコロナウイルス感染症拡大に伴う海外旅行客減少や人々の考えの変化

を追うため、また対面での調査が出来なくなったために、文献調査を追加した)。

- 2021年度APTA〈Asia Pacific Tourism Association〉conference に提出済み

IMPACT OF BUSINESS RESTRICTION AMID COVID-19 PANDEMIC ON RESTAURANT DELIVERY SALES: EXPLORING GEO-SPATIAL FACTORS AND OPERATIONAL CHARACTERISTICS

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INTRODUCTION

Shortly after the COVID-19 pandemic first broke out in January, government-issued business restrictions were implemented in the globe, affecting more than 1.2 billion people and all types of businesses (Ozili & Arun, 2020). With social distancing mandates in full effect, the restaurant industry was forced to close dining rooms while pivoting to delivery services only (Kim et al., 2020). While the financial devastation caused by the pandemic and subsequent lockdowns has been well-documented, aspects of restaurant operation, as well as location, has not been referred to despite the turmoil. The main purpose of this paper is to fill this research gap. Specific objectives are (1) to reaffirm the importance of delivery sales during the COVID-19 pandemic, (2) to empirically test operational characteristics that affect delivery sales, and (3) empirically test the impacts of business lockdown and spatial dependencies on such operational aspects that affect delivery sales.

LITERATURE REVIEW

The restaurant industry is vulnerable to external business environments and has a high business risk level (Singal, 2012). The COVID-19 pandemic has drastically influenced the restaurant industry by fear of disease, partial or full lockdowns, travel and business restrictions, and social distancing (Song et al., 2021). Restricted mobility and extended stay at home have increased food delivery service demand (Lee et al., 2019).

The current COVID-19 pandemic accelerates the increase of the US food delivery market, and the market is expected to continue to grow by 4 percent in 2021 (Statista, 2021). Restaurant delivery market share is predicted to account for 21 percent of total restaurant revenue in 2025 (Statista, 2021). Although the importance of food delivery service has elevated amid pandemic risks, research on operational characteristics affecting delivery sales is insufficient.

A restaurant is subject to government control, which differs depending on the federal and local policies (Kim et al., 2021). Restaurants are regulated by different combinations of restrictions (complete shutdown, dine-in prohibition, outdoor dining option, contactless service) depending on the location because the COVID-19 situation and governmental decisions are varied. Even in a same market under the restriction, spatial and socio-economic characteristics shared by neighboring restaurants affect how operational characteristics contribute to business performance (Kim et al., 2020). Therefore, it is vital to comprehensively analyze operational characteristics and geo-spatial characteristics under COVID-19 business restrictions.

METHOD

To test the influence of business restriction by the government, this study compared an area with no business restriction (group 0: Shanghai) and areas with full business restriction (group 1: Changsha, Hangzhou, and Xian). A total of 57,665 restaurant properties from four cities were included in this study. Dependent variable (*SALES*) is average monthly sales per restaurant operation. Independent variables include *RATE* (average overall ratings of OCRs per restaurant operation), *REVIEW* (total number of OCRs per restaurant operation), *PRICE* (average RMB amount per order), *DELIVERY* (average delivery time per restaurant operation), *FEE* (average delivery fee per restaurant operation), *MINIMUM* (minimum RMB amount of order for delivery service per restaurant operation), and *BRAND* (0 for weak brands, 1 for strong brands). Hotspot analysis, a spatial cluster analysis, was first performed to identify areas of relatively high/low density (Prasannakumar et al., 2011). With coordinates of each property, ArcGIS Online software was used for mapping and grouping data. This study applied Geographically Weighted Regression (GWR) to control the spatial autocorrelation (Tang et al., 2019). The spatial autocorrelation issue was confirmed by using Moran's I statistics, and the spatial Lag-model was used (Anselin et al., 2006). To compare the superiority of the spatial model, R square, Log-likelihood, and Akaike info criterion (AIC) was used. This study employs GeoDa software to perform GWR analysis.

FINDINGS

From a series of OLS and GWR analyses, spatial model was proven to be superior model than OLS model. So, spatial models from GWR approach were employed to control spatial autocorrelation in each hot spot and cold spot.

Group 0 showed that average rating, review volume, and brand equity were positively significant and shipping fee was negatively significant across all area of the city. However, delivery time was significant only in cold spot. In group 1, review volume, delivery time, and brand equity were positively significant across hot and cold spots. However, average rating was significant only in cold spots while minimum ordering and shipping fee were negatively significant only in hot spot areas. When there are many options to compare, minimum ordering deters customers' choice intention since there are many alternatives. Shipping fee can be extra sales for restaurants in a market with high competition under business restrictions, but no effect on sales of restaurants in a less competitive market. Interesting to note, average price is negatively significant in hot spot, but positively in cold spot. This finding indicates that low price can be a competitive advantage in a hot spot area when having a business restriction due to the pandemic, but high price could be a sustainable pricing strategy to secure higher sales in cold spots.

When comparing hot spots of two groups, average rating is significant only in group 0, but delivery time is significant only in group 1. Minimum ordering is negatively significant in group 1 only. Lastly, shipping fee is negatively significant in group 0, but positively significant in group 1. On the other hand, when comparing cold spots of two groups, average price is negatively significant in group 0, but positively significant in group 1. In addition, shipping fee is negatively significant only in group 0.

Table 1. Results of GWR analysis

	Group 0 (Shanghai)				Group 1 (Changsha, Hangzhou, Xian)			
	Hot Spots		Cold Spots		Hot Spots		Cold Spots	
	OLS	Spatial Lag	OLS	Spatial Lag	OLS	Spatial Lag	OLS	Spatial Lag
observation	6,074		9,171		8,388		3,076	
R-squared	0.2937	0.2991	0.3696	0.3794	0.3153	0.3387	0.2055	0.2694
Log likelihood	-50736.6	-50720.4	-72145.1	-72092.5	-71272.7	-71169.6	-23699.3	-23607.2
AIC	101491	101461	144308	144205	142563	142359	47416.6	47234.5
Constant	283.043***	7.402	-9.412	-132.733**	408.083	235.8***	125.685	5.889
RATE	81.957***	81.609***	69.078***	71.09***	-8.585	-5.51	8.788	15.385**
REVIEW	0.174***	0.172***	0.189***	0.184***	0.203***	0.200***	0.152***	0.146***
PRICE	-4.586***	-4.493***	-1.604***	-1.335**	-4.903***	-4.210***	1.626*	1.937**
DELIVERY	1.087	1.074	2.480***	2.229***	5.563***	5.361***	2.805***	1.921***
MINIMUM	-0.198	-0.163	-0.435	-0.414	-3.417***	-3.197***	-0.262	-0.118
FEE	-9.111**	-9.045***	-8.406***	-7.877***	8.312**	7.687*	4.181	2.916
BRAND	110.85***	107.223***	123.712***	115.465***	163.908***	159.764***	72.324*	80.419***
W_*SALES*		0.322***		0.249***		0.211***		0.395***

IMPLICATIONS or CONCLUSION

Results indicate that operational characteristics are differently affecting delivery sales based on the location where restaurants are located and the business restriction imposed. So, when having unexpected business restriction and lockdown imposed by governments, it is important to reflect operational characteristics and geo-spatial characteristics comprehensively to minimize negative impacts of risk factors as well as maximize alternative sales generated by food delivery. Theoretically, this study strengthens the body of literature on restaurant business risk/crisis strategies by employing geographic classification (hot spot analysis) and spatial dependencies (GWR). This study is the first attempt that comprehends how to reflect geo-spatial characteristics and market environment when strategizing operational characteristics during the pandemic. So, restaurateurs need to differentiate risk strategies based on how customers perceive and how they try to avoid uncertainty risks amid COVID-19.

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THE SEQUENTIAL MEDIATING EFFECT OF WELLNESS MOTIVATION AND WELLNESS SATISFACTION ON THE RELATIONSHIP BETWEEN SERVICE ENCOUNTER EXPECTATIONS AND BEHAVIORAL INTENTIONS

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INTRODUCTION

Tourists nowadays not just spend on staycation holidays but also demand for chronic and stress care management. Eating healthily, exercising regularly and monitoring one's health have become a lifestyle choice (Weinswig, 2017). Maintaining health and well-being became one of the important reasons for travel. More tourists are likely to spend more on wellness travelling plans. According to Koncul (2012), some modes of tourism, globally, due to the economic downturn, have declined, however, the tourism industry still performed well during the last two-three years by promoting the new model i.e. facility generally called *Wellness*. Thus, paved the way for the development of a niche market in wellness tourism.

Several authors (Georgiv & Vasileva, 2010; Global Spa Summit, 2011; Dimitrovski & Todorovic, 2015; Han, Kiatkawsin, Jung & Kim, 2017) affirmed that research in wellness tourism is not that pervasive. There is scarcity of study in the overall performance and competitiveness of wellness industry in general, thus lack of statistical indicators (Han, Kiatkawsin, Jung & Kim, 2017). While wellness tourism research is still new (Pesonen & Tuohino, 2017) and is increasing in demand and popularity, constant evaluation of services is imperative (Snoj & Mumel, 2002), and to continue meeting the varying demands and needs of wellness tourists, the need for market research is suggested (Koncul, 2012; Global Wellness Institute, 2014; ASEAN, 2015).

The study was conducted in Region XI, Philippines or commonly known as the Davao Region. Davao Region is situated in the southeastern part of Mindanao. Davao region is composed of five provinces namely: Davao de Oro (formerly Compostela Valley), Davao del Norte, Davao Oriental, Davao del Sur and Davao Occidental. Its regional center is Davao City. The region has 19,671.8 square kilometers land area (Republic of the Philippines Department of Trade and Industry, 2018) and is blessed with a uniform distribution of rainfall all throughout the year, abundant forest land and fertile fields. Predominantly, the region is more on agriculture and is developing into agro-industrial, trade and tourism sector. Tourism is an important source of employment in the region where it boasts its many resorts, nature-based and eco-tourism sites. Tourism is one of the sectors that are growing in the Davao region. In fact, data from the Department of Tourism shows an escalating tourist influx in Region XI from 2010 to 2015. Arrivals in Davao region in 2010 only accounted for 847,281 tourists which consist of domestic, foreign tourists and *Balikbayans*/ Overseas. It increased by more than 65% in 2015 were it boosted to more than 2.5 million. Domestic tourism is robust in the region as there were more local people coming from different municipalities in Region XI travelled and visited other municipalities as compared to foreign travelers. This can also be observed in 2016-2018 distribution of tourists which shows that there were more domestic guests visiting the region as compared to foreign and overseas or *Balikbayan* guests. Domestic tourist arrivals in Davao Region from 2016 to 2017 rose up to 7.1% and 18.1% in 2018. While foreign visitor arrivals had a -5.1% from 2016 to 2017 but moved up by 25.2% in 2018. The biggest distribution share of domestic tourists per region in 2018 alone is in Davao City (2,150,185), followed by Davao del Sur (808,895), Compostela Valley (563,241), Davao

Oriental (146,804), Davao Occidental (34,321) and Davao del Norte (13,100) respectively. More foreign tourists also flocked Davao City in 2018 (198,014). This is followed by Davao del Sur, Davao Occidental, Davao Oriental, Compostela Valley and Davao del Norte (raw data from Department of Tourism XI).

Notwithstanding the proliferation of spa and other wellness tourism attractions in Davao Region, Philippines, there is still lacking evidence of the regions' competitiveness in terms of overall wellness tourism. The region may have the potential to compete with other ASEAN or Asia-Pacific countries with its vast and varied tourism core resources, but there is still much to be explored and scrutinized in terms of tourists' perceptions and motivations in order to establish competitive strategies. Particularly, there are not much statistical reports showing the behavior of wellness tourists in Davao Region.

Thus, the purpose of this paper is to address this dearth in wellness tourism studies by examining the mediating role of wellness motivations and satisfaction in the relationship between service encounter expectations and behavioral intentions. Through examining wellness tourists' motivations and satisfaction, tourism operators and planners in the region will have a better understanding on how to develop tourism products that will match market needs and demands. They will also be in a better position to formulate marketing strategies for the wellness tourist market and to achieve destination competitiveness. Such that, this will further help increase the region's tourism market share in either domestic or international tourism, particularly in wellness sector.

METHOD

A survey questionnaire was developed to answer objectives of the study which were to determine the service encounter expectations of the wellness tourists, the factors that influence their decision to visit, their satisfaction on wellness tourism services as well as their post visit behavioral intentions. The questionnaire was divided into three (5) parts: first part was their demographic profile; second part determined the service encounter expectations; third part is the key motivational drivers of wellness tourism visits; fourth section identified the wellness satisfaction and lastly, the behavioral intentions.

Frequency and descriptive statistics were used to analyzed demographic characteristics of wellness tourists. Regression was utilized to determine the relationship among the variables and further, sequential mediation was used to determine if wellness motivation and satisfaction mediates the association of service encounter expectation to behavioral intention.

FINDINGS

Demographic Profile of the Wellness Tourists. Results show that from the respondents surveyed, majority are female wellness tourists (69.7%), who belong to the 18 – 22 years old age group (25.5%), followed by respondents who are from 33 to 37 years old and 28 to 32 years old respectively. Most of the respondents are single (59.2%), this is followed by those who are married with children (28.9%). Wellness consumers in Davao Region have attained college degrees (61.1%) and are currently working (59.5%). There is a large number of domestic wellness tourists (97.4%) than foreign wellness tourists (2.6%).

Descriptive Statistics and Correlation Analyses. Results show that all correlations were in the predicted direction. The service encounter expectations ($r = 0.4828$; $p < 0.001$); wellness motivation ($r = 0.5501$; $p < 0.001$) and wellness satisfaction ($r = 0.6999$; $p < 0.001$) have significant association with behavioral intention. There is a significant association between wellness motivation ($r = 0.5674$; $p < 0.001$) and wellness satisfaction ($r = 0.5146$; $p < 0.001$) with service encounter expectations. Also, a significant association exit between wellness satisfaction ($r = 0.5564$; $p < 0.001$) and wellness motivation.

The Mediating Role of Wellness Motivation and Satisfaction.

To determine the mediation effect of wellness motivation and satisfaction to the relationship between service encounter expectation and behavioral intention, sequential mediation by Baron and Kenny (1986) was utilized. Baron and Kenny proposed the four-step technique in measuring the mediating effect. Thus, results show that the mediation of wellness motivation between service encounter expectation and wellness satisfaction was significant, B = 0.53, t=13.39, $p < 0.001$. Step 2 showed that the mediation of wellness satisfaction between wellness motivation and behavioral intention was significant, B = 0.6112, t = 13.01, $p < 0.001$. Step 3 on mediation of wellness motivation and satisfaction between service encounter and behavioral intention was significant, B = 0.751, t = 19.05, $p < 0.001$. Step 4 on mediation of satisfaction between service encounter expectation and behavioral intention was significant, B = 0.531, t = 11.67, $p < 0.001$. lastly, Step 5 showed that mediation of wellness motivation between service encounter expectation and behavioral intention was significant, B = 0.6492, t = 12.80, $p < 0.001$.

Furthermore, Sobel (1982) suggested that establishing the mediating effect of a variable should meet the following two conditions: (1) the predictor (service encounter expectations) had a significant direct effect on the mediator (wellness motivation and satisfaction); (2) the mediator variables (wellness motivation and satisfaction) had a significant direct effect on the outcome variable, which in this study is the behavioral intention. Hence, a Soble test was conducted and found full mediation in the model (z = 15.93, $p<0.001$). It was found that wellness motivation and satisfaction fully mediated the relationship between service encounter expectations and behavioral intention.

IMPLICATIONS and CONCLUSION

This study addresses the gap in wellness tourism research specifically on the mediating roles of motivation and satisfaction with the association of service encounter expectations to behavioral intention. The results of this study present that relationship between service encounter expectations and behavioral intention is sequentially mediated by wellness motivation and satisfaction. Findings of the study conclude that when a wellness tourism destination can provide opportunities for diversified wellness service experiences, it will have an impact to the likelihood of the wellness tourist to revisit and recommend the destination to others. In light of the findings, enhancing the marketing and management of differentiated and specialized wellness products, particularly those which are based on the region's unique core tourism resources is crucial. Wellness service providers need to recognize customers' needs and demands that can be fulfilled through their resources (Peris-Ortiz & Alvarez-Garcia, 2015, as cited in Talebi, 2017). Collaboration among accommodation providers, tour operators, and wellness practitioners is also critical to encourage the development and competitiveness of wellness products (Voigt & Pforr, 2013). Continuous innovation in tourism is required since development is very rapid. Tourists' needs, demands, and expectations are increasingly changing, and they seek for more new tourism products, new destinations, new experiences, and adventures (Milicevic & Petrovic, 2017).

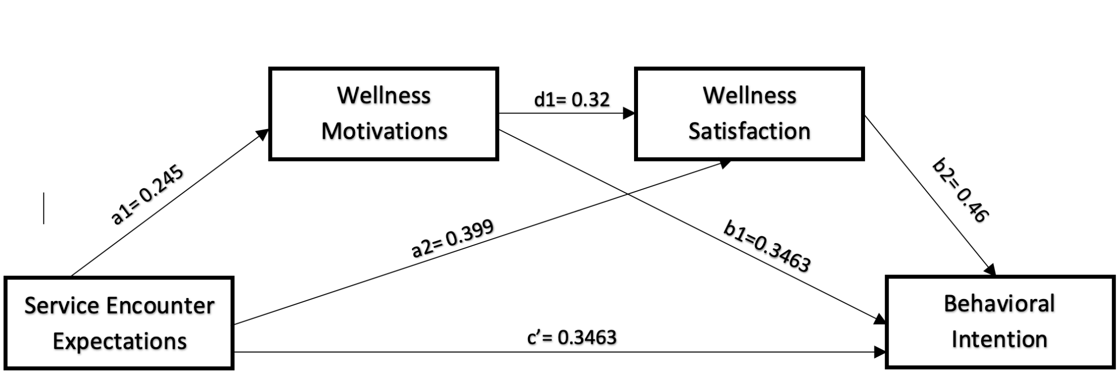

Figure 1. Diagram of the Sequential Mediation Model of the Study

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THE DARK SIDE OF TRAVELLLING ABROAD: HOW BROAD FOREIGN TOUR EXPERIENCES INCREASE DEVIANT TOURIST BEHAVIORS?

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INTRODUCTION

Due to the accelerating pace of globalization, travelling abroad experiences (TAEs) are increasingly common and valued. Past research has explored the bright side of TAEs, including, but not limited to, sense of well-being (e.g., Moal-Ulvoas, 2017), learning (e.g., Falk et al., 2012), and creativity (e.g., Maddux and Galinsky, 2009). In contrast, this research reveals a hidden dark side of TAEs: increased deviant tourist behaviors.

TAEs can promote cognitive flexibility— “the ability to break ordinary patterns of thought, to overcome functional fixedness and to avoid a reliance on conventional ideas or solutions” (de Bloom et al., 2014, p.165). The core logic is that TAEs provide diverse experiences such as learning a foreign language, tasting exotic food, witnessing different natural surroundings and unfamiliar cultural habits and as such may break well-established mental schemas and broaden cognitive scope. We argue that TAEs not only enable tourists to immerse in foreign cultures in a mentally flexible way, but also lead them to think and act in a morally flexible manner. That is, although TAEs help tourists to break mental rules, TAEs may also stimulate them to bend moral rules, thereby inducing their immoral or deviant tourist behaviors.

As tourists have broad TAEs by experiencing different foreign cultures, they may learn to appreciate that different cultures have different standards on the same moral issues, and thus, to construe moral rules and practices as culturally relative rather than absolute. In other words, when tourists are exposed to more sets of moral codes by visiting a broad range of countries, they are more likely to develop a generalized and flexible view of moral relativism—the view that “describes morality as subjective and culturally-historically contingent” (Rai and Holyoak, 2013, p.995). As Rai and Holyoak (2013) pointed out, moral relativism involves more relaxed moral standards and weakens moral commitment, and subsequently makes individuals more likely to engage in immoral behaviors. Accordingly, we predict that the enhanced moral relativism conferred by broad TAEs can make tourists to engage in immoral or deviant tourist behaviors (e.g., littering, graffiti and jaywalking, see Li and Chen, 2017).

Over the past decades, most studies have almost exclusively focused on the positive outcomes of TAEs (e.g., enhanced intercultural awareness, better mental health, higher life satisfaction). This research, conversely, reveals an important dark side of TAEs that lurk within by showing that broad TAEs can facilitate moral relativism and thus increase deviant tourist behaviors. Figure 1 shows our conceptual model.

METHODOLOGY

To test our model, eight hundred and five U.S. respondents (33.70% female; 82.61% aged at 21-50 years old) were recruited from Amazon Mechanical Turk (MTurk) online panel participated in this study, in exchange for monetary reward. Respondents indicated the countries that they had travelled from a list of the 50 most visited countries (based on the number of international inbound tourists) compiled by World Tourism Organization (2018) (available at: http://world-statistics.org/index-res.php?code=ST.I

NT.ARVL?name=International%20tourism,%20number%20of%20arrivals).

We followed prior study (Cao et al., 2014) to measure the breadth of TAEs via the number of foreign countries that respondents had travelled (M = 4.28, SD = 4.85). moral relativism was measured by a six-item, seven-point scale (1 = strongly disagree to 7 = strongly agree) adapted from Forsyth (1980): "Moral rules are relative rather than absolute", "Lying is not always wrong", "What one person judges as "moral" may be judged as "immoral" by another person", "Moral rules should not be followed absolutely", "Whether a behavioral is moral or immoral depends on the situation", "What is moral varies from one society to another" (α = 0.86).

Respondents rated the frequency of deviant tourist behaviors in their past foreign trip experiences on a twelve-item, 7-point scale (1 = never to 7 = very frequently) adopted from Li and Chen (2017): "littering on a tour", "graffiti", "trampling on lawns", "climbing sculptures or trees to take a photo", "making a racket in public", "taking a photo without waiting in line", "urinating in public", "not flushing the toilet", "smoking in a non-smoking area", "jaywalking", "feeding animals at the zoo", and "not turning off their phone on a plane" (α = 0.97). Age, gender, income, socioeconomic status, travel frequency and travel spending were included as control variables. Table 1 present the demographic characteristics of the sample.

FINDINGS

We test the conceptual model by using Baron and Kenny's (1986) mediation analysis. Results revealed that independently, both the breadth of TAEs (β = 0.08; p = .006) and moral relativism (β = 0.24; p =.000) have positive and significant regression coefficients with deviant tourist behaviors. However, when included within the same model, the relationship between the breadth of TAEs and deviant tourist behaviors became insignificant (β = .05; p =.057) while the relationship between moral relativism and deviant tourist behaviors remained (β =0.24; p =.000) with a positive and significant relationship between the breadth of TAEs and moral relativism emerging (β = 0.11; p =.001). These results indicate that moral relativism mediates the relationship between the breadth of TAEs and deviant tourist behaviors and that the breadth of TAEs is an important antecedent to moral relativism.

In addition, we employed an SPSS macro developed by Hayes (2013) to test our model. This approach allows for assessing the significance of indirect effect with a boot-strapping technique (Preacher & Hayes, 2008). Specifically, our research employed Model 4 with 5000 bootstrapped samples to carry out the mediation analyses. The results showed that the indirect effect of breadth of TAEs on deviant tourist behaviors was qualified by significant mediations, with a point estimate of 0.01 (Boot S.E. = 0.003; 95% CI: [.0052, .0179]) for moral relativism. The direct effect of breadth of TAEs is not significant for deviant tourist behaviors. Thus, we conclude that moral relativism fully mediates the relationship between the breadth of TAEs and deviant tourist behaviors.

GENERAL DISCUSSION

Despite the growing popularity of TAEs, this study is among the first to pinpoints a potential downside of TAEs: deviant tourist behaviors. Previous research disproportionately emphasizes the positive aspects deriving from travelling abroad, such as stress relief (de Bloom et al., 2014), lifelong learning (Falk et al., 2012), and generalized trust (Cao et al., 2014). Our research, however, provides empirical evidence that broad experiences of travelling abroad can promote moral relativism and thus increase deviant tourist behaviors. Thus, we shed new insights on TAEs by offering a more balanced and objective view of such experiences.

THEORETICAL CONTRIBUTIONS

This research timely responds to the call for future research on deviant tourist behaviors, by Li and Chen (2019). As a deliberate or unconscious practice undertaken by tourists, deviant tourist behavior is quite common in worldwide tourism. Deviant tourist behaviors are not only destructive to tourism resources but also detrimental to others' tourism experience and possibly incur losses to tour operators and travel agents. Nevertheless, the existing literature on deviant tourist behaviors is very limited with emphasis on describing deviant tourist behaviors or identifying negative impacts of deviant tourist behaviors (Li and Chen, 2017), and the mechanisms of what drives deviant tourist behaviors need to be explored. The present study adds to the still incipient literature on deviant tourist behaviors by uncovering a new and profound antecedent of it, namely, the breadth of TAEs. More specifically (and intriguingly), our findings show that the more countries you travel to, the more deviant tourist behaviors you are likely to engage in.

This research also contributes to research on moral issue by identifying one important root of moral relativism. While recent research has focused on the consequences of moral relativism (e.g., Rai and Holyoak, 2013), we propose and demonstrate one important antecedent of it from the tourism area: breadth of TAEs. As such, the present study enriches the understanding of moral relativism by connecting the fields of tourism and moral psychology. In addition, we present empirical evidence to validate Rai and Holyoak (2013)'s study by showing that moral relativism can promote tourism-related immoral behaviors (i.e., deviant tourist behaviors).

MANAGERIAL IMPLICATION

This research provides practical guidelines to prevent and manage deviant tourist behaviors. Our findings show that tourists with rich TAEs are likely to engage in deviant tourist behaviors. Accordingly, we suggest travel agencies or tour guides to pay attention to these tourists with broad experiences of foreign vacation, since these tourists may have high level of moral relativism and thereby increasing the intention to conduct deviant tourist behaviors. In addition, government or policy makers should proactively anticipate and minimize the potential toll of deviant tourist behaviors induced by moral relativism. For example, they can provide visitors advance warning of deviant tourist behaviors with severe penalties or punishment.

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Table 1. ***Demographic Profile of the Sample (N = 805)***

	Demographic traits	Percentage (%)
Gender	Male	66.3%
	Female	33.7%
Age	≤20	1.0%
	21–30	35.4%
	31–40	29.4%
	41–50	17.8%
	51–60	11.3%
	>60	5.1%
Income level	USD$0-$9,999	4.5%
	USD$10,000-$19,999	5.3%
	USD$20,000-$29,999	11.1%
	USD$30,000-$39,999	9.8%
	USD$40,000-$49,999	14.7%
	USD$50,000-$59,999	14.2%
	USD$60,000-$69,999	11.1%
	USD$70,000-$79,999	9.2%
	USD$80,000-$89,999	5.0%
	USD$90,000-$99,999	6.5%
	USD$100,000 or More	8.8%
Travel frequency per year	1-2 times	47.2%
	3-5 times	43.0%
	More than 5 times	9.8%
Travel spending per year	Less than USD$1000	12.8%
	USD$1000 to $1999	22.5%
	USD$2000 to $4999	36.3%
	USD$5000 to $9999	15.7%
	USD$1,0000 to $1,9999	6.1%
	USD$2,0000 or More	6.7%

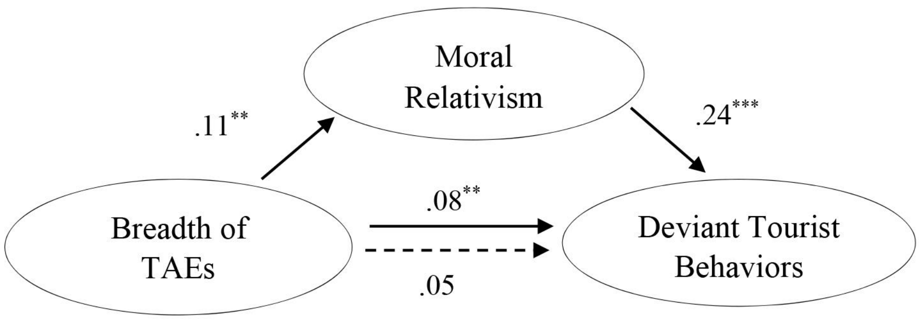

Figure 1. Conceptual Model.

Dotted line represents the lack of a relationship between TAEs and deviant tourist behaviors when moral relativism is included in the model.

SUNK COSTS AND TOURISTS' INTENTIONS TO VISIT A DESTINATION: THE MEDIATING ROLE OF DESTINATION TRUST

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INTRODUCTION

Tourism consumption differs from daily consumption in terms of its characteristics such as mobility, intangibility, and variability, therefore, potential tourists often bear higher risks in relation to tourism consumption (Su, Lian, Huang, 2020). For example, unexpected situations such as the of COVID-19 pandemic suddenly occur, cause tourists to cancel or change their bookings (Huang & Min, 2002; Zenker & Kock, 2020). In such cases, the resulting unrecoverable invested time and possible cancellation fees easily generate sunk costs (Park & Jang, 2014), defined as costs that have been incurred and cannot be recovered (Arkes & Blumer, 1985). A number of studies have demonstrated the significant impact of sunk costs on individuals' behavior in relation to decision-making (Emich & Pyone, 2018; Sweis et al., 2018). However, existing tourism studies have rarely explored the impact of sunk cost on tourists' behavioral intentions (Park & Jang, 2014).

Drawing on cognitive dissonance theory, prospect theory, and signal theory, this study developed and verified a conceptual model that examines how temporal sunk costs (high vs. low) and monetary sunk costs (presence vs. absence), respectively, impact tourists' trust and visit intentions. Specifically, the mediation effect of destination trust between sunk costs and visit intentions was investigated. The findings of this study shed new lights on understanding the impacts of sunk costs in tourists' decision-making process.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Arkes and Blumer (1985) defined sunk costs as costs have been incurred and cannot be recovered, which can be either monetary or nonmonetary. The commonly known phrase "Time is money" implies that time is a scarce resource (Bornemann & Homburg, 2011) and time may affect consumer behavior (Soman, 2001). In the tourism context, because of the spatial and temporal separation between purchasing and experiencing, the waiting time before travelling may translate into temporal sunk costs due to unexpected situations (Park & Jang, 2014). Existing studies have shown the impact of temporal sunk cost on behavioral intention (Sweis et al., 2018; Park & Jang, 2014). In this study, we defines temporal sunk costs as the temporal gap between purchasing and unwilling cancellation, which is caused by force majeure such as weather conditions and the COVID-19 pandemic.

According to cognitive dissonance theory, cognitive dissonance takes places when a result is inconsistent with the expected result. The more sacrifice a person given, the greater cognitive dissonance he or she may experience (Aronson & Mill, 1959). Given the intangibility and variability characteristics of tourism activities, the results of tourism consumption may differ from tourists' expectations (Park & Jang, 2014). Trust can help tourists to decrease perceived risk in order to increase intention to purchase (Agag & El-Masry, 2016; Artigas et al., 2017). Hence, in this situation, the longer the waiting period before traveling, the more temporal sunk costs that tourists incur, the greater cognitive dissonance they feel, the higher the recognition of the destination for which they have waited, and the higher the accumulation of trust towards this destination. Thus, we propose,

- **H1a.** High (vs. low) temporal sunk cost will have a stronger positive effect on potential tourists' destination trust.
- **H1b.** The high (vs. low) temporal sunk cost will have a stronger positive effect on potential tourists' intentions to visit a destination.

Monetary sunk cost is defined as the amount of monetary cost imposed by tourism product suppliers for potential cancellations or changes in tourism consumption (Park & Jang, 2014). Existing literature confirms that monetary sunk costs influence customers' trust (De Reuver et al., 2015), cancellation intention (Park & Jang, 2014), and decision-making (Soster, Gershoff, & Bearden, 2014). According to prospect theory (Kahneman & Tversky, 1979), individuals tend to compare outcomes with reference points instead of evaluating outcomes in absolute measures. Moreover, prospect theory proposed that the impact due to a loss is greater than the corresponding impact due to a gain (Kahneman & Tversky, 1979). Loss aversion had been proven in tourism: Viglia, Mauri, and Carricano (2016) showed that people are more sensitive to loss (spending more) than gain (spending less). Hence, when tourists compare prices (cancellation fee and original price) with a reference price (original price), judge the cancellation fee as losses, and magnify loss under the loss aversion, the magnified travel costs may therefore decrease their trust and willingness to travel. In contrast, if there is no charge for potential tourists to cancel their orders, then there is no loss and they maintain destination trust and travel intention. Thus, we propose:

- **H2a.** The presence (vs. absence) of monetary sunk cost will have a stronger negative effect on potential tourists' destination trust.
- **H2b.** The presence (vs. absence) of monetary sunk costs will have a stronger negative effect on potential tourists' intentions to visit a destination.

Trust could help tourists to decrease perceived risk and to increase intention to purchase (Agag & El-Masry, 2016; Artigas et al., 2017). According to cognitive dissonance theory, the more effort you put into anticipation, the stronger dissonance arises when the hopes fail (Aronson & Mill, 1959). Because the effort is difficult to ignore or change (Festinger, 1957), individuals usually choose to raise their evaluation of the result to weaken the dissonance (Aronson & Mill, 1959). Therefore, the longer waiting time before the trip, potential tourists may feel a greater degree of dissonance when the trip is interrupted by unexpected circumstances. So as to eliminate dissonance, they may trust destination more to explain the temporal sunk cost spent, thereby generating a higher intention to visit the destination (Su et al., 2020). When the waiting time is short, tourists may form less trust towards the destination and therefore have less intention to visit. Thus, we propose:

- **H3.** Destination trust mediates the relationship between temporal sunk costs and tourists' intentions to visit a destination.
- **H4.** Destination trust mediates the relationship between monetary sunk costs and tourists' intentions to visit a destination.

Study 1

Study 1a investigated how the tourists respond to high (vs. low) temporal sunk costs differently and the mediating role of tourists' trust towards a destination, testing H1a, 1b, and H3. A one-factor between-subjects design (high vs. low temporal sunk cost) was conducted. 80 participants (female 58.8%, male 41.2%) were randomly assigned to one of two different scenarios: high temporal sunk cost or low temporal sunk cost. Experiment manipulation check questions and measurements for key constructs were adapted from previous studies (Su et al., 2020; Meertens & Lion, 2008).

Independent-sample t-tests were used to test H1a and H1b. Findings show that the high temporal sunk cost group's destination trust (M_{high} = 5.08, SD = 1.11) was significantly higher (t = 2.30, p = .024) than that of the low temporal sunk cost group (M_{low} = 4.54, SD = 0.99). H1a was supported. Also, the high temporal sunk cost group's intention to visit (M_{high} = 5.01, SD = 1.27) was significantly higher (t = 2.05, p = .044) than that of the low temporal sunk cost group (M_{low} = 4.46, SD = 1.16). H1b was supported. Then, bootstrapping mediation tests with 5000 replications and a 95% confidence interval were conducted (Hayes, 2013). Destination trust as the mediator between temporal sunk cost and intention to visit (b = 0.49, SE = 0.23; 95% CI: 0.07 to 0.98). The direct effect of temporal sunk cost on intention to visit was not found to be significant (b = 0.06, SE = 0.17; 95% CI: -0.28 to 0.40). Findings suggest that destination trust fully mediates the main effect of temporal sunk cost on intention to visit. H3 was supported.

Study 2

Study 2 examined how the tourists respond to presence (vs. absence) of monetary sunk costs and the mediating role of tourists' trust towards a destination, testing H2a, H2b, and H4. A one-factor between-subjects design (presence vs. absence monetary sunk cost) was conducted with 80 participants (female, 62.5%; male 47.5%). Participants were randomly assigned to one of two different scenarios: presence or absence of monetary sunk cost. The experiment procedure and construct measurements are similar to Study 1.

H2a and H2b were verified by independent-sample t-tests. Findings show that the presence (vs. absence) of monetary sunk cost group's destination trust was significantly lower ($M_{presence}$ = 4.23, SD = 1.72; $M_{absence}$ = 5.13, SD = 1.38; t = -2.56, p = .013; see Fig. 4). H2a was supported. And when intention to visit acting as dependent variables, results suggest that the presence (vs. absence) of monetary sunk cost group's intention to visit was also significantly lower ($M_{presence}$ = 4.15, SD = 1.68; $M_{absence}$ = 4.95, SD = 1.33; t = -2.36, p = .021). H2b was supported. Bootstrapping mediation tests was also used with 5000 replications and a 95% confidence interval (Hayes, 2013). When destination trust as the mediator between monetary sunk cost and intention to visit (b = -0.84, SE = 0.32; 95% CI: -1.50 to -0.24), the direct effect of monetary sunk cost on intention to visit was not significant (b = 0.03, SE = 0.18; 95% CI: -0.33 to 0.40). Hence, destination trust fully mediates the main effect of monetary sunk cost on intention to visit. H4 was supported.

CONCLUSION AND IMPLICATIONS

The finding of Study 1supported the notion that when tourists invested more in temporal sunk cost, they would incline to develop higher destination trust and visit intentions. Study 2 showed that the presence (vs. absence) of monetary sunk cost would significantly reduce their trust and visit intentions towards a destination. Furthermore, Study 1 and Study 2 contributes to the body of knowledge by revealing the mediating role of destination trust between sunk costs and tourists' intention to visit a destination.

Research findings indicate the importance for destination management organizations (DMOs) to understand tourists' sunk costs before travelling. On the one hand, high (vs. low) temporal sunk cost appears to be a predictor of a higher trust and greater likelihood of visiting the destination later. Hence, DMOs could encourage potential tourists to invest more time to make detailed travel plans and interact with tour service providers before the trip. On the other hand, the findings indicate that charging a cancellation fee (monetary sunk cost) will greatly reduce tourists' intention to visit when compared to not charging it. As far as possible, DMOs need to consider not charging cancellation fees when tourists cancel the reservation, especially when the cancellation is caused by force majeure. Also, DMOs are encouraged to eliminate the negative impact of sunk cost on trust. When there is monetary sunk cost, DMOs can explain to tourists for the charges to reduce the negative impact, potential visitors may understand and help out for the disaster (Mair et al., 2014).

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CROSS-BORDER DENTAL CARE: DENTAL TOURISTS' PERCEPTIONS OF SERVICE QUALITY

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INTRODUCTION

Medical tourism defined as intentional travel abroad to privately access medical services (Hoffman et al., 2018), is a rapidly growing global niche market. The market size was valued at US$ 44.8 billion in 2019 and is expected to grow at a compound annual growth rate (CAGR) of 21.1% from 2020 to 2027 (Grand View Research, 2020). Dental tourism (DT), defined by the American Dental Association (2009) "as the act of traveling to another county for the purpose of obtaining dental treatment," is an important sector of the growing medical tourism industry (Jaapar et al., 2017; Kamath et al., 2015; Lovelock et al., 2018). The global DT market size is estimated to be worth US$ 5.83 billion by 2025 driven by the non-availability of insurance coverage for dental procedures and increasing cost of treatment in developed countries (Globe News Wire, 2019).

Research on DT has primarily focused on identifying types of dental tourists, kinds of dental procedures they travel for, and their motivations for engaging in DT. Chandu (2015) classified dental tourists into two main groups. The first group comprises those who purposefully go to a foreign country for dental care, either for the sole purpose of receiving care or as part of a holiday package. The second group includes immigrants who return to their native country for a holiday or to visit relatives and then access dental care during their visit. In general, dental tourists travel for two types of care: general and specialized care. General dental care includes basic fillings, cleaning, scaling, and tooth whitening (Chandu, 2015). Specialized dental care involves complex restorative treatment and surgery, e.g., implant surgery (Chandu, 2015). Specialized care is commonly sought by dental tourists because of the significant cost difference for treatment between their home countries and destination countries (Chandu, 2015). In line with DT being a subcategory of medical tourism, dental tourists' motives for seeking care outside their home countries are similar to medical tourists'. Amongst like motivations are cost-savings, timely service, quality of medical services, unavailable, restricted, or prohibited procedures, information availability, cultural similarity, and combining medical care and holiday (Elliott-Smith, 2010; Jaapar et al., 2017; Lovelock et al., 2018).

Despite the growth in DT and increasing interest in DT research, knowledge of DT is limited (Jaapar et al., 2017; Kamath et al., 2015; Lovelock et al., 2018). Regarding the quality of service received, both technical quality (quality of dental care outcome) and functional quality (quality of process of delivering dental care) remain a concern for dental tourists (Conti et al., 2014; Dhama et al., 2016; Lovelock et al., 2018). Given these continuing service quality concerns, DT providers need to better understand dental tourists' perceptions of their international patient experiences. Therefore, this research aims to determine the service quality (SERVQUAL) dimensions, i.e., tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988), conveyed in dental tourists' testimonials posted on a dental clinic's website. SERVQUAL is deemed a suitable framework for this study since it was developed to measure consumer perceptions of service quality and past research has indicated that the criteria represented by the five SERVQUAL dimensions are those that are considered by consumers when assessing dental care service quality (Baldwin & Sohal, 2003; John et al., 2011; Palihawadana & Barnes, 2004). By content analyzing dental tourists' testimonials through a service quality lens, the research provides a first-person perspective of dental tourists' service quality perceptions. To date, the author has not identified any studies in the DT literature that have used this approach to investigate DT service quality.

METHOD

Content analysis of 258 dental tourist testimonials posted on a Central European dental clinic's website was used to determine the SERVQUAL dimensions communicated in the testimonials. Testimonials from a Central European dental clinic's website served as the study's data since Central Europe is a hub of DT (Fisherova, 2018; Lubowiecki-Vikuk, 2018; Waski, 2017). Online patient testimonials are judged an appropriate dental tourist data source since consumers are inclined to rely on word-of-mouth communication, including online testimonials, when making medical tourism decisions (Crooks et al., 2011; Hohm & Snyder, 2015; Johnston et al., 2012). Content analysis is commonly used in medical tourism research to study user generated content (Abd Mutalib et al., 2017; Hohm & Snyder, 2015; Ozan-Rafferty et al., 2014) since medical tourists are not a readily available and easy population to sample (Cormany & Baloglu, 2011; Crooks et al., 2010; Jackson et al., 2018).

Data were collected from the website in 2020. According to the dental clinic's website, all testimonials analyzed in this research were posted by international patients who had purposely traveled from their home countries to the dental clinic for dental care. The testimonials were coded using the coding method devised by Day (1992) to examine how the SERVQUAL dimensions were communicated in service providers' marketing communications. This approach is consistent with other research that has used service quality dimensions as the basis for content analyzing online reviews (Ebong, 2017; Yang and Fang, 2004; Yang et al., 2001). Frequency distributions were calculated to determine the most common SERVQUAL dimensions communicated in the testimonials. Chi-square tests were used to investigate the relationship between the SERVQUAL dimensions cited and testimonial characteristics.

FINDINGS

Testimonial Characteristics. All testimonials are very positive with words such as excellent, fantastic, amazing, great, very happy, wonderful, delighted, perfect, fabulous, and first class describing the dental tourist's experience. The year the treatment occurred was noted in 74% of the testimonials. In these, 57% of the treatments happened in 2008-2013, with the rest (43%) occurring in 2014-2019. The type of dental care received was mentioned in 84% of the testimonials with all the treatments falling under Chandu's (2015) specialized care category. The dental tourist's gender could be determined for 98% of the testimonials. Of these, 55% were written by males and 45% by females. The dental tourist's home country could be ascertained for 53% of the testimonials with the U.K. (90%) being the most frequently cited home country. The balance (10%) is comprised of 11 different countries; eight in Western Europe. Based on the information contained in the testimonials, all dental tourists appeared to be part of the "purposeful" dental tourist group defined by Chandu (2015). Dentists were mentioned in 29% of the testimonials while other dental clinic staff were noted in 52% of the testimonials. Thirty-four percent of the testimonials explicitly recommended the dental clinic as a DT provider while 14% of the testimonials stated a willingness to return to the clinic for additional dental care.

SERVQUAL Dimensions. Of the five SERVQUAL dimensions, assurance and reliability were most frequently mentioned by dental tourists with 71% and 52% of the testimonials, respectively, conveying these facets. The other three dimensions, i.e., responsiveness (28%), empathy (25%), and tangibles (22%), were referred to less often.

Chi-Square Tests. Chi-square tests revealed testimonials that referred to the dentist providing care had a higher percentage of reliability comments ($X^2 = 6.36$, $p = .012$), responsiveness remarks ($X^2 = 5.11$, $p = .024$), assurance mentions ($X^2 = 6.66$, $p = .010$), and empathy observations ($X^2 = 5.51$, $p = .019$) than testimonials that did not mention a dentist. Testimonials that mentioned dental clinic staff (e.g., nurses) had a higher percentage of responsiveness comments ($X^2 = 9.63$, $p = .002$), assurance remarks (X^2 = 38.20, p = .000), and empathy mentions (X^2 = 29.30, p = .000) than testimonials that did not refer to dental clinic staff.

IMPLICATIONS

The purpose of this study was to provide a first-person perspective of dental tourists' perceptions of service quality when engaging in cross-border dental care by analyzing dental tourists' online testimonials to determine the primary SERVQUAL dimensions associated with DT. The study's results indicate that dental tourists have distinct perceptions of DT service quality. Based on the number of observations in their testimonials, assurance and reliability are the strongest service quality associations followed by responsiveness, empathy, and tangibles in that order. This pattern differs from previous service quality research that has found reliability to be the most important determinant of service quality followed by assurance, responsiveness, tangibles, and empathy, respectively (Parasuraman et al., 1988; Zeithaml et al., 2018). The prevalence of the assurance and reliability dimensions may be the result of dental care being high in credence qualities (Berry & Bendapudi, 2007; Eisingerich & Bell, 2007; Kasnakoglu, 2016), and consumers tending to rely on the functional aspects of the service delivery process (e.g., knowledge and courtesy of dentists and dental care staff and their ability to convey trust and confidence) when evaluating dental care service quality since, in general, they lack the expertise to evaluate technical quality (e.g., accuracy of a dental diagnosis) (Berry & Bendapudi, 2007; John et al., 2011; Kasnakoglu, 2016). Given the various risks associated with being a dental tourist (Barrowman et al., 2010; Lovelock et al., 2018; Turner, 2008), the pervasiveness of the assurance and reliability dimensions in the testimonials may also be due to these dimensions being linked to patients' risk perceptions before receiving dental care (Etgar & Fuchs, 2009). If dental tourists describe their patient experiences as more reliable and providing more assurance then they may perceive these experiences as less risky (Etgar & Fuchs, 2009). The research also showed that the assurance and reliability dimensions were stated more frequently in testimonials that mentioned dentists and dental clinic staff. Therefore, DT providers should consider focusing on communicating these dimensions and the related qualities of their dentists and staff when marketing their DT services.

The SERVQUAL dimensions represent criteria consumers use in selecting and evaluating service providers (Day, 1992). Hence, DT providers need to consider the service quality perceptions of their services when planning brand communication and promotion programs to design messages that not only reflect the service quality they offer but also resonate with their target markets. The results also suggest DT providers should recognize the importance of dental tourists' desire to reduce risk before, during, and after treatment, and the potential use by dental tourists of service quality perceptions as indicators of such risks (Etgar & Fuchs, 2009). Thus, they should consider incorporating risk-reducing cues in the manners and formats in which their DT services are provided, in the ways in which dental service provider personnel interact with patients, in websites and other forms of marketing communication, and even in the tangible aspects of the provision of these dental services (Etgar & Fuchs, 2009).

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DOES THE PERCEIVED SAFETY MATTER FOR COLLEGE STUDENTS USING CONTACTLESS SERVICE IN QUICK-SERVICE RESTAURANTS (QSRS) IN THE USA?

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INTRODUCTION

The restaurant industry in the United States generated $659 billion in sales in 2020 (NRA,). The U.S consumers eat at restaurants 5.8 times per week on average, and 53% of them think visiting a restaurant is an essential part of their lifestyle (NRA). Specifically, total sales of quick-service restaurants (QSRs) in 2020 was $239 billion, which accounted for approximately 36% of the restaurant industry's revenue. Moreover, due to relatively reasonably price, quick & convenient service, QSRs have become popular places to eat out. Those common thoughts seem valid to college students who normally are on a tight budget (Knutson, 2000). About 84% of the U.S students consume food at QSRs, more than half percent of the students visit QSRs at least once a week (Haines et al., 2010). Additionally, due to the global pandemic, Covid-19, has accelerated rapidly the utilization of technology and contactless services in most of industries across the world. The restaurant industry is not an exception. Restaurants implement adjustments following CDC safety guidelines to reduce risk for employees, customers, and communities and slow the spread of Covid-19. Customers also concern about their safety and have adopted a new lifestyle that requires social distancing, wearing masks, and using contactless services. According to the online surveys conducted by NRA in 2019, 92% of consumers use drive-through at least once a month, and about half of US consumers experienced using third-party delivery services. There have been many studies about the use of various technology in restaurants, however, there is little research describing the relationship between college students' perceived safety and behavioral intention to use contactless services in the context of QSRs. Therefore, the purpose of this study is to examine college students' perceived safety toward contactless services in QSRs and to test the relationships between the perceived safety and the theory of planned behavior of using contactless services in QSRs.

LITERATURE REVIEW:

Contactless services:

In the light of Covid-19, restaurants keep operating contactless to protect both employees and customers. Contactless services eliminate the need for touching shared surfaces or interacting directly face to face. Contactless services can be implemented through either technology or changes in layout and operational adjustments. CDC offers guiding principles to reduce the risk of Covid-19 such as offering drive-through, curbside take out, or delivery options as applicable, using disposable or digital menus, no-touch trash cans and doors, and touchless payment options as much as possible, etc.

College students:

Young adults (aged 20 to 39) consume the most fast-food meals in comparison with other adults. (Fryar & Ervin, 2013). Especially, while most college students consume at least 1 fast-food meal a week (Gerend, 2009), some consume as many as 6 to 8 meals. (Driskell et al., 2005). Krukowski et al. (2006) also said that college students ate in QSRs 70% more often than non-college-attending adults within the same community. Therefore, college students form a huge market for QSRs.

Perceived safety:

Safety is a component of emotion, which includes a complex set of subjective and objective factors, mediated by neural and hormonal stimuli that provoke affective experience (Bigne & Andreu, 2004). The safety concern is associated with uncertainty avoidance and prevails over other needs where uncertainty avoidance is strong (Hofstede, 2001). Uncertainty feeling is subjective and nonrational feeling. An individual may feel comfortable in a situation familiar to him or her, but others may perceive risky in such a situation (Hofstede & Hofstede, 2005). By integrating the conceptualizations in the literature, perceived safety in this current study is a degree of comfort that college students perceive toward contactless services in QSRs.

Many studies found that consumers are concerned about safety when choosing to eat at restaurants. Henson et al. (2006) identified the important attributes used to determine a restaurant's safety were observed cleanliness, the appearance of staff, inspection results, and the general impression of the restaurant. Although food safety is not always obviously indicated, customers pay attention to food quality. This finding was supported by Macaskill et all (2000) and Scarcelli (2007), who concluded the cleanliness of restaurants reflected the safety of food. In the United States, QSRs must concentrate on providing outstanding quality service and practical value if they want to attract college students (Kim et al., 2010). Alonso et al. (2013) demonstrated that in addition to food safety, positive experiences, a clean production/service environment and hospitable services are central factors that most strongly influence customers' attitudes and restaurant choices.

Theory of Planned Behavior (TPB)

The theory predicts and explains the performance of a behavior by intention to engage in it. The TPB postulates three determining factors, attitude, subject norm, and perceived behavioral control, and behavioral intentions.

- Attitude refers to "the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question" (Ajzen, 1991, p. 188). The general rule is the more favorable attitude individuals have, the more likely they perform a particular behavior.
- Subjective norm that refers to "the perceived social pressure to perform or not perform the behavior" (Ajzen, 1991, p. 188). When people who are important to themselves believe they should engage in a particular behavior, the greater intentions they perform that behavior.
- Perceived behavioral control refers to "the perceived ease or difficulty of performing the behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles" (Ajzen, 1991, p. 188).
- Behavioral intention is defined as a motivational factor probability that a person will perform a given behavior. The stronger the intention to perform the behavior, the more likely the behavior will be performed. (Ajzen & Fishbein, 1980). Based on this definition, behavioral intention in this study is described as a likelihood to use contactless services in QSRs.

In accordance with the literature above, this study postulates the following hypothesis:

H1: Perceived safety of contactless service influences the consumers' attitudes.

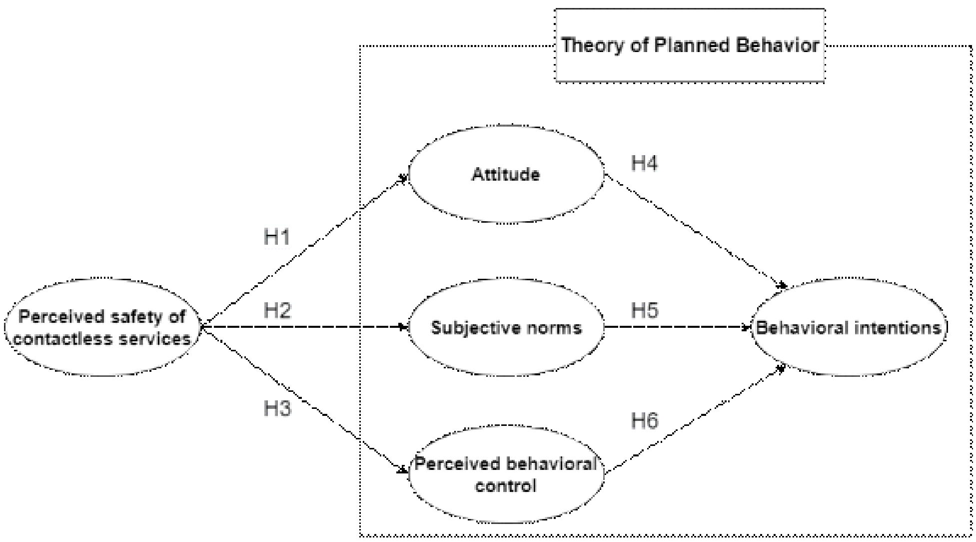
H2: Perceived safety of contactless service influences the subjective norms.

H3: Perceived safety of contactless service influences the perceived behavioral control.

H4: The attitude toward contactless service influences the behavioral intentions to use contactless service.

H5: The subjective norm toward contactless service influences the behavioral intentions to use contactless service.

H6: The perceived behavioral control toward contactless service influences the behavioral intentions to use contactless service.



METHODOLOGY

Survey instrument:

A survey questionnaire comprises 2 sections. The first section asks respondents to measure their perceived safety, attitude, subjective norm, perceived behavioral control and behavioral intention about using contactless service in QSRs. The survey questionnaire will use a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) to measure respondents' opinions about each statement. The second section obtains respondents' demographic profiles. Demographic questions include gender, age, ethnicity, education level, household income, and dining frequency in QSRs.

Data collection / Data analysis:

There will be a convenient sampling method used to collect data for this study. The respondents are college students who have experienced using contactless services in QSRSs in the past 6 months. The respondents are students currently enrolling in a college/university. An online survey tool (Qualtrics) will be utilized to create a questionnaire and to collect data. An online survey link will be randomly distributed to respondents by posting on social media (Facebook, Instagram). An IRB approval will be obtained before collecting data. We are expecting to collect approximately 300 usable responses for data analysis. We are planning to use a confirmatory factor analysis and structural equation modeling to process and analyze data.

Measurement item examples:

Perceived safety: I feel safe to use contactless service when ordering food in QSRs.

Attitude: Contactless services use in QSRs are favorable.

Subjective norm: Most people who are important to me think I should use contactless service when ordering food in QSRs.

Perceived behavioral control: Whether or not to use contactless service when ordering food in QSRs is completely up to me.

Behavioral intention to use contactless service: I intend to use contactless service when ordering food in QSRs.

CONTRIBUTION

The outcome of this study will have both theoretical and practical contributions. The findings will provide insights into college students' perceptions of safety/value toward contactless services and how it influences their attitudes and their behavioral intentions to use contactless services in QSRs. In addition, the results of this study will help restaurant owners and managers understand customers' preference for a particular contactless service. It helps the industry practitioners effectively implement their contactless services to improve customers' experiences in the restaurant businesses.

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THE IMPACT OF PHYSICAL CONFINEMENT ON TOURIST CHOICE

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INTRODUCTION

COVID-19 is a crisis like few we have ever experienced before. Some compare the existing pandemic to epidemic outbreaks such as SARS, H1N1 and Ebola. However, the world didn't experience such a widespread lockdown in the globe, as governments take a series of administrative measures closing customs, public places and even communities. Consequently, people in many nations are forbidden to travel and this miserable process seems hardly to be changed in the short term due to the recrudescent epidemic. The crisis, needless to say, has brought about great hit to the hospitality and tourism industry in the world (Wan et al., 2020) (Sharma & Nicolau, 2020).

What greatly attracts researchers, recently, is how consumers' behaviors could change under such a situation as the COVID-19. As is known to tourism researchers and practitioners, one of the most notable hallmarks during the epidemic is physical confinement. We define physical confinement as a situation that people are forced to stay in a place with limited mobility as a result of uncontrollable reasons (e.g., lockdown, travel ban, etc.), which limits a person's space of mobility, and subsequently affect their perceptions of freedom psychologically. Needless to say, we've never been more familiar with this concept as we are during the COVID-19 epidemic. According to the media, people in many countries are prohibited to travel or even leave their home in most infected cities, and many tourism destinations have issued policies such as cancelled bookings, limited logistics and forbidden entries(BBC News, 2020). Relevant research has demonstrated significant impacts of physical confinement on consumer behavior. For instance, Levav and Zhu (2009) found that the feeling of confinement generated by narrow aisles would activate participants' perceived freedom threat and influence their subsequent decision-making: physically confined consumers have a preference for more varied products. Arguably, we predict that this kind of effect is not only limited to environmental restriction such as space constraints, but could also be extended to physical confinement(lockdown, movement limit, stay-at-home order, etc.), and it would result in an immense impact on tourists' psychological responses towards tourism products or services.

The theory of psychological reactance and compensatory behavior could help us understand how tourists' behavior would change in face of such perceived freedom threat during the COVID-19. The major assumption of psychological reactance theory is that humans believe that they have freedom to decide their own behaviors. Therefore, any attempts that invade, limit or eliminate their freedom may elicit negative emotions, further engendering psychological reactance(Jullan J. Edney et al., 1976). Following this reasoning, it could be referred that physical confinement may activate a sense of freedom threat, and threatened tourists tend to exhibit reactance in the form of acts aiming to regain their infringed freedom. Compensatory behavior theory was first conceptualized by (Higgins, 1987). It posits that once people experience threats to important aspects of themselves, it produces discrepancies between their actual and ideal self-concepts. Consequently, they tend to compensate the threats by acquiring or displaying products that signal success on those threatened domains(Mende et al., 2019). Numerous relevant studies have demonstrated this psychological process. For instance, consumers who were prohibited to touch products in a retailing shop are more prone to subsequently touch them to counterbalance a loss if sensory freedom(Ringler et al., 2019), and participants whose talents were questioned are more likely to consume products that signaling their intelligence(Gao et al., 2009). Recall that physical confinement such as lockdown and travel bans would invade people's movement freedom, thus eliciting negative emotions and generating discrepancies between their actual and ideal states. We arguably predict that tourists who have a sense of threatened freedom would react to physical confinement in the form of compensatory behavior (i.e., purchasing products/services that signaling freedom).

Based on above conceptualization, this study hypothesized that:

- H1. Physical confinement will increase consumer compensatory behavior, that is, to choose products/services that signaling freedom.
- H2. The impact of physical confinement on consumer compensatory behaviors is mediated by a perceived freedom threat.

METHOD

In study 1, daily search queries pertaining to people's feelings towards physical confinement in Britain such as *No lockdown* and *Open up UK* were obtained from Google Trends. Time series analysis was then harnessed to monitor people's attitudes corresponding to each large-scale lockdown periods in the whole country. In study 2, we conducted a 2 (physical confinement: lockdown vs. non-lockdown) ×1 between-subject study to test the main effect of physical confinement on tourist choice and the underpinning effect of freedom threat.

FINDINGS

Consistent with the psychological reactance theory, findings of study 1 revealed that volumes of search queries signaling people's dissatisfaction towards mobility limits spiked significantly, suggesting that physical confinement elicits a sense of freedom threat, thus engendering people's strong psychological reactance. The results of study 2 showed that participants under lockdown (vs. non-lockdown) condition were more inclined to choose hotel services that signaling freedom, supporting the main effect (H1). Moreover, the mediating effect (H2) was further demonstrated, suggesting that the effect of physical confinement on freedom-oriented choices were mediated by tourists' perceptions of freedom threat (Figure 1).

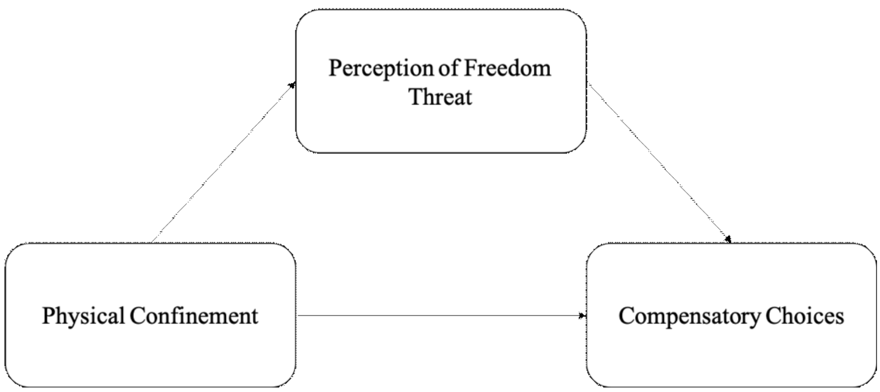

Figure 1. The conceptual model

IMPLICATIONS

This is an essential research given that recent statistics (Loo, 2017) showing compensatory consumption accounts for 60% of the whole transaction in the hospitality and tourism industry. Moreover, it seems necessary to investigate the impact of physical confinement on tourists' psychological process and choices in the era of COVID-19. In this research, a secondary data analysis and one laboratory study provide support for our hypothesis. This study prompts several managerial implications. First, our findings contribute to the literature by sheding light on the unknown area of physical confinement and consumers' compensatory choices. Our empirical results suggest that people who experience physical confinement are more prone to choose products or services that signaling freedom. Second, the current findings also hold relevance for practitioners in hospitality and tourism industry. Our findings suggest that marketers in the tourism & hospitality industry are ought to focus on signaling freedom when promoting new products and services in the COVID-19 era.

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COMMODIFYING INTANGIBLE CULTURAL HERITAGE AS TOURISM SOUVENIR FOR SUSTAINABILITY? A PERSPECTIVE OF THE PRACTITIONERS

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INTRODUCTION

Intangible Cultural Heritage (ICH) has been rising as a significant tourism attraction while is facing with harsh test of sustainable development. China as one of the countries with rich ICH elements has developed a relative complete preservation system (Xin, & Huang, 2011) and moreover, has promoted ICH to tourists as attraction or souvenir as the other countries. For one thing, it cannot deny that such tourism business contributes much for the ICH development, especially in the economic benefit issue. However, as the commodification of culture so as to fulfill public expectations (Hitchcock, 2000), ICH as souvenir also has to suffer the potential risk in various aspects on its sustainable development which has been criticized too (Baillie, 2010), such as the loss of authenticity, handcraft art, pricing competition and so on.

With respect to the concept of souvenirs, they are identified as a present, gift that reminds of a person, location, or activity and is associated with the remembrance of someone or something, as defined by the dictionary (Slownik jezyka polskiego, 2007). ICH as tourism souvenir for most people, particularly cultural tourists, are a critical element during their journey. Intangible Cultural Heritage (ICH) is a non-physical asset and involves skills, oral tradition, knowledge, artifact, or folklore, which are usually transmitted from generation to generation (United Nations Educational, Scientific, and Cultural Organization, UNESCO, 2003). In other words, ICH as an attraction to some extent is more fragile and vulnerable than other tourism resources as it will soon disappear once there is no inheritor (Tan, Tan, Kok, & Choon, 2018). On the other side, The UNESCO Convention for the Safeguarding of Intangible Cultural Heritage in 2003 emphasizes the importance of communities in commercializing ICH experiences. This Convention calls for the active involvement and of the community to which the ICH belongs, given that it is this community that is best placed to safeguard its future (Bakar, Osman, Bachok, & Ibrahim, 2014; Blake, 2009).

Within a community, the practitioners of the ICH have a predominant role of relevant tourism resource provider as they are the significant individuals to deliver and convey the ICH and has major implications for the development and sustainability of destination tourism (Blake, 2009; Io, 2019; Meijer-van Mensch, 2011). According to the UNESCO' definition, ICH practitioners are the people: 'within or across communities who have distinct skills, knowledge, experience, or other characteristics, and thus perform specific roles in the present and future practice, re-creation and/or transmission of their intangible cultural heritage as, for example, cultural custodians, practitioners and, where appropriate, apprentice.' (Asia/pacific Cultural Centre for UNESCO [ACCU], 2006, p. 4). In the meantime, as the tourism business participants, ICH practitioners have to take responsibility for the conservation of ICH and enhance its understanding, reputation, and popularity to engage the marketing tasks. Moreover, the capacity for a productive relationship between dissemination of authentic ICH and development of it as a sustainable tourism resource is acknowledged by ICH practitioners.

Despite the important role of ICH practitioners in safeguarding sustainability, there has been very limited research regarding ICH practitioner perspectives on the sustainability of ICH, especially regarding the issue about the complex ambiguous relationship between commodification of ICH as tourism souvenir and its sustainable development. Therefore, this article first of all will present the current research with respect to the ICH tourism development alongside comprehensive review of the literature of the concept of sustainability in the ICH context and the ICH practitioners' performance. Secondly, this study will use two Chinese ICH cases to explore whether and how the commodification way of tourism souvenir demonstrated and how it influences on the sustainability development of ICH from the perspective of those ICH practitioners through qualitative study.

METHOD

Two cases of ICH in China were chosen as the research target, one of them is handcrafted iron wok skill originated in Zhangqiu, Shandong Province, China, and the other is Deng's handmade knife skill in Chongqing, China. Both of the products of the two ICH are high reputation Chinese traditional gastronomy instruments, and both are facing with the dilemma of commodification of tourism souvenir. According to the discussion by Lamers et al. (2017) regarding theories in tourism research that include the unpacking of social phenomena, qualitative research methods, such as participation observation (Schmidt, 2016) are necessary. Meanwhile, focus groups and interviewing, and other methods developed by ethno-methodologists (Garfinkel, 1984) are adopted as well to record in detail the physical aspects of local context of those ICH practitioners, the objects and material elements involved, and the configuration of the practice as enacted by the participants of the practice (Souza Bispo, 2016).

First, a brief statistical analysis was adopted to evaluate the regional composition of these group of ICH practitioners who are now working on these two ICH, such as their demographic characteristics, working experience and so on. Secondly, data on those ICH, such as current ICH souvenir production process, product types, sales channels, and local tourism development were obtained through focus group discussion. Thirdly, the descriptions of how those ICH practitioners demonstrated their working-life reality, ICH working experience, and their perception and attitude among the current commodification of ICH as tourism souvenir were obtained through in-depth interviews, participant observation, and focus group discussions. Besides, a rigorous sampling strategy based on homogenous-purpose sampling established the findings' transferability (Decrop, 2004) with 12 practitioners for each ICH case. Data analysis triangulation, such as combining qualitative content analysis with constant comparison analysis, added credibility to the findings (Decrop, 2004; Leech, Onwuegbuzie, & Combs, 2011).

FINDINGS

Since this study is still ongoing, based on current facts and evidence collected from second-hand literature and initial field survey, the results were relied on two main categories in both positive and negative aspect regarding these ICH practitioners' attitude among the commodification of tourism souvenir of ICH. In the Chinese literature context, this kind of process of manufacturing, distributing, promotion and selling of ICH tourism souvenir is referred to as productive protection since it could contribute to the producers' economic income and enhance the popularity of ICH (Liu, H., Han, F. and Wang, J., 2020). Indeed, this method in some degree is reasonable since Harrell (2013) argues that whatever methods can maintain a conventional culture alive, including commodification, are worthy. The current research finding from ICH practitioners is identified this point since its effective illustration for ICH sustainable development through increasing economic benefit. However, the negative effect, concern of ICH tourism souvenir production also is significant as well, which mainly rely on the conflict between cost saving for economic profit and the insistence of traditional handcraft skills too.

IMPLICATIONS

This study will enrich the current literature of Intangible Cultural Heritage related to sustainability and its relations and consequences towards commodification by investigating two cases of ICH heritage in China that are on the way to be mass tourism souvenir from the exploratory of ICH practitioners. Besides, understanding the growth of ICH as a tourism resource, as well as the ICH practitioners, who are in the frontier of the sustainable development of ICH, their understanding of such crucial issue can help policymakers in both tourism industry and the managerial staffs of ICH to have further collaborative strategies and policies to improve and support the sustainability of ICH in China.

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IMPACT OF “DISTANCE” ON HOTEL DEMAND MODELING

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INTRODUCTION

Among factors affecting tourism and hotel demand, the distance between a destination and its place of origins, which can deter and attract tourists, has received close attention from tourism scholars (Beaman, 1974; Smith, 1983; Mayo and Jarvis, 1986). Distance effectively represents the influence of many factors and is the foundation for a series of complicated decisions regarding whether, where, and which route to travel. As such, this construct exerts a profound influence on tourism activities (Cao et al., 2018). Incorporating spatial factors such as distance into a destination selection model should thus deepen our understanding of tourist behavior overall (Desbarats, 1983; Woodside and Lysonski, 1989).

Importantly, the influence of distance on tourists’ destination choices does not suggest that potential tourists select destinations merely based on distance (Lee et al., 2012); rather, distance is a proxy of several tangible and intangible attributes, contextual influences, and physical geographic considerations (McKercher and Mak, 2019). In modern times, the limitation of distance on tourism activities is no longer completely reflected in the absolute geographical distance as in the past when transportation was not developed, but in a more relative sense. As Kreisel (2004) notes, past interpretations of geographical space focused merely on spatial aspects, which was not consistent with the ‘real’ space as other dimension, such as socio-psychological factors, also have multiple and nonnegligible influences on tourist behaviors. The term relative distance is used to reflect the time features of stretching and shrinking of the geographical space in modern society (Abler, Adams, & Gould, 1972), and studies showed that tourist behavior in relation to relative space did not have completely the same features of geographic distance (Gatrell, 1983).

Under this background, this study argue that hotel demand is reflected by both physical and relative distance between origins and destinations. Daily online booking data for hotels in Hangzhou, China from July 2017 to August 2018 was collected to measure the city’s hotel demand. This study explores different forms of relative distance including economic distance, transportation convenience, cultural distance and climate distance between the city and its major origin markets. In addition, this study also considers tourism resources endowment of the destination city measured by the number of national 5A-level tourist attractions, the origin markets’ economic development status (measured by GDP) and population size as the determinants of hotel demand in Hangzhou using a gravity model approach. Differences of the determinants affecting hotel demand will be examined across a number of factors such as hotel categories, travel purposes, levels of tourist consumption and travel time. Our findings can benefit tourism market practitioners by highlighting the major influencing factors driving online hotel demand. Results can therefore guide the government and tourism marketers in making better-informed decisions when distributing and allocating tourism resources.

LITERATURE REVIEW

The influence of distance on travelers’

destination choices constitutes a complex dynamic system including frictional and catalytic effects (Lin and Morais, 2008). The frictional effect implies that climbing costs associated with time, money, and physical strength can hinder potential tourists' travel willingness and constrain tourism demand as distance grows. The catalytic effect reflects psychological benefits accompanying an increase in distance, such as a sense of novelty or a fulfilled psychological need to escape, which can offset the negative effects of costs to some extent. Gravity model, which is well suited to this circumstance, has been extensively applied to explain international flows given their ability to provide an "understandable and practical method to measure the relationship of one zone to another zone" (Moorthy, 2014).

Travel distance consists of several components including physical, psychological, social, and economic distance (Morley et al., 2014). Goeldner and Ritchie (2009) clearly defined economic and cultural distance, which were both categorized as resistance factors inversely associated with travel demand. Economic distance refers to the time and cost involved in traveling from one's place of origin to a destination and back. Economic distance presumably has a positive relationship with resistance for a destination, resulting in a negative relationship with travel demand (Goeldner and Ritchie, 2009). Cultural distance is the most commonly studied dimension of distance. The concept of cultural distance originates from the description of cultural differences. In the field of tourism research, cultural distance refers to the degree of cultural differences between tourist origin and destination. According to the 'similarity attraction' hypothesis (Byrne & Nelson, 1965), traveling to places with similar cultures can mitigate the culture shock, which may lead to a positive experience. Still, some researchers believe tourists' destination choices may be driven by cultural differences rather than similarities (McKercher & Cros, 2003; O'Leary & Deegan, 2003). Climate has been identified as an important destination attribute (Hu & Ritchie, 1993) and one of the most important determinants of international tourist flows (Boniface & Cooper, 2009). The relationship between climate and tourism demand is close and complex. Climate factors affect tourists' travel motivations, travel abilities and perceptions of the destination. In some cases, specific climate and weather are necessary conditions and main attractions of tourism (Martín, 2005). Empirical evidence showed that climate distance could also positively affect the tourism demand (Lorde, 2014; Lorde et al., 2016), encouraging tourists to take longer visits to a destination (Jackman et al., 2020). Thus, in the domestic context, it is also reasonable to take climate distance into consideration when modelling hotel demand. To the best of our knowledge, the impact of distance on all aspects of tourism demand is well-acknowledged but has not been fully explored (McKercher, 2018): the real effect of distance on tourist behavior remains unclear and calls for additional research to conceptualize its influence on travel demand (Xue and Zhang, 2020).

METHODOLOGY

Data for this study were collected from multiple sources. The number of person-trips included in each hotel booking was used as a proxy for online hotel demand for Hangzhou, China. The dataset consisted of categorical variables (e.g., hotel rating, residence city, consumption level and travel purpose) and numerical variables (e.g., number of person-trips). We aggregated records containing bookings in the same city to obtain records at the city-pair level for all of the above subcategories. The **geographic distance** between the origin city and Hangzhou City was Web crawled from the authorized API offered by Baidu Map. Given China's complex topography and elevation changes from the western to eastern regions, the driving distance was used to measure the geographic distance. Train timetables and ticket fares were Web crawled from Ctrip, China's leading online travel market service platform. The number of trains from each origin city to Hangzhou was used to measure the **transportation convenience** between the two cities, and the lowest price and shortest time among these trains were used to measure the **economic distance**. The *Linguistic Atlas of China (2012 edition)* provides detailed information on the distribution of various dialects in the country. We adopted the dialect distance as the proxy for **cultural distance**, which was similar to language distance that frequently used in cultural distance studies. Specifically, if the origin city and Hangzhou both belong to a same dialect segment, then the dialect distance is assigned with 0; if both belong to a same dialect area but a different dialect segment, the dialect distance is assigned with 1; if the origin city and Hangzhou belong to different dialect regions, the dialect distance is as assigned with 2. The **climate distance** was constructed in a similar way. The climate of each city was identified by the national first-level climatic regionalization. If the origin city's climate is the same with Hangzhou, the climate distance is 0; if the origin city belongs to subtropical zone but has different climate with Hangzhou, the climate distance is 1; otherwise the climate distance is 2. This study also introduces the GDP, population of the city and the number of national AAAAA level tourist attractions of the province where the city belongs to explore the determinants of the hotel demand using a gravity model approach. Data was collected from official public sources. Finally, the cross-sectional econometric model was estimated by robust OLS regression. In addition, the influence of multiple factors under different hotel stars, travel purposes, tourist consumption levels and travel time were explored and discussed by subsample regressions.

PRELIMINARY FINDINGS & CONCLUSIONS

Preliminary results showed that GDP, population, number of tourist attractions, geographic distance, economic distance, transportation convenience, cultural distance and climate distance were all significant determinants of online hotel demand. The online hotel demand in Hangzhou was negatively affected by geographic distance, while positively affected by origin city's GDP and population, transportation convenience and climate distance. However, the effect of economic distance and cultural distance were not consistent across different hotel stars, travel purposes, tourist consumption levels and travel time, which worth further discussion. For example, the effect of economic distance was positive for tourists who have business purposes, medium to high consumption level and travel on weekends and vacations.

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HOW MOBILE PHONE USAGE AFFECTS REACTIONS IN SERVICE FAILURE

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INTRODUCTION

Portable devices are increasingly adopted in self-service with the enhancement of mobile technology (e.g., e-service mobile applications, self-ordering tablets) (Pew Research Center 2017). Smartphones, among all the portable devices, have been viewed as the most fast-growing device type in the past few years and now become equally ubiquitous as laptops (Pew Research Center 2015; 2019). In addition, an increasing number of consumers have become multiple device owners (Bröhl et al. 2018). Prior research has demonstrated that multiple device users tend to assign specific functions to different devices (Bröhl et al. 2018). Specifically, laptop and computers are mostly used for complicated text-processing and video games, whereas tablets are associated with entertainment activities of watching video and playing less sophisticated games. Smartphones are linked with daily chores (e.g., e-banking, information searching, online shopping), communication and social media, thus serving as a personal assistant. Although there are some variations in online shopping among different ages, smartphones are the priority for online shopping among the generations who were born after 1980 (Bröhl et al. 2018; Pew Research Center 2016). To cater such specific-device-for-specific-activity trend, practitioners have developed applications with tailored operations for different devices (e.g., gestures and interface design on tablets are different from on smartphones). Although such actions have been adopted, scant research has examined how these device-specific operations affect customers' cognition, from which their responses in the service are elicited.

We propose that compared to tablets, the operations of smartphones are more associated with service functions, hence, people would feel more familiar and easier to do a new self-service task via smartphones (vs. other personal devices). According to illusions of control theory, one of the antecedents to boost a sense of inflated control is perceived familiarity of tool or materials (Thompson 1998). Furthermore, such illusory control after completing task would extend to more far-reaching events that are associated with the task outcome (example see Fast et al. 2009). By the same token, we propose that such feeling of similarity towards task material (i.e., the operation on smartphones) would induce customers' illusory control over the self-service process, which leads to an inclination of personal responsibility in subsequent service failure and thus less dissatisfaction with the service firm.

METHOD

Participants will be randomly assigned to a one-way (devices: tablet vs. mobile) between-subjects design of a lab experiment. They are invited to a mock unmanned stand that sells snacks (chocolate and jerky). Only QR codes and pictures of the snacks are presented in front of them. Respondents are told that certain restaurant at school is considering using such remote ordering service to increase sales and lower the costs of manpower, and they are invited to help test the technology using their own portable devices. They will order by scanning the QR code on the stand and later the experimenter would bring what they ordered to the stand. Service failure is described as bringing the wrong order. Later, participants would complete a survey consisting of a set of dependent measures including dissatisfaction, responsibility attribution, and perceived control.

FINDINGS

Perceived control.

We predict a main effect of device on perceived control. Specifically, mobile phone users (vs. tablet users) would believe that they have more control over the service process.

Responsibility attribution.

Again, the main effect of device type is predicted. That is, mobile phone users would attribute more responsibility to their own and would tablet users.

Dissatisfaction.

We predict a main effect of device type on dissatisfaction. Specifically, mobile users would express less dissatisfactions in the service failure. In addition, a serial mediation via SPSS Process 3.0 (Hayes 2017) would be conducted. We predict that such mediation would be significant.

CONCLUSIONS

This research provides a new perspective in the era of self-service via mobile devices. Specifically, this research offers an explanation how self-service device itself would trigger customers' differential reactions under service failure. We expect that by inducing a higher level of perceived control in service process and thus more personal responsibility in subsequent service failures, smartphones are the most effective portable device to alleviate dissatisfaction.

Several marketing implications could be yielded from this research. Smartphones should be adopted in terms of triggering personal responsibility in service process. Furthermore, a sense of similarity with other service-related operations (e.g., scanning QR code, similar operative gestures) on smartphones is the key to elicit more perceived control in the service process. Therefore, self-service interface should avoid gestures or layouts that is too new for customers. On the other hand, interface designers of tablets could make the layout of self-service more similar to that on smartphones.

Limitations of the research are also considered. The alternative explanation of screen size should be ruled out in the future studies. That is, the screen size of smartphones and tablet in future experiments should be controlled. Furthermore, boundary conditions such as device ownership (i.e., whether such effect would only appear when the device is owned by customers themselves) needs to be further explored.

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