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Preface

Hoşgeldiniz, Welcome, Willkommen, Bienvenue, Добро пожаловать, 歡迎光臨, Bienvenido, Καλώς Ορίσατε, Benvenuto, ようこそ, 환영합니다, سهولً لَهَا to the Global Conference on Business and Economics (GLOBE) here at the Bahçeşehir University, Istanbul, Turkey. The Association of North America Higher Education International (ANAHEI) is very honored and excited to host GLOBE 2019. This is the 10th GLOBE Conference 16th conference that ANAHEI is organizing.

GLOBE received more than 150 abstracts/papers for the conference from 220+ authors. Among the 150 abstracts/papers, 101 of them are accepted to be presented at GLOBE 2019. GLOBE is a truly an interdisciplinary and global conference as we will host 200+ participants from 23 countries and from different fields of studies. We would like to thank each author for submitting their research papers to GLOBE 2019.

As GLOBE 2019 was a peer-reviewed, double blind conference, we would like to thank each and every reviewer who ensured that the paper review process was a high quality and smooth. We also would like to thank the awards committee for their hard work in selecting the recipients of this year’s award winners.

We would like to thank Mr. Enver Yucel, Chairman of the Board of Trustees of Bahçeşehir University, for hosting GLOBE 2019. Without his support and visionary insights, this conference would have not been possible. We also would like to thank the entire team of Bahçeşehir University. We would like to thank our sponsors for making this conference possible: University of South Florida Sarasota-Manatee (USFSM); M3 Center for Hospitality Technology and Innovation, USFSM; College of Business, USFSM; MUMA College of Business, USF; Bradenton Area Convention and Visitor’s Bureau; Tourism Faculty, Akdeniz University; Department of Tourism and Hotel Management, Bilkent University; and Department of Tourism Administration, Bogazici University.

We extend our gratitude also to our ANAHEI Conference Director, Dr. Muhittin Cavgusoglu, for his great contributions to the success of the GLOBE Conference. We also thank local organizing committee members: Dr. Seden Dogan, Mr. Ozan Gungor, Dr. Ahmet Vatan, and Dr. Mehtap Yucel Gungor. Moreover, we sincerely express our appreciation to all lecturers, supporting staff and students at the Bahçeşehir University, who have volunteered their time to make this conference a success. Especially, we would like to thank the Gastronomy Department, Bahçeşehir University for preparing all food and beverage for GLOBE 2019. We also thank all other volunteers.

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# Table of Contents

## Part 1: Accounting

- Does the Indonesia’s Shariah Accounting Conceptual Framework Need Revision? Stakeholders’ Perception ......................................................... 2  
  M. Nur A. Birton¹, Mahfud Sholihin², Dian Andari³, and Aly Abdel Moneim⁴

- How Does Perceived External Prestige of Accounting Managers Affect Their Professional and Organizational Identification: Empirical Evidence From Turkish Industry ................................................... 3  
  Emre Cengiz

## Part 2: Consumer Behavior

- Consumer Behavior in Tourism and the Internet: A Review Paper ........................................................................................................ 5  
  Cihan Cobanoglu¹ and Luana Nanu²

- Antecedents and Consequences of Social Network User’s Commitment ............................................................................. 6  
  Jamil Hebali

- Tell Me Everything About Your Pet: Pet Owners as Consumers (Profiles, Perceptions of Pets, and Spending on Pets) ........................................... 7  
  Burcu Selin Yilmaz

- A Multi-Category Assortment Packing Problem Under Cross-Selling and Cannibalization Effects .................................................. 10  
  Ameera Ibrahim¹ and Ahmed Ghoniem²

- Do Socio-Psychological Features Affect Generation-Z’ Attitudes Towards Leading Hospitality Trends? .................................................... 12  
  Ainur Kenebayeva¹ and Gainiya Tazhina²

- The Effect of Hotel Lobby Design on Booking Intent Among Different Generations .......................................................... 13  
  Luana Nanu¹, Faizan Ali², Ekaterina Berezina³, and Cihan Cobanoglu¹

## Part 3: Corporate Finance & Governance

- Factors Influencing Labor Cost in Garment Industry of Bangladesh: A Panel Data Approach ................................................................ 15  
  Sumaiya Zaman

## Part 4: Economics

- Energizing Intellectual Concept: Integration of Intellectual Capital Theory and Resource-Based Theory ........................................ 17  
  Zulkifli, Tatiek Nurhayatie, and Widodo

- Foreign Direct Investment and Economic Growth in Developed and Developing Countries ......................................................... 18  
  Raul Chamorro-Narvaez¹ and Nidia Garavito-Calderon²
Stabilization Versus Development: A Tale of Two Tales ...............................................................19
Bilal Bagis ...................................................................................................................................... 19

Health Insurance Coverage Take-Up Rates in Small Firms After the ACA .........................................20
Nour Kattih¹, Fady Mansour², and Franklin G. Mixon, Jr.² ........................................................................ 20

Does Relative Intergenerational Educational Mobility Track Absolute Intergenerational Educational Mobility? .............................................................................................................................21
Orhan Torul ........................................................................................................................................ 21

Part 5: Education & Training ...........................................................................................................23

HTM Partnerships With High Schools: A Case Study for How Faculty Can Help Increase Enrollment .............................................................................................................................24
Damien L. Duchamp ........................................................................................................................................ 24

The Impact of Erasmus+ Mobility on the Language Skills of Learners: An Exploratory Study .................................................................................................................................25
Lamiha Ozturk ........................................................................................................................................ 25

Education is Lifestyle .......................................................................................................................26
Vilhjalmur Egilsson .................................................................................................................................. 26

Attitudes of Anadolu University Open Education Students Towards English Learning ....28
Gul Er¹, Remzi Reha Durucaṣu², and Sinan Aydin³ ..................................................................................... 28

Part 6: Environmental Issues/Sustainability & Green Tourism .........................................................29

Sound Pollution and Tourism in the Urban Area .....................................................................30
Esref Ay and Semra Gunay Aktas ........................................................................................................... 30

Tourism in Protected Areas: The Case of Yenice Forests .............................................................31
Eray Caglayan and Hakan Sezerel ........................................................................................................ 31

Achieving Sustainable Tourism Through Eco-Lodge Venture: Evidence From Eco-Lodge Cases .................................................................................................................................32
Nilooifar Behnamshirazi¹, Habib Alipour¹, and Sahar Ebadinezhad² ..................................................... 32

Part 7: Finance & Banking ...............................................................................................................33

Modeling on a Flexible Loan Based on Its Borrower’s Asset With Credit Rating Migration ..........34
Jin Liang and Zhaoya Liu ..................................................................................................................... 34

ING Bank Case in Electronic Banking Applications .........................................................................35
Ilhan Kanusagi and Lamiha Ozturk ....................................................................................................... 35

Credit Guarantee Schemes: A Critical Analysis of the Small Business Administration as a Model for Emerging Economies Developing Business and Entrepreneurship .................................................................................................36
Gary Bliss ........................................................................................................................................... 36

Published by Scholar Commons, October 1, 2019
Is Leverage a Friend or Foe for Return Sensitivity and Risk Vulnerability? ....................................37
Murat Kizildag................................................................. 37

An Analysis on Return Performances of City Indices From BIST .................................................38
Neslihan Fidan Kececi and Yonca Erdem Demirtas ........................................................................... 38

Part 8: Food and Beverage Management ........................................................................................39

Spatial Analysis of Cooking Oils Usage in Turkey: Example of Bulgur Pilaff and Casserole Meal ............................................................40
Onder Yayla1 and Semra Gunay Aktas2 ..................................................................................................... 40

Barriers to Organic Food Purchasing: A Qualitative Approach ..................................................41
Sirin Gizem Kose and Ibrahim Kircova ........................................................................................................... 41

The Cuisine and Its Historical Development ..............................................................................44
Bulent Aydin1 and Abdulkadir Corbaci2 ................................................................................................. 44

The Role of Restaurant Management Lab Courses in Hospitality Education ......................45
Patrick J. Moreo ........................................................................................................................................ 45

The Effect of Servicescape on Revisit Intention in Restaurants: The Moderating Effect of Brand Familiarity ...............................................................................................................................46
Seray Gulertekegin Genc and Volkan Genc .............................................................................................. 46

Motivations for Visiting Ethnic Restaurants: A Cross Cultural Study ..................................................49
Seo Yeon Jang1 and Saínatee Chernbumroong2 ......................................................................................... 49

Part 9: Hospitality & Tourism/Smart Tourism ......................................................................................51

The Christian Sanctuaries and Faith Tourism ..................................................................................52
Eda Avci .................................................................................................................................................. 52

Coopetition in Travel Industry: Cooperation Within Competition in the Near Future ..........53
Ozge Ersu .................................................................................................................................................. 53

Respect for Tourism Jobs in Ghana, West Africa ..............................................................................54
Damien L. Duchamp ................................................................................................................................. 54

Development and Validation of a Festival Personality Scale ..........................................................55
Deniz Karagoz .......................................................................................................................................... 55

Measuring the Financial Performances of Tourism Firms Traded on the Borsa Istanbul Through Fuzzy Topsis ..........................................................................................................................56
Nalan Ece1 and Umran Sengul2 ................................................................................................................. 56

An Assessment of the Marketing Budget in the Tourism Businesses ............................................57
Resat Arica1, Abdulkadir Corbaci1, and Bulent Aydin2 ................................................................................... 57
The Brave New Touristic Sight-to-See of Turkey: The Future of the Shopping Mall Is Not at all About Shopping
Hande Bilsel1 and Aysegul Gunduz Songur2

Destination Experience: Making the Tourism Cities 5-Star
Mehmet Cihan Yavuz

Investigation Into the Subjective Well-Being of the Emerging Workforce of Hospitality Industry: A Perspective of Cultural Values
Juan Tang

Operational Design as a Framework for Developing Diligence-Based Strategy in Food and Beverage Operations: A Case Study Approach
Emre Erbas

How to Increase Sales in Hospitality by Using Social Media: A Case Study in International Hotels in Ankara Province
Gokhan Sener

Examining the Competitive Advantage of Gastronomy Tourism With Diamond Model
Onur Dirlik1 and Zeynep Karsavuran2

Enhancing the Cultural Tourism Experience Through Augmented Reality
Eda Avci

Are Rural Tourism Initiatives Sustainable? Evidence From Turkey
Guliz Coskun

Peer to Peer Accommodation and Sharing Economy From Tourist’ Perspective: A Quantitative Research
Cigdem Ozkan

Competitive Intelligence in the Hospitality Industry — Perspectives of Turkish Revenue Managers: A Pilot Study
Tevfik Demirciftci and Amanda Belarmino

The Effect of Negative Perceptions of OTA Customers Over Non-Controllable Satisfaction Factors in Hotel Website Marketing
Ersem Karadag1 and Aysegul Gunduz Songur2

Part 10: Human Resource Management

Impact of Error Management Culture on Employees’ Anxiety, Gratitude, and Service Recovery Performance
Xingyu Wang1, Priyanko Guchait2, and Aysin Pasamehmetoglu3

The Relationship Between Tourist Profile and Job Satisfaction in Accommodation Enterprises: The Case of Beyoglu
Kivanc Inelmen and Oyku Ozturk
Assessing the Influence of Cultural Intelligence (CQ) of Project Manager on Team Performance: Study on Project Team Working Under the Umbrella of CPEC

Ahsan Tahir and Osman Khan

Despotic Leadership and Counterproductive Behavior: The Role of Reduce Organization-Based Self-Esteem (ROBSE) and Emotional Stability

Muhammad Anwar ul Haq, Mirza Ashfaq Ahmed, Sobia Shabbir, and Shaista Khalid

The Effect of Strategic Human Resources Management on Intrapreneurship

Ali Sukru Cetinkaya

Examining Factors That Impact Flight Attendants’ Job Satisfaction

Alexia F. Franzidis, Steven M. Zinder, and Michael F. Yau

The Roles of Job Satisfaction and Motivation on Employees' Intentions to Use Social Media for Businesses: Towards a Multilevel and Integrative Organizational Model

Francesca Di Virgilio, Monica Valderrama Santome, and Carlos Toural

Part 11: Innovation & Entrepreneurship

Hospitality Infusion: Making Hospitals More Hospitable

Damien L. Duchamp, Christina Caruso, Tatyana Simmons, Claudia Velis, and Daisy Lau

Part 12: International Trade

The Effect of Recent Changes in Turkish Exchange Legislation on Operations of Foreign Trade and Accounting

Mehmet Meleme, Sezayi Dumanoglu, and Hanifi Ayboga

Part 13: Leisure Management

Effective Use of Local Dances in Creating Destination Experience: The Case of Adana Ciftetelli and International Orange Blossom Carnival

Mehmet Cihan Yavuz and Muzaffer Sumbul

Comparison of Turkish Airlines and Aegean Airlines Loyalty Programs via Frequent Flyer Money Saver Analysis

Bora Suavi Unsal

Part 14: Management

Authentic Leadership and Follower Trust in Leader: The Effect of Leader Optimism

Nevra Baker

The Impact of Conflict on Organizational Commitment

Ali Sukru Cetinkaya

Workplace Violence: A Theoretical Review

Ali Sukru Cetinkaya, Muhammad Rashid, and Sobia Nasir
The Effect of Leader Optimism on the Relationship Between Authentic Leadership and Follower Job Satisfaction .................................................................96

Nevra Baker ........................................................................................................................................... 96

The Effects of Workplace Incivility on Turnover Intention: The Mediating Role of Job Embeddedness ...........................................................................98

Mert Gurlek .......................................................................................................................................... 98

Cultural Tightness or Looseness: An Examination From the Context of Pakistani Universities ..................................................................................99

Sevil Akyurek1, Nadia Nasir2, Sobia Nasir1, and Muhammad Rashid3 .............................................................................................................. 99

Mediating Role of Job Satisfaction Between (Autocratic and Democratic) Leadership Styles and Its Possible Outcomes: An Examination From Hospitality Sector of Pakistan ..........................................................101

Sobia Nasir1, Nadia Nasir2, Muhammad Rashid3, and Sevil Akyurek1 .............................................................................................................. 101

Effects of Institutions on a Firm’s Political Behavior ..............................................................................104

Kenneth (Kyeungrae) Oh ......................................................................................................................... 104

The Role of Storytelling, and a Firm’s Responses to Environmental Changes in the Leisure Industry: An Attention-Based View ......................................................................................... 105

Wei-Tien Hung .................................................................................................................................... 105

Managing Distrust in Occupational Safety and Management: Contextual Manifestations and How It Might Best Be Overcome ................................................................................................. 107

Cihangir Gumustas1 and Fatma Kusku2 .................................................................................................. 107

Business-NGO Interactions, Corporate Sustainability Performance and Competitiveness .................................................................................................................................108

Tuba Bozaykut-Buk .................................................................................................................................. 108

Part 15: Social Science Studies ..............................................................................................................109

The AREA Method: Countering Bias & Building Trust in Decision-Making ........................................110

Cheryl Strauss Einhorn ................................................................................................................................... 110

Analyzing Rental House Demand in Turkey With Factor Analysis and Gray Relational Analysis .........................................................................................111

Gulen Arikan Kokkaya and Vildan Kistik .............................................................................................. 111

Commitments Made in the Election Period and Political Moral Hazard ...................................................113

Vildan Kistik and Gulen Arikan Kokkaya ................................................................................................. 113

Effects of Confucian Values and National Culture on Business Ethics in China: An Empirical Examination .................................................................................................115

Rafik Beekun1, Ji Guo2, Jim Westerman3, and Jennifer Westerman3 ......................................................................................................... 115

A Review of the Laws Regulating Biometric Data Internationally and the Need for a Global Standard .................................................................................................117

Leanne Mitchell DeFoor .......................................................................................................................... 117
Multinational Business/Clinical Global Curriculum Model .................................................. 119
   Joyce Eisell, Fara Zakery, Charles Sykes, and Robert Kamkwatala ........................................ 119

Educational Tourists’ Familiarity With the Traditional Foods in Their Host
Community: The Case of a Mediterranean Island ................................................................. 120
   Burcu Toker and Hamed Rezapouraghdam ......................................................................... 120

Efficiency Measurement Based on Financial Performance: An Application in
Manufacturing Industry ............................................................................................................ 123
   Nalan Ece1 and Umran Sengul2 ............................................................................................. 123

Netnographic Analysis of Folklore Festivals: Cultural Experience or
Touristic Attraction? ................................................................................................................. 124
   Muzaffer Sumbul ...................................................................................................................... 124

Environment and Crime in Turkey ..................................................................................... 125
   Ismet Nezih Abanoz ................................................................................................................ 125

Self-Perceptions of Aging of University Students in Turkey: An Evaluation
in the Context of Different Faculties ..................................................................................... 126
   Bilal Bagis1 and Aynur Yumurtaci2 ....................................................................................... 126

The Effects of Global Economic Dynamics on the National State ...................................... 127
   Mehtap Yesilorman .................................................................................................................. 127

Part 16: Technology/E-Business/Social Media ........................................................................ 128

Does Communication With Emoticons/Emojis Work Efficiently? Evidence
From Turkey .............................................................................................................................. 129
   Seden Dogan1 and Ayse Bas Collins2 .................................................................................. 129

Management by Social Media ................................................................................................ 130
   Muhammad Rashid and Ali Sukru Cetinkaya ....................................................................... 130

Hotel Managers’ Thoughts Towards New Technologies and Service Robots’
at Hotels: A Qualitative Study in Turkey ................................................................................ 132
   Seden Dogan1 and Ahmet Vatan2 ....................................................................................... 132

How to Attract Young Generation to Museums Using the Idea of Gamification
and an Augmented Reality Based Mobile Application ........................................................... 133
   Gizem Kayar1 and Cihan Cobanoglu2 .................................................................................. 133

A Data Driven Playlist-Based Recommendation and Vote Box System Using
Spotify Developer API (An Approach to Enhance Customer Experience Using
Music Data) ............................................................................................................................... 136
   Gizem Kayar1, Tolga Sumer2, Furkan Soyturk2, Galip Erkin Doruk2, and Cihan Cobanoglu3 ...... 136

Authentic Appalachia Website ................................................................................................ 138
   Elizabeth C. Hirschman ........................................................................................................... 138
Marketing Proposal for the Expansion of Uva-Wise Into the Greater Appalachian Region

Elizabeth C. Hirschman

Use of Artificial Intelligence in Direct Marketing Adaptation in Transnational Strategy

Ilhami Tuncer¹, Mehmet Akif Gunduz², and Fatih Cura²

Gamification in Human Resources: Processes and Reflections in the Hospitality Industry

Semsettin Oguz Yuksek¹, Cihan Cobanoglu¹, Sri Suwanti², and Gizem Kayar³
Part 1: Accounting
Does the Indonesia’s Shariah Accounting Conceptual Framework Need Revision? Stakeholders’ Perception

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Abstract

Various standard boards such as FASB, IASB, AAOIFI, make adjustments to the conceptual framework of financial reporting on a regular basis to respond to various internal and external changes. The first conceptual framework for Financial Reporting in Indonesia, the Framework for Preparation and Presentation for Financial Statements (FPPFS), was adopted from the IASC in 1994 and in 2007 it was adapted to the Sharia Framework for Preparation and Presentation for Financial Statements (SFPPFS). FPPFS in 2016 was replaced with the IASB Conceptual Framework for Financial Reporting (CFFR). This paper aims to explain the views of Islamic accounting stakeholders in Indonesia about the need for revision of the SFPPFS after the severing relationship between SFPPFS and FPPFS together with the increasing complexity of Sharia entity operations, conceptual incoherence in SFPPFS, and conceptual incoherence between SFPPFS and Islamic financial accounting standards. This study uses a survey method to analyze various opinions of 113 Islamic accounting stakeholders in Indonesia related to the need of revision of Sharia Accounting Conceptual Framework (SACF). The results show that, in general, the stakeholders want a change in the SACF and agree that Maqasid Shariah as a common foundation for the formulation of a new Sharia conceptual framework.

Keywords: conceptual framework, maqasid shariah, Islamic accounting standards, stakeholders, survey
How Does Perceived External Prestige of Accounting Managers Affect Their Professional and Organizational Identification: Empirical Evidence From Turkish Industry

Emre Cengiz
Soke Faculty of Business
Aydin Adnan Menderes University, Turkey

Abstract

Social Identification Theory (SIT) states that people tend to use social categories in order to classify themselves and outsiders. Perceived external prestige represents a member's beliefs about outsiders' perceptions about his or her organization which influences the cognitive connection that individuals create with their organization. Along with the other previous research that found a positive association between perceived external prestige and, professional and organizational identification; this study examines the effects of perceived external prestige of accountants on professional and organizational identification in a Turkish sample. The research findings indicated that perceived external prestige found to have a significant effect on professional and organizational identification. However, job autonomy and tenure were not found to have any significant effect on professional and organizational identification.

Keywords: perceived external prestige, professional identification, organizational identification, tenure, job autonomy
Part 2: Consumer Behavior
Consumer Behavior in Tourism and the Internet: A Review Paper

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Abstract

The internet has significant importance for proving tourism related information, according to the World Tourism Organization, the internet is the key to identifying customer needs and want and establishing a relationship. Tourism entities can use the internet as a vessel to offer personalized and up-to-date information about their products and services. The internet has been a precious tool when it comes to all tourism related activities for both the consumer and the business. The future trends of consumer behavior, tourism, and the internet are correlated, and moving forward together. By looking at top four most popular tourism journals based on SCOPUS index, Journal of Travel Research, Tourism Management, and Annals of Tourism Research, and International Journal of Hospitality Management, we have identified the most common research topics that have grabbed empirical curiosity by researchers. Naturally, there have been an abundant amount of research around many aspects that concern consumer behavior in tourism, however, the below mentioned ones have proven to be most popular. Looking at published articles from 2000 to present, we have identified that the most research topics where the use of internet as a marketing tool, the impact of website on the consumer, and the powerful force of social media. This research analyzed published research in consumer behavior and the internet in tourism and provided topical recommendations for future academic research. New insights may be given for tourism managers into different uses of the internet in consumer behavior.

Keywords: consumer behavior in tourism, future research in consumer behavior, internet and consumer behavior
Antecedents and Consequences of Social Network User’s Commitment

Jamil Hebali

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Abstract

The objective of this research is to develop and validate a conceptual model of social networks user’s commitment. We have identified three antecedent variables of user’s commitment: social interaction, trust and self-expression, and user interaction and enjoyment as consequences of commitment. Firstly, we applied an exploratory factor analysis to validate the internal construct of the commitment. Secondly, we use the maximum likelihood estimation method for the confirmatory factor analysis. The measurement model provided an acceptable fit to data. 15 hypotheses were proposed in our model, 11 were supported by the data analysis and 4 were rejected.

Keywords: commitment, social networks, structural equation modeling
Tell Me Everything About Your Pet: Pet Owners as Consumers (Profiles, Perceptions of Pets, and Spending on Pets)

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Abstract

The relationship between animals as pets and human beings has drawn the attention of researchers from various fields such as psychology, sociology, psychiatry, medicine, nursing sciences, veterinary sciences, law, and marketing since 1970’s. Companion animals or pets are described as animals which reside with humans, provide no specific utility and are given an exceptional position by humans (Amiot, Bastian and Martens, 2016: 552). Domestification of animals for utilitarian purposes could not be seen as the reason behind keeping animals as pets, the desire of humans for companionship with other species has lead them to keep different species as pets (Hirschman, 1994) and this relationship rooted in evolutionary, psychological, and physiological processes has created a bond between humans and animals. Most of the pet owners regard their companion animals as a member of their families (Carlisle-Frank and Frank, 2016; Cohen, 2002; Hirschman, 1994). Measures of human attachment which are founded on the expanded versions of attachment theory could be used to assess humans’ relationships with their pets (Beck and Madresh, 2008; Stammbach and Turner, 1999).

Pet owners’ spending on pets comprises pet food (from cheaper brands to premium food), price of pet purchased, supplies and medication, pet services, and medical care. The structure of expenditures on pets (quantity and contents) is determined by emotional bond between human and pet, nature of this relationship (especially value attached to pet), and roles played by the pets in the family. Attachment to pets is determined by level of pet anthropomorphism and number of children (Albert and Bulcroft, 1998). The role of the pets played in family structures and the bond between pets and pet owners –or pet parents- determine how much time and money will be spent on pets (Marsh, 2019). According to Hirschman (1994: 617) the role of pets in pet owners’ lives could be classified as “animals as objects/products” and “animals as companions”. The role of companion animals in pet owners’ lives (as friends, family members or extensions of the self, as a source of pleasure, as a problem, as a mediating agent for humans between nature and culture) has been taken into consideration as a determining factor of pet consumption (Belk, 1996; Brockman, Taylor and Brockman, 2008; Hirschman, 1994; Holbrook, 1996). Childhood socialization (relationships with pets during childhood) has an influence on attitudes, behaviors and preference patterns (Hirschman, 1994).

The main purpose of this study is to determine profiles of Turkish pet owners, to analyze their perceptions of pets, and to explore the factors which influence their consumption patterns when they spend for their pets based on the results of a qualitative research. This exploratory research was conducted in the form of semi-structured and unobtrusive interviews with 18 people each ranging from 60 minutes to 90 minutes between 10 May 2019 and 31 May 2019 in Izmir, Turkey. Participants of the study were selected according to the principles of “criterion sampling” and “theory-guided sampling”, which are “purposive sampling” methods. Participant were chosen among individuals who have been taking care of pets for a specific period of time in order to exclude individuals who own pets as a passing fad and who were over 25 to make certain to find
individuals who make their livings. Interview questions were prepared after the review of relevant literature on pets, pet spending, and animal companionship. The participants varied in age (ages 25-64), gender (10 women, 8 men), education, income, presence of children, marital status, and type (cat, dog, and cat/dog) and number of pets owned. Demographic profile of pet owners and profiles of their pets affect pet ownership (Aylesworth, Chapman and Dobscha, 1999).

While interviewing with the participants, they were firstly asked about their pets, and it was observed that they were keen on telling about their pets, showing photographs and videos of their pets. The reasons why they owned pet/s produced these themes; having a finding a purpose in life, achieving work-life balance (Mosteller, 2008), companion/friend, helping a creature in need, socializing, need for a living being at home, providing child a friend, social support, having an active life / exercising (especially for dog owners), and avoidance of loneliness. Participants display two main motives describing their pet ownership: valuing their pets as an individual being (family member, friend, children) and owning a pet as a mean of self-manifestation. Participants who choose to own a pet among strays or adopt from shelters are motivated by intrinsic goals and could be labeled as altruistic hedonists of pet owners. Participants who look for a special pet (a specific breed) and buy their pets are motivated by external rewards and credit from others and could be labeled as egoistical hedonists of pet owners. Emotional attachment level of the participants varies on the basis of the participant’s gender (woman display more emotional attachment to their pets), presence of children, childhood socialization, having pet/s many times in their lives, and perceived role of companion animal (pet as friends/family member, pet as status symbol, pet as possession, pet as a cherished other, pet as child, and animals as extended self). Intermediate position between nature and culture (or inside versus outside) (Hirschman, 1994: 623) have an impact on the role of pet and the attachment level of the pet owner; if the pet is allowed to live at home (with no permission to go out), then the owner anthropomorphized the pet and this influences role and perception of the pet. The participants with children suggested that they own pets to teach their children empathy, being responsible caregivers, love of nature and animals, and to provide their children with companionship of a “furry friend” to socialize them.

Income level of the participants plays a significant role on their pet spending decisions; spending on pets usually rise with income level. Veterinary care is accepted as basic need of the pet/s by most of the participants and they all say that it should be paid. However, according to demographic profile of the participants acceptable limits of veterinary care differ. Many of the participants told that some of their family members, friends, relatives, and even strangers (while they are feeding strays and feral animals) criticize them because of their spending of pets. However, in most of the cases due to bonds between pet owners and pets, this does not affect the perception of pets (and strays and feral animals) in the minds of pet owners and their behaviors towards them. Disagreements in the family about pet care and spending cause conflicts between family members and might affect the family pet’s life negatively (relinquishment or abandonment of pet, neglect or abuse of pet (Maharaj, Kazanjian and Borgen, 2018). Almost all the participants admitted that owning and taking care of pets involves monetary and non-monetary sacrifices as suggested by Brockman et al. (2008). Acceptance level of these sacrifices is determined by the participants’ degree of attachment to their pets, childhood socialization, the presence of children, income level.

This study provides a basis for future research on a mostly overlooked topic in Turkey. The results develop an understanding of factors which determine how and how much money pet owners spend for their pets and of the meaning attributed to pet consumption in the minds of pet owners. This study has some limitations. The findings pertain to a small, purposive sample and covers only owners of dogs and cats, so the findings of the research will not allow making generalizations.
Future research should consider covering a larger sample including owners of other species such as birds, fish and exotic animals and different age groups (for example individuals younger than 25 or children). Ethnographic interviewing or a quantitative study could be used for a better understanding of pet owners in Turkey.

**Keywords:** pets, attachment, human-animal bond, animal companions, human-pet relations, extended self

**References**


A Multi-Category Assortment Packing Problem Under Cross-Selling and Cannibalization Effects

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Abstract

To maintain a competitive edge, firms need to carefully manage the life cycles of their products, which encompass four main stages spanning their introduction, growth, maturity, and decline. The latter ends with the product being withdrawn from the market or its production discontinued, as newer versions of it or substitutable options become available. The management of product variety over time is grounded in a firm's ability to strategically plan the introduction and withdrawal of products. Such planning issues arise in a broad spectrum of applications, including the management of movie theaters, DVD rentals, automotive industry, high fashion, and electronic devices to name a few. In such applications, products have a limited life cycle that may be measured in weeks (e.g., movies) or a few years (e.g., cars). The dynamic planning of product assortments is affected by the inherent decline of the product’s attractiveness over time, as it “ages.” This phenomenon, henceforth referred to as product decay, is further complicated by the additional impact of other products in the assortment. The introduction of more attractive substitutable items (e.g., new version of a smart-phone) can be detrimental to and further accelerate the decay of a (cannibalized) product. In contrast, the decaying attractiveness of a product can be invigorated, to some extent, by the introduction of certain complementary items that increase the utility or the appeal of the former and create the opportunity of cross-selling. This requires a strategic planning of the specific mix of products that are made available for customers in order to meet, but also spark, their interest in new(er) products. Given the combinatorial nature of such assortment decisions, it is judicious to develop optimization models that capture the relative market share of decaying products as different subsets of products get introduced into the assortment over time. Some firms, especially in the apparel business, are particularly interested in dynamically refreshing their stores with new products over different selling seasons. However, as highlighted in the work by Caro et al. (2014), they usually employ a manual, ad hoc strategy based on their own experience and subjective judgment. Such approaches typically lack integration and can benefit from business analytics and optimization. Motivated by the above, we consider the general case of multiple interdependent categories with product substitutability in a given category and complementarity between products across categories. We also consider a multi-period horizon whereby subsets of products are dynamically introduced over time and their relative market shares are represented using an attraction demand model (Bell et al. 1975). Each product attractiveness decays over time, until its complete decline and withdrawal at the end of its longevity. After its introduction, item decay may be strategically accelerated or slowed down due to cannibalization or cross-selling effects. This model extends the extant literature on the assortment-packing problem. It subsumes the special case of a single-category, single-period model with an attraction demand model (Talluri and van Ryzin 2004, Gallego et al. 2006, and Kok et al. 2008). It also extends the work by Caro et al. (2014), which examines a single-category multi-period problem with decaying attractiveness but without any cannibalization or cross-selling effects.
To this end, we propose a 0-1 nonlinear fractional program that employs the attraction demand model and subsumes recent assortment-packing models in the literature. We model demand in the form of market shares. In its original form, a demand attraction model defines a competitive market share for n sellers following the relationship $(us)/(us+them)$. It expresses the individual market share, $m(s_i)$, of a given seller, $s_i \in S$, as a function of the attraction value for each seller $a(s_i)$ in the form: $m(s_i) = a(s_i) / \sum_{j=1}^{n} a(s_j)$. Our model uses a similar relationship to express the market share of the retailer as a function of the different attraction values for each product that decays over time. Our nonlinear model is solved using the nonlinear commercial solver KNITRO under AMPL. Results show that near-optimal solutions with very small gaps (0% in many cases) can be obtained in a reasonable time for small size instances. However, because the problem is NP-hard, we examine different solution approaches to solve our multi-category assortment-packing problem for more realistic and larger size instances. We first reformulate the problem as a linear mixed integer program. The linear MIP reformulation is empirically observed to optimally afford exact solutions to small-size instances in manageable times. However, a downside of this linearized model is the increased number of variables and constraints compared to the nonlinear model, thus solving large storewide instances would still be intractable. We then introduce an approximation algorithm to solve the problem. The algorithm, which we refer to as the RelaxMax heuristic, is based on the continuous relaxation solution of the problem. The procedure is as follows: solve the continuous relaxation, and then introduce each product at the period with the highest fraction. In a computational study, realistically simulated data are used to illustrate the proposed model and test the tractability of the different solution approaches. Our results show that solving the problem to optimality using the linear formulation was enabled for small-size instances. For large instances, however, the solver exceeded the one-hour limitation to find the solution. The RelaxMax heuristic is shown to achieve very close to optimal results. In terms of CPU time, it ranged from 0.03 seconds to a maximum of 33 seconds. This empirically observed computational tractability of the proposed heuristic, with very close to optimal solutions, is encouraging and bears the potential of benefiting retailers for large-scale, industry-sized problem instances. In conclusion, we examined the dynamic multi-category assortment-packing problem from a new angle considering the effect of both cross-selling and cannibalization. We demonstrated the importance of the integrated planning of multiple retail categories that are inter-related by cross-selling or intra-related through cannibalization. We showed through an example that disjoint optimization of isolated categories results in sub-optimal solutions and therefore profit loss occurs. A novel 0-1 nonlinear fractional model is developed that maximizes the retailer's gross profit over the planning horizon. Two solution approaches were designed to solve different sizes of the problem efficiently.

Keywords: assortment packing, mixed-integer programming, product release.

References


Do Socio-Psychological Features Affect Generation-Z’ Attitudes Towards Leading Hospitality Trends?

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Abstract

The empirical study aims to investigate the effect of socio-psychological features on attitudes of generation-z towards three leading trends of hospitality industry. This study also investigates the moderating role of socio-psychological features on attitudes towards sustainability, healthy lifestyle and digital/smart experience trends with the expected behavioural intentions of potential consumers. The study adopts a survey data-based approach relying on a questionnaire data collection technique with a sample size of 750 respondents. The research involves systematic stages including pilot testing of a data collection instrument, testing the reliability and validity of the measures and testing a direct effect of socio-psychological features on three trend-related attitudes by a structural equation modeling (SEM). The moderation effect is measured by using a regression coefficient describing causal relationships. The expected results advised that “ethical feature”, “realistic feature” and “digital nativeness” have positive effects on attitudes towards sustainability, healthy lifestyle and digital/smart experience trends respectively. Socio-psychological features moderate the attitudes – behavioural intention relationship. The research is limited by the sample, which covers only one consumer segment. This study is among few studies that provides an insight about consumer behaviour in hospitality industry of central Asian countries in general and in Kazakhstan in specific. The study provides implications for companies operating in the hospitality industry in terms of adapting suitable customer-oriented strategies and experiences for general operations, product development as well as marketing plans.

Keywords: generation-Z, attitudes, socio-psychological features, hospitality trends, Kazakhstan
The Effect of Hotel Lobby Design on Booking Intent Among Different Generations

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Abstract

This paper aims to understand what elements in the hotel lobby design are influencing consumer behavior amongst different generations. Lobbies are the first point of communication between guests and staff, impacting the initial guest perception of the property as well as playing an essential role in the forming of first impressions. The study analyzed the viewpoint of millennials and non-millennials as well as the addition of biophilic design. As the hospitality industry is very competitive, hotels need unique differences to distinguish themselves, and, in turn, create a positive influence on customer behavior and overall property performance. The implications of the hotel lobby elements their impact on booking intentions and overall hospitality implications are also presented. By means of this study, the relationship between the physical environment of the hotel lobby, potential customers' satisfaction and emotion, and its effect on booking intentions was empirically supported. As minimal empirical studies focused on the hotel lobby, this study should mark an anchor point for future studies on hotel lobby physical environment and its relationship to satisfaction, emotion, and booking intentions. Furthermore, this study pointed out the importance that the hotel lobby aspect and design have on the guests’ booking intention. It offers a simple solution to changing the overall look of an outdated lobby without a significant investment. Furthermore, it provides inside information on how to cater to millennials or non-millennials equally.

Keywords: lobby design, millennials, biophilic design
Part 3: Corporate Finance & Governance
Factors Influencing Labor Cost in Garment Industry of Bangladesh: A Panel Data Approach

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Abstract

The paper seeks to identify factors that have an impact on labor cost of a firm. The focus is on the garment industry of Bangladesh as the select industry, which is the major contributor to the economic development of the country, relies heavily on its cheap labor. In Bangladesh, there are 55 textile and garment companies listed in the Dhaka Stock Exchange. Of the 55 firms, the research has chosen 15 companies based on the availability of data for the 19-year study period of 2000 to 2018. Explanatory variables representing company profitability, size, growth, asset management, liquidity, production cost, and debt structure are selected to measure the magnitude of their impact on company labor cost, if any. The paper runs multivariate regression and correlation on the 270 firm-year observations in the panel data. Multicollinearity among the final significant variables has also been tested. It is seen that final select variables can significantly explain company labor cost change in the garment industry of Bangladesh.

Keywords: accounting ratios, labor cost, garment industry, Dhaka Stock Exchange
Part 4: Economics
Energizing Intellectual Concept: Integration of Intellectual Capital Theory and Resource-Based Theory

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Abstract

This article is a concept of preparation to increase added value both at the individual level and at the organizational level, to maintain the organization's existence in competitive competitions. This concept is called Energizing Intellectual. The point of its determination depends on the ability to build up relations both external and internal in order to increase the ability to exploit knowledge, establish structures, adapt to technological development, possess cognitive abilities, and assess high commitment to the organization.

Keywords: energizing intellectual concept, intellectual capital theory, resource-based theory
Foreign Direct Investment and Economic Growth in Developed and Developing Countries

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Abstract

This document explores the relationship between Foreign Direct Investment (FDI) and economic growth in Ireland and Colombia, over the period 1970-2010. Ireland, considered FDI as a strategy to achieve economic prosperity, fostering its attraction in a stable long-term macroeconomic environment, promoting education and training of its workforce, forming agencies aimed at promoting the country as an attractive destination for foreign investment. Its main strategy consisted of tax incentives, through a system of low corporate taxes. On the other hand, Colombia established a favorable regulation for foreign capital, which included trade openness, a privatization policy and labor market flexibility. Subsequently, these attraction mechanisms were complemented by regulatory stability, tax exemptions, legal stability contracts, a favorable contracting structure in oil activity, free zones, among others (Garavito, 2012). By using the Error Correction Models (ECM) methodology, a positive relationship was found for the two countries. However, causality in Granger's sense of FDI to GDP was proven only for Ireland. In addition, the effects of shocks to the variables tend to be a little more durable in Ireland than in Colombia, since for the latter, the variables return faster to the level of long-term equilibrium. The study also compares the policies implemented by governments in these countries aiming at attracting FDI to their economies and some lessons from policies applied by Ireland which could be applicable to Colombia were obtained.

Keywords: foreign direct investment, economic growth, error correction models
Stabilization Versus Development: A Tale of Two Tales

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Abstract

The paper claims central bank objectives have historically been focused on the two tales of stabilization and development. It therefore, classifies the central bank objectives within a tide between development and stabilization primarily. For instance, how regulation and inequality are part of stabilization policies; and how new objectives such as NGDP Targeting are part of developmental objectives. The paper draws a clear picture of various objectives and clarifies why new objectives are required. The historical basis of transformation makes any new shift reasonable. The answer to a question such as to whether “Develop or Stabilize?” is indeed “both”; according to this paper. And the details depend on the country differences in question and the time period we are concerned with. This paper claims institutions such as central banks will gain more importance and thus will be given more authority, over time. It further claims, in the developing world economies, looking forward, the central banks will focus more on development of the real sectors of their respective economies and employment; as well as paying more attention on regulation and social equality. This is expected to be true in particular in developing economies, where growth matters more than stabilization.

Keywords: monetary policy, central banks, quantitative easing, inflation targeting, independence, developmental central banking, and nominal GDP targeting
Health Insurance Coverage Take-Up Rates in Small Firms After the ACA

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Abstract

Measuring the impact of the Affordable Care Act of 2010 (ACA) on employer-sponsored health insurance is essential in an era of constant changes to health policy. Using data from the Kaiser Family Foundation Employer Survey, years 2006-2017, this study focus on firms with less than 50 employees to isolate the effect of the ACA on small firms. This paper utilizes a differences-in-differences approach with a time fixed effect structure to provide analysis for a treatment group of small firms and control group of large firms. After excluding firms with grandfathered plans, this study finds that the ACA provisions reduced health insurance take-up rates in small firms by 1.96 to 2.67 percentage points compared to large firms.

Keywords: health economics, Affordable Care Act of 2010, employer-sponsored health insurance coverage
Does Relative Intergenerational Educational Mobility Track Absolute Intergenerational Educational Mobility?

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Abstract

Social mobility plays a seminal role in the well-being of modern societies, as it governs the degree of de facto equality of opportunity and prospects of upward mobility. Countries with limited social mobility are defined as ones where descendants born to parents with low socio-economic backgrounds are also likely to rank in the lowest end of the socio-economic ladder, and descendants born to parents with high socio-economic backgrounds are also likely to enjoy ranking atop in the socio-economic scale. On the other hand, countries with high social mobility are the ones where descendants born to parents of any socio-economic background have equal chances of attaining high socio-economic status, which is often a desirable feature in a well-functioning egalitarian society. Due to increasing social awareness and academic interest in the role of inequality in shaping economic, social and political outcomes, and as a result of increasing availability of micro data sets that enable researchers to scrutinize cross-country and cross-cohort comparisons of various forms of socio-economic inequalities (e.g. income, wealth and education), the number of studies investigating intergenerational linkages and social mobility has risen sharply in the recent decades. The transmission of socio-economic variables across generations, i.e. intergenerational mobility, is receiving particular attention especially due to the recently well-acknowledged “Great Gatsby Curve” hypothesis, which suggests that the degree of income inequality and intergenerational income mobility are inversely related across countries. In other words, according to the Great Gatsby Curve hypothesis, it is not coincidental that high-income-inequality countries also happen to exhibit high intergenerational persistence, i.e. poor dynasties stay poor while rich dynasties stay rich. Instead, the current generation’s income inequality is directly intertwined to the degree of dynastic persistence. However, researchers from different social sciences disciplines define and measure intergenerational mobility in radically different ways and there is currently no consensus on a universal definition of intergenerational mobility. Specifically, researchers from the economics discipline mostly adhere to relative intergenerational mobility definitions, i.e. the relationship between descendants' social ranking relative to their peers and their parents' social ranking relative to the parents of their peers. On the other hand, researchers from the sociology and anthropology disciplines mostly focus on absolute intergenerational mobility definitions, i.e. the extent to which descendants enjoy better socio-economic conditions relative to their parents. While inherently connected, the two intergenerational mobility variables could co-move in the same, orthogonal or opposite directions. For instance, if all descendants have twice the real income of their parents, absolute income mobility estimates would be high, yet relative social mobility estimates would be low. Relative income mobility estimates would be high only if within-generation rankings of descendants could reshuffle over generations so that intergenerational persistence is limited and parental background has limited impact on descendants’ social ranking. In a recent paper, Berman (2018) uses time-series income mobility estimates from the World Inequality Database (WID) for a group of developed countries, and shows that the degrees of intergenerational relative and absolute income mobility are inversely related. However, these findings are valid only for a select group of countries with comparable characteristics, and have limited external validity beyond the developed world. In addition, limited
reliable data on income in the developing world does not render the study of intergenerational income mobility feasible for most parts of the world. This paper concentrates on education, and studies the relationship between absolute and relative measures of intergenerational mobility in educational attainment. This study focuses on education mainly for three reasons. First, understanding the intergenerational transmission of educational attainment is critical, because education is arguably the most pivotal determinant in accumulating human capital and as such, especially in its later stages, education is decisive in affecting labor earnings, income and wealth formation. Second, educational attainment correlates highly with income and wealth formation, thereby preserving the intergenerational effects one could expect to see also in income and wealth mobility estimates. Third, education has better data quality than income for a large set of countries all around the globe, and allows for the study of social mobility both for the developed and the developing world. This study investigates how absolute and relative intergenerational education mobility estimates are correlated around the globe for birth cohorts spanning over 40 years. In this context, absolute intergenerational educational mobility estimates refer to what degree descendants surpass their parents’ educational attainment (via International Standard Classification of Education (ISCED) categories), whereas relative intergenerational educational mobility estimates refer to the years of schooling correlation coefficient between the educational attainment of descendants and parents. Throughout the empirical scrutiny, the variables in use are gender-country-cohort specific absolute and relative intergenerational educational mobility estimates from the Global Database on Intergenerational Mobility (GDIM) by the World Bank, which covers birth-cohorts born between 1940 and 1980 for over 130 countries, and contains information on all parent-descendant-specific intergenerational mobility combinations, i.e. father-son, father-daughter, mother-son, and mother-daughter mobility estimates. The paper’s econometric regression results first reveal that when the gender of descendants is not controlled for, relative and absolute intergenerational mobility estimates do not correlate significantly in most parts of the world. It is further shown that this result stems mainly from the poor intergenerational educational correlation for boys, but not for girls: when the gender of the descendant is controlled for, relative intergenerational educational mobility correlates significantly with absolute intergenerational educational mobility for female but not for male descendants. It is also shown that the relationship between intergenerational absolute and relative mobility estimates exhibit immense heterogeneity over geography: this study documents that the correlation between relative and absolute intergenerational educational mobility estimates are highest in absolute value for Latin America, and the Middle East and North Africa, and lowest for the developed world. The paper further shows that this documented heterogeneity is robust over controlling for the distribution of educational attainment of parents and descendants. Finally, this study concentrates on cohort-specific effects and document that and relative and absolute intergenerational mobility estimates correlate more strongly for recent cohorts than older ones. In addition, this paper shows that as put forward by Berman (2018) for income, relative and absolute intergenerational educational mobility estimates are more inversely related in the last quarter of the twentieth century. Overall, these findings indicate that the relationship between absolute and relative intergenerational educational mobility around the globe has been immensely heterogeneous and idiosyncratic.

**Keywords:** social mobility, intergenerational persistence, intergenerational transmission

**References**

Part 5: Education & Training
HTM Partnerships With High Schools: A Case Study for How Faculty Can Help Increase Enrollment

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Abstract

The role of faculty is not just to teach in their respective programs, but also to contribute to the enrollment management strategy for the institution. Specific to hospitality and tourism management (HTM) programs, this article focuses on strategies developed for colleges in urban environments to develop partnerships with local high schools. While the focus is HTM, the methods can be applied to other academic disciplines.

Keywords: hospitality, high schools, CTE, college readiness, enrollment management, admissions
The Impact of Erasmus+ Mobility on the Language Skills of Learners: An Exploratory Study

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Abstract

Since the implementation of the European project Erasmus+ in 2004, in Turkey in the field of education and training, regardless of the type of mobility (studies / internships / training etc.) and the public (learners / staff) more than 450,000 Turkish citizens benefited from mobility. The most widely used working languages for mobility activities are English, followed by French and German. The purpose of this research is to evaluate the positive impact of this mobility on the language skills of learners in French as a second language in the Department of French didactics at Gazi University. The evaluation has a twofold purpose: firstly, to identify the language training needs of people moving out, but also to collect information on the impact of Erasmus + mobility on the level of language skills of learners. In this perspective, a questionnaire was sent via the social networks of learners who benefited from Erasmus+ post - stay mobility. A cohort of 95 learners responded positively to our study. The collected data was analyzed via the SPSS for windows 26.0 and Excel program and an analysis of variance was applied to the data. As a result of our research work, 81% of the participants who had a study mobility report having improved their language skills. This figure is significantly higher for learners as part of an internship mobility. It seems that vocational training has a strong impact on oral language skills. It seems that repeated contact with native speakers of the target language allows mobility beneficiaries to develop language skills, sociolinguistic and pragmatic second language skills that are difficult to acquire in the country of origin.

Keywords: Erasmus+, language skills, OLS platform, French as a foreign language
Education is Lifestyle

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Abstract

“Education is lifestyle” describes the changes that we will see in the field of education in the foreseeable future. Education is advancing in most parts of the world although there is a different point of departure between countries. In this paper I will look at the broad changes in education in my own country, Iceland, where there have been three main phases in the development of education and the fourth phase is beginning. The issues that I raise are in no way confined to Iceland but apply to all countries in the world, especially the high-income countries. The first phase was the build-up of primary education with the introduction of general obligatory education of children until the age of 14 and later to the age of 15. The second phase was the build-up of the secondary level education with the opening of new schools allowing more students to graduate with the right to be admitted to higher education institutions. The third phase was the expansion of universities and development of graduate level education. In 2017 the education levels in Iceland reached historical highs with 77% of the population between the age of 25 to 64 having competed secondary level education or more and 42% with university level degrees. The development of the educational system in the past century can be described as a system of “production lines”. The objective was to produce an output of educated persons in academic fields and professions. The education system in Iceland is for the most part made up of public institutions. The primary schools are operated by municipal governments, but the secondary level institutions and the higher education institutions are operated by the central government. Private institutions operate on all level of education with public support, but they are marginal parts of the whole system. Public schools do not charge tuition, but private schools do so on top of the public contributions. The students have been put on the first “production line” at a young age. Thereafter is a set of “production lines” where students can choose between different possibilities on the secondary level and finally there are various higher education level “production lines” available. In this process the students have been fed with appropriate doses of knowledge. The basic objective of the whole system has been to produce individuals that are educated for a specific job or profession, a lifetime job often preferably with a single employer. The public debate on education has in a way been characterized by what has been seen as the “needs” of society for educated individuals. The perceived “needs” have been decisive in allocating resources in the system in the political or administrative decision-making processes. Formal or informal rationing or barriers due to lack of resources or perceived demand beyond needs have been common. Some of the major “problems” have been that students don’t select education for crafts on the secondary school level and don’t select technology fields at the university level. The new phase of educational development begins because there are not that many lifetime jobs anymore. University graduates like most other individuals on the labor market can expect to change jobs a few times during their careers and even need to be ready to create their own job. Jobs are disappearing or changing rapidly. New jobs are created. No one knows exactly what happens in the future on the labor market except that there will always be job opportunities in a healthy market. We want to work less, have the choice of early retirement, want to enjoy more services and as jobs disappear when businesses and institutions implement new solutions, new problems are created. The basic challenges of educational institutions today are to educate young people for jobs that don’t yet exist, to offer educational services to individuals that already have a university degree as well as
to individuals that have for some reason taken a break from their studies or not been able to complete their studies even at the secondary school level. The concept of lifelong education is well established and there are many ways to improve knowledge and skills. Learning on the job is probably the most common way of gaining knowledge and raising skills levels. Learning by travelling, attending conferences and seminars or taking all kinds of courses on a broad range of subjects broadens our minds and helps in various ways. Living in another country for a period is also quite valuable. In the new phase of education, the focus of educational institutions, especially universities, will be on the population in general. Multiple age groups will be potential candidates as students and the educational system should always be open for those that want to enhance their level of education. Adaptability and flexibility will be the characteristics that we want to see in ourselves in the future of frequent job changes. We will value individuals that can solve problems, are creative and capable of critical thinking. We will need enterprising individuals that have good people skills, have good ability to cooperate and function in a team, that can empathise with others and are socially responsible. This is will create the agenda for our educational institutions. We are helped by the development of online education which has opened opportunities for individuals for full time or part time studies while holding a job at the same time. It is now possible to live anywhere and study online in a totally different part of the world. The most valuable students for our societies are the individuals that are working and paying taxes and contributing to our economies at the same time as they are investing in themselves by attending an online program in a university. More and more individuals will see the frequent job changes as interesting challenges and opportunities rather than something negative. These are the individuals that will look at education as lifestyle. They will always be seeking to invest in themselves through education to advance through their careers and to grow as individuals and contributing citizens in our societies. Many will not wait for their job to disappear, they will want to be a step ahead, they will take the initiative themselves to change to a new job and a new challenge. Employers can not count on their staff to stay until they are laid off. Where do our educational institutions stand when faced with this development that I have described? Will they adapt? We are moving away from an era when the students had to adapt to the universities. We will see more competition between universities both domestic and international. The online possibilities are erasing the conventional borders. Our educational institutions, especially the universities, must adapt to the needs of the students. And not only the traditional group of young students that has filled our schools but much broader group of age and educational background. Universities should take the lead and be in the front end of the new phase in education. They are the most decisive contributor to our success. Education is lifestyle. The more individuals that subscribe to this lifestyle the more we are likely to be successful in the new phase of education and in our societies to thrive. And our universities have a very important role to play.

Keywords: education, lifestyle, competition, university
Attitudes of Anadolu University Open Education Students Towards English Learning

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Abstract

Learning a foreign language looks like a priority in education in many countries where the main tongue is not one of the mainstream languages accepted around the world. The Open Education system was created by Anadolu University 30 years ago. From the beginning, the language teaching was one of the priorities especially the English. There were television programs aired on a nationwide tv channel that shows the main characteristics of the language with theatrical acting. Nowadays, in the open education system of Anadolu University, the books and materials used in language education comes from respected publishers such as Pearson and Klett. Also online learning systems developed and used as an additional material approximately for 10 years. In this study, the attitudes of open education students towards English Learning is investigated by a survey. There are approximately 3000 participants in the survey. The results of the study and implications of the results on teaching foreign language via open and distance education will be discussed in detail.

Keywords: open education, English language teaching, descriptive statistics
Part 6: Environmental Issues/Sustainability & Green Tourism
Sound Pollution and Tourism in the Urban Area

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Abstract

Countries that want to get more shares from the current tourism pie in the world have started to prepare and market their products in a multi-dimensional structure considering the change in tourism demand. With the integration of the products in the tourism market, an improvement has been achieved in urban tourism as well as in many other types of tourism. With the development of urban tourism, it is seen that people travel to urban areas in crowded groups and participate in tourism activities. The already crowded city centers become more crowded with tourism mobility, which brings with it various environmental problems. One of these problems is sound pollution and noise. Within the scope of this study, studies on sound pollution in city centers and touristic destinations have been examined and it has been shown that sound pollution is an important problem in terms of tourism. The concept of sound landscape, which is important in terms of cities, was mentioned and suggestions were developed to stakeholders in order to prevent sound pollution caused by the degradation of sound landscape and to ensure sustainability in this regard.

Keywords: sound pollution, urban tourism, sound landscape, noise
Tourism in Protected Areas: The Case of Yenice Forests

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Abstract

This study examines the emerging tourism movements in the Yenice Forests, which contain various protected areas from a sustainability perspective and to determine the extent to which they meet ecotourism principles. In the study, a mixed-method approach was adopted and a three-stage data collection process including systematic observation, questionnaire, and semi-structured interviews were conducted. The results obtained from the content analysis revealed that the tourism activities in the Yenice Forests are nature-based and that the activities performed by the tourists in the region are educational, but the tourism infrastructure in the region is not sufficient. Based on the survey findings, it was determined that tourism activities in the Yenice Forests partially meet the basic dimensions of ecotourism, the Yenice Forests have potential as a model in Turkey, but the tourism planning process should be completed with a more comprehensive and participatory approach including control, monitoring and evaluation activities; should be implemented.

Keywords: sustainable tourism, protected areas, ecotourism
Achieving Sustainable Tourism Through Eco-Lodge Venture: Evidence From Eco-Lodge Cases

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Abstract

The appearance of Eco-lodges and their performance is a result of successful development of ecotourism, but there is barely research on this line of businesses. The purpose of this study is to find out what an Eco-lodge is, both in theory according to literature, and in practice based on the operation of ten Iranian case studies. The question if Eco-lodges may add sustainable development to the tourism sector will be investigated. We proposed a novel model in three different phases. Firstly, data collection has been done for ten case studies in 5 provinces in Iran that have different climates. These case studies are evaluated and scored based on sustainable Eco-lodge indicators. Secondly, a unique definition of Eco-lodge and its’ principles are proposed based on obtained results. Finally, innovation of central software platform for all Iran ‘s Eco-lodges monitoring are implementing. A qualitative methodology through semi-structured interviews and observation are applied in this study. Results implies that cases studied place a lot of emphasis on the sustainability of the environment in more practical terms than on the socioeconomic which seemed to be the focus of the theories of literature.

Keywords: sustainability, eco-lodge, eco-tourism, environment, socioeconomic, central software platform
Part 7: Finance & Banking
Modeling on a Flexible Loan Based on Its Borrower’s Asset With Credit Rating Migration

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Abstract

In order to consider the income uncertainty of a kind of borrower, a new loan repayment method, which depends on the borrower’s assets, is designed. This method is similar to the traditional way of “pay as you have”, which effectively decreases the possibility of default. However, it brings the unknown of the clear off time. According to the design, a mathematical model of the expectation of the residual loan value is established, which can be converted into a final value problem of a partial differential equation. Furthermore, credit rating migration risk of the borrower’s assets is involved into the model. The solution of the model and the expectation of the clear off time are analyzed and calculated. Finally, the results are numerically simulated.

Keywords: flexible loan, income uncertainty, loan repayment method, credit rating migration
ING Bank Case in Electronic Banking Applications

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Abstract

The rapid development of technology has brought many innovations and intense competition. At the same time, the rapid development of technology has transformed world economies into a global market. Today, internet and mobile phones have become an indispensable part of human life. As in every sector, it has taken its share from technological developments in banks. The intensive use of the Internet, the inevitable development of technology and the increasing competition made it obligatory for banks to carry out technology-oriented activities. Therefore, banks have turned to electronic banking applications. Banks are diversifying their electronic banking practices with an innovative approach in order to protect their assets, provide customer satisfaction and most importantly profitability. Thanks to the electronic banking applications offered by banks, time and space restrictions have been eliminated. It can grow without the need for branching and personnel employment in banks. In this regard, ING Bank, which operates in our country and uses electronic banking applications extensively, is discussed. ING Bank's electronic products and services, customer and employee structure are discussed.

Keywords: ING Bank, electronic banking applications, technological developments, banking
Credit Guarantee Schemes: A Critical Analysis of the Small Business Administration as a Model for Emerging Economies Developing Business and Entrepreneurship

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Abstract

Using data from the U.S. Small Business Administration (SBA) to identify patterns in the application of credit guaranteed schemes in the United States, this study analyzed lending data for the two SBA marque programs, the SBA 7(a) loan guarantee and the SBA 504 subordinated debenture. The findings are intended to provide guidance to countries in the process of developing credit guarantee schemes and provide SBA policy makers with information about the efficacy of these programs. Focusing on consistent customer care among banks, three primary questions were explored; 1) Are banks over utilizing the 7(a) loan for longer term loans with higher principal balances when they could be using the 504 loan, which will provide a lower interest rate to the borrowers? 2) Given the neutralizing of credit risks provided by the SBA guarantee on 7(a) loans, are certain banks exercising market power and charging the entrepreneur higher interest rates? And, 3) Are existing businesses receiving more favorable loan terms and conditions, such as interest rates, time to maturity, and loan balances than are new businesses? The findings indicate that banks are over utilizing the SBA 7(a) loan program instead of using the 504 loan product to the detriment of the entrepreneur and US taxpayer. Further, banks with a national presence are charging higher interest rates on loans compared to community banks with the same SBA risk mitigating guarantee. Finally, new businesses with SBA loan guarantees are receiving more favorable terms than existing businesses, questioning the perceived benefits of relationship banking.

Keywords: credit guarantee schemes, Small Business Administration (SBA), entrepreneurial finance
Is Leverage a Friend or Foe for Return Sensitivity and Risk Vulnerability?

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Abstract

The puzzling phenomenon of the trading on equity (leverage) is quite critical for firms in highly-levered, capital-intensive service industry because there are more growing and less-diversified firms (small- and mid-caps) than mature and diversified firms (large-caps) that are constantly exposed to high proportions of levered and risky capital expenditures to fund new investments and capital projects. The inevitable need for growth and expansion, especially for riskier small-caps, cause these firms to tussle with a huge lump of debt as most of their hard assets (i.e., real estate, plant, property & equipment – PP&E, etc.) are financed by conventional institutional loans, leaving them having more borrowed assets compared to owned assets in the books. Thus, this paper contends that examining whether ex-post equity return dispersion is wider or narrower depends on firms’ divergent leverage structures in annualized sub-sector portfolios. This paper also posits that any analysis exploring the link between leverage and risk-adjusted return efficiency should not analyze leverage proxies in isolation but rather look at the sheer count of leverage measures decomposed at various time frames with various structures along with multivariate risk-adjustment to better assess ex-post return volatility over the long-haul. Last, to be very informative in empirical outcomes, this paper also reports jointly- and separately-moving sub-sector portfolios in regard to equity return dispersions to strengthen the paper’s arguments and provide compelling empirical exploration for both academia and practice.

Keywords: trading on equity, leverage, return sensitivity, risk vulnerability
An Analysis on Return Performances of City Indices From BIST

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Abstract

The city index, traded on Borsa Istanbul A.S. (BIST) is an investment tool that allows investors to invest in a particular city. There are a number of studies that analyze price and return performances of the city indices from BIST. However, it is not adequate to define risk with a single distribution measure, such as mean and variance only. As a nonparametric measure Stochastic Dominance takes into account the whole distribution of return series. In this study, we focus on Second-Order Stochastic Dominance (SSD) rule to measure the relative efficiency of the return of the City Indices in BIST. In our analysis, we try to measure the efficiency of city indices regarding their daily, weekly and monthly returns respectively. According to the results, Antalya city index has been the most dominated index between the other 10 indices. Besides, Istanbul city index second-order stochastically dominates BIST100 index in monthly returns. An application of the portfolio optimization with SSD constraints, minimum variance portfolio optimization models, also viewed. The results are important for researchers and investors seeking profitable investment tools and also can be evaluated in terms of regionally in future works.

Keywords: stochastic dominance, stochastic order, efficiency, conditional value-at-risk, CVaR.
Part 8: Food and Beverage Management
Spatial Analysis of Cooking Oils Usage in Turkey: Example of Bulgur Pilaff and Casserole Meal

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Abstract

It is known that various factors play different roles in the destination choices of tourists. However, regardless of the type of tourism, food and beverages are the most important factors affecting the destination choices of tourists. Nowadays, especially with the effect of healthy lifestyle trends, people pay attention to the type and amount of fat used in the preparation of the meals they consume. Determining the types and amount of fat used in meals in Turkey is specifically important for the development of gastronomic tourism. In this study, it was aimed to determine the common cooking oils used in Turkish cuisine, which is one of the essential cuisines in the world, and to evaluate their usage rate in the meals. In this study, bulgur pilaff and casserole meal, two of the commonly consumed in Turkey, were determined, and recipes for them were collected from 620 different districts of Turkey. The spatial statistical analysis method was used in the analysis of the study data. In this context, it was attempted to identify spatial clusters in Turkey according to cooking oils usage rate. In conclusion, the use of margarine and maize oil in Turkey is too low; olive oil use is high in the west and south parts of Turkey; and in the east, sunflower seed oil was used extensively. Also, it has been found that butter is heavily used in Turkey's inland areas than other parts. According to the research, it was seen that butter is used as a secondary oil instead of primary oil in meals to accompany olive oil or sunflower seed oil. It was determined that sheep tail fat was also used as secondary oil in the southeastern of Turkey. The study will contribute to the creation of gastronomic routes for Turkish cuisine and increase the satisfaction levels of the visitors.

Keywords: Turkish cuisine, Turkish bulgur pilaff, Turkish casserole meal, oil use in Turkish cuisine, spatial statistical analysis methods
Barriers to Organic Food Purchasing: A Qualitative Approach

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Abstract

Food is a basic need in Maslow’s hierarchy of needs (Maslow, 1943), and food consumption is one of the fundamental research areas of production and consumption studies. Food habits and choices are affected by cultural traditions, personal food experience, norms, fashion, physiological needs, availability of food (Reisch, 2013), lifestyle and food trends (Asp, 1999). Organic food consumption has become prominent worldwide as a form of trendy, sustainable, and at the same time, believed to be a healthy type of food consumption. Organic food is defined as a natural food that does not include chemicals and genetically modified organisms (Rana & Paul, 2017). The food scarcity after the Second World War led to a technology revolution in agriculture, and the agricultural revolution brought pollution and chemistry usage to increase efficiency. Those issues opened the way for organic food production, and organic agriculture started in 1930 (Akturk, 2015). Not only customers and marketers were interested in organic food; politics interests increased to raise the ratio of organic food production because of economic, environmental, and ethical reasons. Therefore governments are also searching for ways to encourage organic food consumption (Vindigni et al., 2002). Organic food activities in Turkey initially started in the years 1984-1985 to meet the demands of the firms in Europe. Dried grapes and dried figs from Aegean region were the first exported organic products from Turkey. This process continued with different regions and various products (Bakirci, 2005). In this context, organic agriculture in Turkey is structured differently than Europe since it flows from organic food companies to producers (Ipek & Cil, 2010). According to the list prepared by the Turkish Ministry of Agriculture and Forestry (2018), the number of organic farmers is 54,666, whereas total production is 1.714.769,28 tons in Turkey. Organic food draws the attention of both practitioners and academics in recent years. In Turkey, even though organic food consumption is increasing, the market growth is slow. Together with this, the literature on organic food mostly focuses on the motivations for buying organic food (Hughner et al., 2007; Makatouni, 2002; Zanoli & Naspetti, 2002; Hill & Lynchenaun, 2002; Harper & Makatouni, 2002; Padel & Fostel, 2005; Massey et al., 2018; Cengiz & Senel, 2017). However, there are only a limited number of studies that focuses on the barriers that withhold consumers from buying organic food. Those studies widely approach the issue with quantitative methods, and they mostly have sample from countries where the market size is bigger and matured compared to Turkey. This study uses a qualitative approach to investigate the underlying reasons for not purchasing organic food. Findings of this study will help organic food producers, retailers and marketers to expand the organic food market and reach a larger audience since discovering why something is not happening is the first step to the path of leading to consuming more. Considering that consumers are the breaking point of the food chain with their decision related to purchasing food (Grunert, 2011), investigating why they do not buy organic food is essential. Organic food production is also supported by the government since organic food is beneficial for the environment, public health, and sustainability, and therefore, this study has fruitful insights for the government. The purpose of this study is to gain deeper knowledge of the barriers of organic food buying with a qualitative approach. The strong side of qualitative methods is that they use the inductive approach and underlines explanations (Maxwell, 2018). Deep interview method, which helps to understand the participant’s perspective and subjective perception (Bilim, 2007).
was used to gather data. In order to prepare the interview questions, extensive literature review was conducted. After the literature review, the first draft was obtained. Later, questions were eliminated together with three professors, who are experts in the area. In this respect, 30 people, 6 of whom are mother, were interviewed. The participants were the person who does most of the grocery shopping of the household, and they know what organic food is. Before conducting interviews, the participant was informed that their responses were recorded and the researcher got permission. Each interview lasted for approximately an hour. All interviews were then transferred to documents. Those documents were then imported to Maxqda, which is a qualitative analysis program, for further analysis. By investigating the data obtained from participants with the help of the program, all data related to specific subjects were identified and categorized. Those categories were then named appropriately with a code name, and code-theory model was revealed. Obtained themes were found to be interactive, meaning that the presence of one theme affects the other one. According to the code-theory model, main barriers between organic food and consumers are lack of distribution, individual factors consisting of being busy and personality-related factors, lack of trust consisting of lack of trust in distributors, lack of trust in producers and lack of trust in country of origin, price, perception of other people, being too natural, not being different than conventional alternatives. The most repeated reasons were found as price and lack of trust. The most significant barrier to purchasing organic food is the expensiveness of organic food. Since the market size is small, distribution channels are not very developed, production costs are very high, and the price of organic food in Turkey is higher compared to mature markets. Furthermore, in interviews, most of the participants pointed out that the root of the perception of “not worth the price” actually stems from suspicion. When suspicious consumers are persuaded, they would be willing to pay the premium price, and trust is the main element in this equation. Different than previous researches, the perception of other people is found as a barrier to organic food purchasing. People are afraid of buying organic food because people may judge them to be “so much into the healthy living issue,” and they do not want to be perceived as “showing off with purchasing organic.” This significant finding can be attributed to the collectivistic nature of the Turkish people. Also, being to natural makes organic food shapeless and ugly. Because of qualitative studies’ exploratory nature, even though this study does not aim to generalize findings, the research has significant findings that can create insights for organic food marketers, producers, retailers, and government. Future studies on organic food can test the findings of this qualitative study with a quantitative approach by using measures and can investigate how these barriers differentiate among different consumer groups.

**Keywords:** organic food, organic food purchasing, qualitative research

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The Cuisine and Its Historical Development

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Abstract

The purpose of the study is to evaluate Turkish Cuisine and its historical process. This research is a conceptual study. According to results The Turkish cuisine has been considered as a synthesis cuisine having a rich cultural background. The interactions with many different cultures have enabled the cuisine to enrich and diversify. In general, the Turkish cuisine has been examined in two periods, that is; the Turkish cuisine before settling in Anatolia and the Turkish cuisine after settling in Anatolia. The Turkish cuisine in the period that began after settling in Anatolia was shaped in three sub-periods. These periods are the Seljuks and the Principalities (Beyliks), the Ottomans, and the Republic of Turkey. According this research there was no conceptual integrity regarding the Turkish cuisine in the past. Whereas some sources preferred the terms “Ottoman”, “Istanbul” or “Palace” cuisine; the others preferred the terms “Anatolian” or “Turkish” cuisine. However, although it was referred to with different terms in the past, today this cuisine is widely known as the “Turkish cuisine.”

Keywords: cuisine, Turkish cuisine, development of Turkish Cuisine
The Role of Restaurant Management Lab Courses in Hospitality Education

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Abstract

This round-table discussion will explore the evolution of restaurant management lab courses in hospitality management education curricula. How important are they? Has their role evolved? How do they fit in with the rest of the curriculum and the mission and goals of many programs? Should they serve as capstone courses and how can they best do so? What are the approaches to balancing costs and use of facilities and other resources with the course objectives? How do industry and alumni relate to these operating student restaurants? We will compare notes on how we address these issues and use these courses. Objectives of the study include: (1) Discuss the prevalence and use of restaurant management courses including the costs and the benefits to help determine their past and continuing role in hospitality management curricula; (2) Gain a deeper shared understanding of how these courses operate to enhance our programs; and (3) Discuss alternatives to these courses in order for students to fuse management theory with practical application. How can alternatives enhance “active learning?”

Keywords: restaurant management, hospitality management curricula, practical application
The Effect of Servicescape on Revisit Intention in Restaurants: The Moderating Effect of Brand Familiarity

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Abstract

The postmodern period is an era dominated by signs, images, experiences and symbols. One of the most important characteristics of postmodern societies is “the aesthetization of daily life” (Odabasi, 2014). Music, the aroma of products, heat, lighting, interior and exterior architecture, as well as employee appearance, attitude, behavior, creativity and service experience have become aesthetic elements that consumers look for when buying and consuming. A fun and memorable dining experience for customers begins with an attractive and well-designed setting (Brownell, 2014). In fact, servicescape is based on environmental psychology, which examines the relationship between human behavior and physical environments (Barker, 1968; Mehrabian and Russell, 1974). Since the 1980s, research has shown that consumer behavior and emotions can be greatly affected by the physical environment (Donovan and Rositer, 1982; Turley and Milliman, 2000). Researchers had used stimulus-organism-response (SOR) theory to explain this relationship. According to this theory, the outer physical environment (S) leads to various emotional states (O) within individuals, which in turn leads to various behavioral reactions (R) (Ryu and Jang, 2008). For restaurant businesses in particular, it plays an important role both in customer satisfaction with elements of the physical environment and in the recruitment of talented employees. This theory includes an awareness of the importance of servicescape. In the field of hospitality, for example, service areas directly affect customer emotions and produce predictable customer behavior intentions (Jani and Han, 2015). Although Bitner (1992) focused primarily on the physical characteristics of service areas, Arnould et al. (1998) found that both service-based (functional cues) and communicative (human cues) stages in the service plan affect the customer experience. With developments in service businesses, the food and beverage sector has gained a special significance since 1970. The phenomenon of eating out has increased and significant changes have occurred in the structure of restaurant enterprises. In order to increase customer satisfaction, some researchers have studied the architectural aesthetics of the restaurant, including servicescape (Walker, 2011, pp. 76), as the environment in which the service takes place is very important for the customer experience. Servicescape is defined as “the artificial and psychological landscape in which a service experience is organized and provided by employees and experienced by customers” and “the physical environment of an organization that includes different elements such as general layout, design and decor, sound, heat and aesthetics” (Namasivayam and Lin, 2008, pp. 44). Researchers have assessed the role of the service climate (Chiang, 2016), previous experiences (Dedeoglu et al., 2018), perceived image (Durna et al., 2015), and authenticity (Meng and Choi, 2018) in their examination of the servicescape. In recent studies, it has been determined that familiarity also plays a role in servicescape (Park et al., 2019). The role of familiarity, defined as the number of product and/or service-related experiences accumulated by the consumer, has been extensively studied in the wider marketing literature (Park et al., 2019). As a habit develops, the customer experience is likely to improve, which can significantly affect customers’ responses. This is because familiarity leads to a more detailed cognitive structure that can affect the emotional reactions of customers (Mitchell and Dacin, 1996). However, the effect of familiarity has not been evaluated in depth by restaurant researchers. Servicescape and familiarity are considered to play a
role in the intentions of customers to revisit an establishment. Based on the theoretical background discussed, the present study aimed to examine the impact of servicescape on restaurant brand familiarity and revisit intention. In this context, servicescape was divided into two dimensions; substantive and communicative servicescape. Familiarity was investigated as brand familiarity. The research used scales adapted from Durna et al. (2015) for servicescape and from Yi-Chin (2013) for brand familiarity. The revisit intention scale was adapted from Meng and Choi’s (2018) scale. First, the scales in the data collection tool in the study were translated into Turkish and a pilot application of the data collection tool was carried out with 50 participants. The data collection tool was then applied to 672 participants in 17 branches of a restaurant enterprise in Istanbul. The study was conducted using a drop-and-drop survey technique and the surveys were distributed between 14:00-18:00, when the restaurants were relatively less busy. A confirmatory factor analysis was performed on the adapted scales. After the confirmatory factor analysis, discriminant validity was performed. For this purpose, the square root of the mean variance value and correlation coefficients between variables were compared. Thus, the construct validity of the scales and structural model were examined. Finally, a path analysis was conducted to test the structural model of the research. Consequently, servicescape has been shown to have a positive effect on familiarity and revisit intention. In this context, the effect of communicative servicescape on revisiting and brand familiarity was found to be higher than the effect of substantive servicescape. In addition, the relationship between servicescape and revisit intention has a partial mediating effect on brand familiarity. The statistical significance of this mediation effect was confirmed by a process analysis. The fact that the role of familiarity has been ignored in previous studies examining servicescape in restaurants reveals the originality of this study, and the importance of its contribution to the literature. Within the scope of the research, the substantive servicescape and brand familiarity of the restaurant are examined in symbolic evaluations. These results are thought to provide important information for restaurant managers. Identifying familiarity with restaurant businesses, in particular, will enable restaurant managers to differentiate between competing brands and guide their brand positioning strategies. Similarly, the role of substantive servicescape in customers’ revisit intentions will help restaurant managers analyze consumer behavior from a holistic perspective.

Keywords: servicescape, familiarity, revisit intention, restaurant

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Motivations for Visiting Ethnic Restaurants: A Cross Cultural Study

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Abstract

According to previous research, foods that are originated from an ethnic group’s heritage and culture is ethnic food. Ethnic food conveys characteristics and traditions of the region and/or the culture of a particular ethnic group. It is the food that pertains to a specific region (Jang and Kim, 2015). Ting et al., (2016) believed that an unfamiliar cuisine, outside ones’ domestic region is ethnic food. This is similar to Turgeon and Pastinelli (2002, 252), who said ‘ethnic’ means “outsiders, people who come from far away and who are foreign to the mainstream culture”. Ethnic restaurant is “a restaurant whose signboard or publicity clearly promises the national or regional cuisine of another land”. Strickland (2013) indicated that ethnic restaurant prepares and sells food that is geographically, historically or ethnically related to a culture. It is perceived as distinct by themselves or by others. At present ethnicity became more important in the world and it affected both business world and food culture including food industry. It is because of globalization and the increasing of tourism and international trade (Rossiter and Chan, 2004). D’Antuono and Bignami (2012) stated that people experience ethnic restaurant as a regular individual’s dining-out and this is an increasing trend. Moreover, Burgess (2014) found that due to the multiple platforms and social media, awareness and interest to try exotic ethnic cuisine has been increasing among customers from different background. In the U.S. 80% of customers consume at least one international cuisine every month, and two-thirds of consumers experience a wide range of ethnic foods than they experienced ethnic foods before (NRA, 2016). In the U.K., there were robust growth of ethnic restaurants since 2015. Although, later, the growth set to slow, it was found that more than half of the customers still enjoy ethnic restaurants at least once per month, as well as the ethnic takeaway and home delivery (Mintel, 2017). Asian food and Asian restaurant become one of the major trends in the restaurant industry in the world. It is evidenced that Asian food and Asian restaurant market have grown rapidly internationally. Mintel (2013) conducted market research and discovered that in the UK. ethnic restaurants were rated as the second most visited restaurants, following pubs, and followed by Italian, fast-food restaurants, British and European restaurants. Among these ethnic restaurants, half are of Asian-origin such as Chinese, Thai, Japanese, Malaysian, Vietnamese, Korean and Indonesian. Fanelli and Di Nocera, (2018) found that in Italy, in 2017, the number of ethnic restaurants increased from 2000 to 4000. The most numerous are Chinese, then Japanese, followed by other Asian restaurants such as Vietnamese and Korean. Mintel (2013) believed that the driving of ethnic restaurant market sector was from the variety of dishes and accessibility of these Asian restaurants. While the growth of ethnic restaurants, especially Asian restaurants, is significant, it is used as a tool to promote countries as a travel destination. Food can represent culture and often plays a role as a tourist attraction. For example, Jalis et al. (2014) stated that travelling to a tourism destination can be made more exciting if tourists experienced the local cuisine. The researcher conducted a research in Malaysia, as the Malaysian Government selected images of and narrative on local a cuisine. It is believed that, as a result, the marketing collateral provided excitement and helped tourists to anticipate the food
experience that they can find when travelling in a country. Many Asian countries, such as South Korea, Thailand, Singapore and Taiwan have been promoted their cuisine and their countries through restaurants that sells their cuisine abroad. It is found that research which specifically focused on Asian restaurants are rare. This is despite a rapid growth of the ethnic restaurant market, a growing number of studies published regarding ethnic restaurants and Asian restaurant as a main trend in ethnic restaurant. Previous studies have been carried mainly in Western countries such as United States, while little research were conducted in Asia such as Thailand, which has one of the biggest restaurant industry market in Southeast Asia. It is also found that research on the relationship between motivation to visit ethnic restaurants and intention to visit the origin country of the food is scarce. In Thailand, dining-out is a well-developed culture. This is due to the working environment and climate. Eating out is a huge part of Thai people’s daily life as most of the people are from double-income family and the weather is hot and humid. It was found that 43% Thai customers in Bangkok enjoy dining out at least once to twice per week and 33.6% of customers go to restaurants three to four times a week. This statistic did not include the people who ate street foods for quick meal. Regarding ethnic restaurants, it is discovered that 66.4 % of Thai customers in Bangkok visited ethnic restaurants once or twice a week, while 16.4 % of customers visited ethnic restaurants three to four times a week. Ethnic restaurant customers preferred Japanese restaurants most (55.8%), then Korean (16.2%) and Chinese (8.8%). These three Asian restaurants are top three popular ethnic restaurants in Thailand (KFPI, 2012). The aim of this study is to identify the relationship between motivation to visit Asian restaurants and travel intention. The study examined instrument to measure motivation to visit Asian restaurants previously developed by Jang and Kim (2015). The instrument originally developed based on UK customers. This study applied population from another cultural background which is Thailand. There were total of 308 valid responses. CFA was performed with Thai sample to test internal and external consistency of the scale with another population. This is implied that the internal and external consistency of the scale is acceptable. Therefore, the model fits the data well and comparison was made between UK and Thai customers. The relationship between motivations and intention was also explored.

Keywords: ethnic restaurants, intention, motivation

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Part 9: Hospitality & Tourism/Smart Tourism
The Christian Sanctuaries and Faith Tourism

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Abstract

Izmir, which was established where Anatolia meets the Aegean Sea, had been inhabited throughout history due to being a port city. The history of the city which was homeland of many civilizations goes back to 8500 B.C. With the spread of Christianity in Anatolia, the city began to have a Christian population in the years 54-55 AD, and after Istanbul it became the second important city of the Byzantine Empire. The city, which has many important sanctuaries with the history of Christianity going back to old periods, also has an important potential in terms of faith tourism. The House of Virgin Mary accepted as a place of pilgrimage by the Vatican, the Basilica of St. John the Bible, the Church of St. Polycarp that is visited as a symbol of the Seven Churches of Christianity mentioned in the Revelation Part of the Bible, The Mary’s Church in Ephesus, The Red Basilica of Pergamon are among the magnificent structures of the city. The Church of Agia Fotini, the Church of Notre Dame Du Rosaire, the Church of British Protestant, the Church of St. Helen Catholic, and the Church of St. John Anglican, the Church of St. John Evangelist and the Church of St. John Maria Catholic located in the city center and the Church of St. Dimitrios, the Church of Ayasosti and the St. Church of John the Baptist in Sirince Village, the Grotto of Seven Sleepers in Selcuk are among the other sanctuaries for the faith tourism potential of the city. And the visits of important religious leaders such as the Pope Paul VI., John Paul II., Pope Benedict XVI., and Patriarch Bartholomeos emphasizes the importance of the city for the Christian world and its potential in terms of faith tourism. The main purpose of this paper is to examine the faith tourism potential of Izmir in terms of Christian history and structures. It is aimed to provide a resource not only for the travel agencies that will organize tours to Izmir and its churches but also for tourist guides who show interest in the Christian history of Izmir.

Keywords: the Christian history of Izmir, the churches of Izmir, the Christian sanctuaries of Izmir, the faith tourism potential of Izmir
Coopetition in Travel Industry: Cooperation Within Competition in the Near Future

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Travel With Ozge Ersu

Abstract

The scope of this research is to evaluate the merge of ‘Coopetition’ and ‘Cooperation’ ideas in travel industry from the perspective of accommodation, travel agencies, online tourism and guidance services both worldwide and Turkey. Though perceived as a recent model, cooperation or ‘Common Good’ existed and still continues to exist in history, politics, economy and online services. As worldwide trends change rapidly in the travel industry, now competitors search for cooperative methods to maximize their mutual profit and customer satisfaction on common grounds. Methodologically, this study uses mainly personal experience of the abstract owner as a worldwide traveler, witnessing examples of successful and failed cooperation versus competition in accommodation, destination and services fields, as well as articles and secondary data collected in various researches on this topic. The results show shadowy conclusions as coopetition in travel industry is a risky area where product owners still wish to maintain their own impact on services instead of allowing it gently to merge into the overall pool. Although coopetition may be planned for a certain time of period instead of an indefinite term, real-world outcome is a short-lived and rather insufficient project, backed by reluctant volunteering and less-than unmotivated efforts.

Keywords: travel industry, near future, coopetition, cooperation
Respect for Tourism Jobs in Ghana, West Africa

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Abstract

A study was conducted to identify perceptions of the hospitality and tourism industry by 18-24 year olds living in Ghana, West Africa. The author sought to understand why a country with so much to offer visitors was not growing its tourism sector. The concept of 'respect' was identified as a significant factor influencing the willingness of young people in Ghana to work in the tourism sector. The qualitative study consisted of interviewing twenty-one students, resulting in rich data about the industry.

Keywords: Ghana, tourism, hospitality, education, respect, Africa
Development and Validation of a Festival Personality Scale

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Abstract

The main purpose of this research is to develop a scale for measuring festival personality and examine the effects of the developed scale on attendees’ self-congruity and festival loyalty using a two-stage mixing method. A list of human personality traits was generated from former personality scales, and in-depth interviews were conducted with festival attendees. Results yield a 21-item four-dimensional festival personality scale (exceptional, cozy, competent, and reliable) with desirable reliability, construct validity and predictive validity. The results indicate that festival personality is a significant determinant on attendees’ self-congruity and festival loyalty. The implications of the study enrich the existing literature on tourism and event marketing, especially within the festival context. Discussions and implications for destination marketers, limitations and suggestions for future research are also provided in this study.

Keywords: festival personality, self-congruity, festival loyalty
Measuring the Financial Performances of Tourism Firms Traded on the Borsa Istanbul Through Fuzzy TOPSIS

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Abstract

The tourism sector is the pupil of countries due to both its contribution to the economy and the positive impact on employment. Measuring the financial performances of the tourism firms, therefore, is crucial for managers, investors and other businesses in the sector. However, financial ratios were used to rarely to measure the financial performances of the tourism firms in the past. The main purpose of the study is to measure the financial performances of the tourism firms utilizing financial ratios. For this purpose, the Fuzzy TOPSIS is used in this study and financial performances of nine tourism firms traded in Borsa Istanbul (BIST) are evaluated as to seventeen financial ratios including liquidity, leverage, profitability, and activity indicators between the period 2008-2018. According to the findings, the most important indicator to measure the financial performances of the tourism firms is leverage indicator. Moreover, tourism firms are ranked with respect to the performance in the study. In this context, this study showed that financial ratios could be used in order to determine performance in the tourism sector.

Keywords: financial performances, tourism firms, Fuzzy TOPSIS
An Assessment of the Marketing Budget in the Tourism Businesses

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Abstract

The aim of the study is to create a framework for the marketing budget for the tourism businesses by examining the marketing budget, the environments and factors affecting the marketing budget, and the methods used in the marketing budgeting. Research is a conceptual study. Literature related to the subject was examined and secondary data were used. The results show that both the sectoral differences and the businesses’ environmental differences such as the international environment, natural environment, macro environment, market environment, and organization environment diversify the methods used to determine the marketing budget. When the literature is examined, it is seen that there are various methods for determining the budget. However, it is stated that, for the tourism businesses, the most appropriate budget determination method among these methods are the flexible budgeting method and the activity-based budgeting method.

Keywords: marketing budget in tourism, tourism businesses, tourism, marketing, budget
The Brave New Touristic Sight-to-See of Turkey: The Future of the Shopping Mall Is Not at all About Shopping

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Abstract

No longer is it good enough for malls to be passive places to buy items and stuff – they have to be engaging places to do stuff and experience new sights (Yuksel & Yuksel 2007). Otherwise, it seems this particular retail format will be relegated a historical anachronism. In order to thrive in the digital age, malls tend to reinvent themselves. Officially shopping malls are defined as “one or more buildings forming a complex of shops representing merchandisers, with interconnected walkways enabling visitors to walk from unit to unit” (Dick and Rimmer, 1998). Actually, malls are the heart and soul of communities, the foundation of retail economies, and a social sanctuary for teenagers anywhere in the world. In recent decades, the concept of the shopping mall, which has its origins in the U.S., became a full-blown modern retail trend across the globe. A storm of global trends are coming together at the same time to cause malls to change the role they play in people’s lives. No longer are they primarily about shopping. Now, when consumers, youth and even tourists visit malls, they are looking for experiences that go far beyond traditional shopping. In Turkey, the trends helping to create this change include changing demographics, increased urbanization, touristic flow from Middle and Near East and Gulf countries which means there are more people living in smaller spaces and a greater need for public spaces to socialize, congregate and discover sights and experiences. In this environment, malls offer a welcome secure watering hole, especially in cities such as Istanbul where other public spaces are not as safe. The growing Arab touristic flow maintain a strong association between consumption and pleasure, driving the need for more engaging shopping experiences. And finally, the e-commerce revolution and the rise of digital technologies are fundamentally reshaping consumer expectations and shifting the function of stores toward useful and entertaining customer experiences. As these trends advance across the global stage, they are forcing mall operators to rethink how they conceive and operate their properties. Malls have become attractive tourist destinations due to their convenience, familiarity, safety and a sense of escapism (Butler, 1991). Other researchers have shown that the appeal of shopping malls on tourists comes, most likely, from their combination of retail with entertainment (Timothy, 2005). In fact, tourists, more than local residents see shopping malls as centers for entertainment and socializing (LeHew & Wesley, 2007). Owing to its position and historical heritage, Istanbul is one of the biggest shopping destinations in Europe and the Middle East (Egresi & Arslan, 2016). Although many still consider the bazaars as the main shopping venues of Istanbul, the city also has more than one hundred modern malls and shopping centers, with many others being in different stages of construction or planning. In the face of these considerable challenges, malls are seeking to stay relevant, drive growth and boost efficiency. We see successful players investing along three key fronts, like Mall of Istanbul, a Torunlar GYO mixed-use investment that opened its doors in 2013 as the biggest shopping mall in Europe, creating a huge life world for both inhabitants of the city and tourists. In this paper we are going to investigate this futuristic social hub through three dimensions that transform yesterday’s mall...
into a life world to engage with and a sight to see: (1) Differentiating the consumer offering, with a focus on experience and convenience innovative malls are incorporating value-added elements that attempt to recast the mall as the new downtown, including concerts, arts centers, movie theatres, spas, fitness clubs, youth experience touchpoints, farmer’s markets, theme parks, ski slopes, go-karts, bowling, aquarium, museums, exhibitions, festivals, hotels etc. These services provide a level of leisure and entertainment that can never be satisfied online. An emphasis on fine dining and events is also helping to make malls the hub of the local community and tourism segment – a place to share quality time with friends and family, not just dash down a meal at the food court. (2) Transforming the mall experience by leveraging technology and multichannel strategies, the digital transformation of retail is not the main enemy for malls. On the contrary, it presents new opportunities for malls to engage consumers throughout their decision journeys. Social media is used, for instance, to create buzz about new tenants or solicit ideas from consumers about ideas for new stores. Just like retailers, malls reach out to their customers with customized offers, gift ideas and other targeted advertisements based on real time intelligence and location-based marketing. Malls are using technology to transform mall usability as a means of improving customer satisfaction. There is ample opportunity for malls to decrease customer pain points, while simultaneously creating entirely new delight points. (3) Exploring new formats and commercial real estate opportunities, the most innovative malls today surpass their predecessors. Although location remains the key real estate consideration for malls, a differentiated design and structure is increasingly important. Open air malls provide an atmosphere of a town center, especially when they incorporate mixed use real estate. Many of the malls being built in urban areas are open and fully integrated with the landscape. Even malls that are enclosed are now incorporating more natural ambiance into their design, installing plants and trees, wood walls and floors, waterfalls, and lots of glass to let in natural lighting. Such elements help malls better blend in with their surroundings thereby creating a life world than mere stores. Mixed used developments offer consumers and tourists an attractive, integrated community in which to live, work, travel and shop. Although these trends are expressing themselves to varying degrees in different markets around the world, we believe they are relevant globally and should be taken to heart no matter where mall companies operate. The world of retail is changing dramatically, but the mall still can have a central role in urban and suburban societies. To avoid becoming what one chief executive calls a “historical anachronism – a sixty-year aberration that no longer meets the public’s needs,” mall operators must expand their horizons of what a mall can be. They must envision themselves no longer as real estate brokers, but instead as customer-facing providers of shoppable entertainment and a sight to see.

**Keywords:** shopping mall, destination marketing, retail marketing

**References**

Destination Experience: Making the Tourism Cities 5-Star

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Abstract

Thanks to the investments made in the capacity and quality accommodation, Turkey drew a rising chart success in tourism in the last three decades. However, tourism and consumer trends have been changing in recent years. 5-star accommodation infrastructures alone cannot provide sufficient satisfaction for the masses demanding value-added destination services, spending more per capita, and demanding individual experiences. Also, the airport-hotel-airport cycle, although seen as controlled and safe for tourists, does not contribute to the tourist's ability to experience destination-specific attractions and to ensure that other stakeholders in the destination benefit from tourism sufficiently. It is true that to date, various unconscious tourism stakeholders have also had some serious mistakes that have caused tourists to close to 5-star hotels. Now, in line with the new tourism and consumer trends, it is needed to approach the identification and solution of problems related to infrastructure, security, information, image, aesthetics, stakeholder relations and exploitation of technology in the streets and all touchpoints of the city in order to gain gains from the tourism that changes the shell. With the “5-Star Destination” approach, it is thought that the streets of the tourism city would be safer, there would be no unwanted surprises, and a controlled situation and image will encourage tourists to go out of the 5-star hotels more. In this way, we evaluate that changing tourism and consumer needs can be better met; value-added tourism productions will increase, tourism revenues will spread to other stakeholders in the destination, destination image and sustainability can be improved. In this respect, the present study considers the destination experience as a whole. In addition to 5-star hotels, the study aims to draw attention to the importance of making the destination 5-star with investments such as airports, reception units, essential tourism services, security and information systems, tourist health and emergency systems, urban transportation infrastructure, highlighting attraction and activities, urban cosmetics, street hygiene, food and beverage and shopping opportunities, awareness raising trainings for stakeholders, prices and payment infrastructures, investments in common infrastructures that will facilitate the lives of local people, systems for efficient, sustainable use of the city's natural resources. In this study, the negative experiences of foreign tourists are revealed by using qualitative research methods. The findings for Istanbul are seen as dramatic. According to results, the sustainability of tourism in Istanbul, which is one of the most tourist-attracting towns of Turkey is under risk unless some new, innovative, and technological solutions will be developed by tourism stakeholders.

Keywords: destination experience, destination touchpoints, 5-star destination, tourism city, Istanbul
Investigation Into the Subjective Well-Being of the Emerging Workforce of Hospitality Industry: A Perspective of Cultural Values

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Abstract

As emerging workforce for the future, students intern’ subjective well-being (SWB) is vital barometer for the development of labor intensive industry such as hospitality and tourism industry. Cultural values and SWB are long believed to intertwined with each other. Adopting the lens of cultural value, this study investigated whether and how Chinese cultural values influence Chinese interns’ SWB, which in turn exerts on their future career intention. As most the current interns fall into the cohort of Gen Z, this study provides theoretical implication into a timely updates of Chinese Gen Z’ cultural values, as well as managerial implication to better understand and facilitate the hospitality and tourism industry.

Keywords: subjective well-being, generation Z, Chinese cultural values
Operational Design as a Framework for Developing Diligence-Based Strategy in Food and Beverage Operations: A Case Study Approach

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Abstract
Designing of operations is crucial to develop and implement strategic activities appropriate for the success of the planned business model. At its most basic level, understanding the structural relationships of business operations from a holistic view may help us to better see the diligent execution of fundamental activities within dynamic environmental changes without losing the sense of main strategy and competitive advantage. In this context, considering the hospitality industry characteristics, it is critical to reveal the very nature of operational interactions with appropriate structural modeling techniques. Therefore, in this study, how interpretive structural modeling (ISM) helps us to gain a holistic view to the structural design of operations is exemplified within the context of a restaurant operation has been illustrated. Additionally, how the use of ISM within operations design matters for the development of diligence based strategies is discussed in order to refer to the contribution of the study to the behavioral strategic management literature. The revealed intricate interplay between operations in the case restaurant shows that there is a need to control the boomerang effect by designing operational activities as complementary and supportive way to increase the multiplicative power of operations as proposed in diligence based strategy approach.

Keywords: interpretive structural modeling, food and beverage, operations management, case study, diligence based strategy, strategic management
How to Increase Sales in Hospitality by Using Social Media: A Case Study in International Hotels in Ankara Province

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Abstract

With the help of the technology, hospitality and tourism products, and customers are constantly changing. Social media –which is widely used by many people today, is the platform where these developments can be reached in the most recent way. Users are mostly browsing in recreation and the applications preferred for providing information and promotion for businesses notably. Social media creates tremendous opportunities for businesses to conduct successful digital marketing campaigns. Nowadays, one of the priorities of all commercial enterprises is to increase the volume of their sales and it is feasible to observe that advertising on social media is much more effective than any other platforms. Accommodation businesses are also very successful in this regard. Therefore, in this article, how the international chain hotels in Ankara use social media to increase their sales and how the usage of social media is reflected in their sales are analyzed by using interview techniques.

Keywords: social media, hospitality, hospitality management, technology, sales
Examining the Competitive Advantage of Gastronomy Tourism With Diamond Model

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Abstract

The aim of this study is to examine the necessary factors for a gastronomy tourism destination to have a sustainable competitive advantage within the framework of Porter’s diamond model. For this purpose, the case of Sanliurfa, Turkey is examined as an emerging gastronomy tourism destination. The government (especially Ministry of Culture and Tourism), factor conditions of the region, demand conditions, related and supporting institutions, and sustainable competition strategies are discussed as dimensions of competition diamond for the development of gastronomy tourism in the city. Study findings showed that despite the attempts and initiatives to develop and promote gastronomic tourism products, dimensions of competition diamond are not sufficiently clustered in the destination. There is a need to develop the five factors and to strengthen interactions between these factors in order to create a sustainable competitive advantage.

Keywords: gastronomy tourism, destination competitiveness, sustainable competitive advantage, diamond model
Enhancing the Cultural Tourism Experience Through Augmented Reality

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Abstract

Cultural tourism provides significant economic and social contributions to destinations, and therefore countries make great efforts to attract more cultural tourists. In order to meet the changing consumer demands and expectations in accordance with technological developments, destinations are trying to integrate cultural heritage sites into technological applications such as augmented reality. Augmented reality applications, which are defined as real-world environment gaining a physical appearance with computer-generated data, allow tourists to access the information in cultural heritage sites in accordance with their wishes and needs and to create their own experiences. When the related literature is examined; although there are many researches about current state and development of modern technologies such as augmented reality, it is noteworthy that the number of researches on subject of cultural tourism and touristic experience is limited. In this study, it is aimed to reveal the role and importance of augmented reality technologies in creating memorable experiences within the scope of cultural tourism. For this purpose, the literature about the touristic experience and the impacts of technological developments on touristic experience is reviewed and 50 AR Applications for cultural heritage sites (archaeological sites, museums and art galleries) in 11 different countries where the augmented reality technology is used are examined. In accordance with the findings, the suggestions have been developed for the cultural heritage sites to be more adapted and improved with the augmented reality technology to enhance the cultural heritage tourism experience.

Keywords: augmented reality (AR), cultural tourism, cultural heritage sites, memorable experience
Are Rural Tourism Initiatives Sustainable? Evidence From Turkey

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Abstract

The development of tourism in Turkey has started with the incentives given by the Turkish government to facilitate economy in 1980s (Yarcan, & Ertuna, 2002; Duman, & Tosun, 2010) and to maximize foreign tourism receipts (Tosun, 2001; Yarcan, & Ertuna, 2002). However, the concentration of tourism development plans on coastal regions in Turkey led uncontrolled growth of tourism in these regions as a result of excessive demand (Gezici, 2006; Duman, & Kozak, 2010; Erkus Ozturk, 2011). Lack of tourism education and knowledge in the government resulted in poor planning and exclusion of local community from tourism activity (Alipour, 1996). Moreover, the centralized structure of administration slowed down the process and create difficulty in implementing tourism plans (Tosun & Timothy, 2001). Empowerment of local governments is necessary to increase tourism revenues, ensure local involvement in tourism development, increase tourism employment in local plans focusing on small scale development (Alipur, 1996; Yuksel, Bramwell, & Yuksel, 1999; Tosun, 2001; Gezici, 2006; Duman, & Kozak, 2010; Erkus- Ozturk, 2011). However, empowerment of local governments without a sufficient education and training may create negative consequences. Understanding perspectives of people working in tourism development plans can be a first step to build better plans. Therefore, The purpose of this paper is to analyze the stakeholder perspectives on rural tourism development and tourism incentives given by the government in Isparta, Turkey. According to (Seckelmann, 2002) tourism does not create a good job opportunity for local people, rather it creates seasonal or low-income jobs. Urgup is an example of how tourism development increased poverty in rural areas by making them dependent on foreign investors (Tosun, 1998). According to dependency theory; developing countries’ economies become dependent to developed countries from which they receive tourists (Robinson, 1999). Due to the increase in tourism supply the prices fell down and Turkey has created a cheap destination image (Baloglu & Mangaloglu, 2001). Also, the decrease in the value of Turkish Lira in recent years has reinforced this image. By implementing sustainable development plans in newly emerging destinations, Turkey can restore its image. Developing countries should focus on sustainable tourism development, otherwise negative impacts of tourism such as environmental and social damages will outweigh economic benefits (Tosun & Timothy, 2001). According to Butler (2002), integration between tourism and different sectors, stakeholders and community is important for sustainable tourism development. Community involvement in the planning process is a must for an effective tourism planning. However, in most developing countries locals do not have voice in tourism development plans. Local community plays important role to prevent environmental and social damages of tourism. Community involvement in tourism development is vital to ensure sustainable tourism, to minimize social cost of tourism, to preserve natural and cultural heritage and to increase economic benefits (Gezici, 2006; Tosun 2006; Duman, & Tosun, 2010). Collaboration between stakeholders such as community, scholars, private sector and government is significant in sustainable development process. Research shows tourism-led growth is possible for Turkey (Ertugrul and Mangir, 2015). Especially underdeveloped rural areas can benefit from tourism. Rural tourism is a convenient way create a sustainable tourism plan by involving local community (Alipour, 1996; Seckelmann, 2002). According to some researchers Turkey has a high potential for rural tourism (Akin et al., 2015). However, it is possible through
the efforts of local stakeholders, investment in the area and networking (Ertuna & Kirbas, 2012). In recent years some initiatives were implemented to develop rural tourism in Turkey. Karabati et al. (2009) have observed agritourism activities in a small village Aglasun which is operated by non-profit organization and volunteers. In the last 5 years many initiatives were taken by government to facilitate rural tourism in other areas as well. However, the empirical research on the implementations and end results of these projects is very limited. The rural tourism development in Isparta region is in its early stages. However, a rapid increase in the number of tourists visiting the area was seen in recent years. Kuyucak, a small village with 250 residents, has received 300,000 domestic and foreign tourists in the summer 2018 due to its popularity in social media. The number in the other small villages in the area has reached 100,000. The government bodies, including municipality, governorship, local tourism authority, Agriculture and Rural Development Support Institution and West Mediterranean Development Agency have tourism development initiatives independently. The collaboration among these stakeholders and local community is minimal. The stakeholder interviews were conducted in January 2019; the researcher has interviewed 27 stakeholders including the government authorities, university professors, private sector representatives and residents. Snowball sampling was used; the first interviewee, the mayor led researcher to other stakeholders in the region. The interviews have continued until a saturation point was reached. Results revealed that although the initiatives given by the government to promote rural tourism has a decent purpose, according to stakeholders the funds are not distributed fairly and the monitoring process of these projects is insufficient. Politics play a role on the distribution of these funds among municipalities and in each election the government changes as well as the parties receiving the funds. Another problem is the lack of tourism education and experience among stakeholders. Local governments run tourism operations in the region. For example, the mayor of Guneykent, the first town that has received tourists in the area, has worked as a tour guide himself for whole season. The collaboration among stakeholders is very weak, on the contrary there is a competition between different towns, different political parties and private sector. Agriculture and Rural Development Support Institution and West Mediterranean Development Agency have funds to distribute, however, the applications they received is much lower than the amounts of funds. The residents of rural areas, especially women, have received trainings on hospitality. However, such short-term trainings are useless without monitoring their success. The collaboration between stakeholders and an on-going tourism education is a must to develop and implement sustainable tourism plans. The rural areas in Turkey are still untouched, however if tourism continues to grow uncontrollably, the cost of tourism will outweigh its benefits in these regions. The stakeholders should set aside their differences and work together to find what is best for the region and the community.

Keywords: sustainability, community involvement, tourism development, stakeholders

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Peer to Peer Accommodation and Sharing Economy From Tourist’ Perspective: A Quantitative Research

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Abstract

The aim of this study is to reveal the reasons of preference of those who prefer to stay with airbnb by in-depth interview. For this purpose, in June- August 2019, a interview was held with people who prefer Airbnb in Canakkale. Totally, 15 people were interviewed after the accommodation. In the research, semi-structured interview questions were formed and the results of the interviews were evaluated under factors identified. According to the findings obtained from the research, all interviewees stated that they preferred Airbnb because they found it economical and safe. They also stated that the Airbnb system found the reservation system useful. Airbnb is attractive because it has accommodation options suitable for all budgets and styles. Moreover, “we do not have to pay too much accommodation fee” when the number of people is more. Price, confortable, reliability, sense of freedom, desire to see historical and natural beauties, home benefit are motivator factor for Airbnb Canakkale consumers to choose Airbnb.

Keywords: Airbnb, sharing economy, tourism industry, qualitative research
Competitive Intelligence in the Hospitality Industry — Perspectives of Turkish Revenue Managers: A Pilot Study

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Abstract

The purpose of this study is to investigate the competitive intelligence (CI) activities of revenue managers who work in Istanbul. Therefore, a qualitative method was adopted. 10 revenue managers who work in international chain hotels were sent an online questionnaire, which has seven open-ended questions about CI activities. According to the survey results, it seems that they know what the meaning of CI and the importance of CI are. As a CI activity, they monitor Smith Travel Research reports daily, check competition through rate shopping tools, and use social media actively to monitor the external environment. However, there are several ethical problems regarding CI activities according to revenue managers who work in Istanbul.

Keywords: hospitality, revenue management, competitive intelligence (CI), Istanbul
The Effect of Negative Perceptions of OTA Customers Over Non-Controllable Satisfaction Factors in Hotel Website Marketing

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Abstract

In the social media era, user-generated content (UGC) has emerged as a new marketing strategy and a product/service decision-making tool for many consumers. This is especially true for the hospitality industry, where the product/service quality cannot be seen, tasted, touched or smelled before purchased and is unique. Information provided by previous consumers about a certain product or a service is considered the most influential communication media form of delivering a product and/or service (Arndt, 1967; K. T. Lee & Koo, 2012). In the social media era, prospective hotel clients are able to obtain UGC of former clients before making purchase decisions. Thus, the UGC by former customers have a pivotal role in the purchase process, particularly booking travel or hotel rooms online. User-generated contents help to build a true picture in customers’ mind based on their authentic experience. Eighty-six percent of millennials say that the UGC is generally a good indicator of the quality of a brand or service (crowdriff.com). Hunter Montgomery, CMO of HigherLogic, states that customer reviews are trusted 12 times more than a marketing piece of information from an organization (cio.com). Eighty-five percent of consumers find visual UGC more influential than brand photos or videos. As stated by many industry professionals, prospective clients trust the contents of other customers who already experienced a specific service/product more than what the marketers reflect on their own or other online travel agents’ (OTA) websites. User generated content is essentially any content created by unpaid contributors, usually product or service consumers. It can include any content from pictures, videos, and blog posts to testimonials and discussion boards. Such content provides a combination of fact, opinion, impression, sentiment, titbits, experiences, and rumour, which is created outside of normal professional practices (Smith et al., 2012; Wilson, Murphy & Fierro, 2012; Kaplan & Haenlein, 2010; Burgess, Sellitto, Cox, & Buultjens, 2009). UGC is a form of many-to-many communication, affecting not only the brand-customer relation, but also the competitive landscape and consumers at large (Hoffman and Novak 1996). In some instances, UGC can be devastating for the firm (Kirkpatrick and Roth 2005) because of its multiplicative negative word-of-mouth (WOM) effect (Bansal and Voyer 2000). Through UGC consumers/clients share their opinions about brands, products or services and create large-scale of electronic word of mouth (eWOM) networks. This is a way clients reflect their personal perceptions that are easily available, and accessible to global communities or individual peers who use such information as an extra factor supporting their purchasing decisions (Dellarocas, 2003). Most industry professionals agree that social media reviews impact consumer buying behaviour, particularly online reviews (text descriptions of a hotel experience) and consumer ratings (aggregated scores based on individual consumers’ scores) (McGuire & Breffini, 2013). A broad variety of social media tools enable firms to connect with a wide range of potential and existing customers (Chang, Yu, & Lu, 2015; Bianchi & Andrews, 2015; Briones, et al., 2011; Curran & Lennon, 2011). More particularly, a growing number of companies realize that social media provides very useful tools to communicate and
changes the business environment while creating new opportunities for service and product providers (Wu, 2016; Chang et al., 2015; Kim & Ko, 2012; Sashi, 2012; Culnan et al., 2010). Specifically, aggregated information collected through social media made it possible to describe the customer's buying behaviour (Zaglia, 2013; Culnan, et al., 2010). Positive or negative perceptions of previous customers have significant impacts on product purchase decisions than the information provided by the marketer (Sparks and Browning, 2011). Information provided by online peers influences customer perceptions, preferences and decisions much more than the information provided by companies (Constantinides and Fountain, 2008). Such consumer feedback is especially valuable to companies operating in industries with challenging velocity regimes, i.e. the industry is experiencing diverse and potentially contradictory rates and directions of change (McCarthy et al., 2010). Personal opinions and experiences for products and services in the form of online reviews have become one of the most valuable sources of information assisting prospective customers when deciding to buy certain products or services (Chua and Banerjee, 2015; Huang and Benyoucef, 2013; Dellarocas, 2003; Henning-Thurau and Walsh, 2003). A recent survey revealed that about 90 percent of 1,000 shoppers say user generated content on the internet influences their decisions to make a purchase far more than they are influenced by other forms of marketing (TurnTo Network, 2017). About 73 percent of customers stated that UGC increases their purchasing confidence and 61% claims that such content encourages them to engage with brands. Nearly two-third of customers (63%) believe UGC creates a more authentic shopping experience. Another survey, TripAdvisor’s 2015 TripBarometer report found that 90% of consumers rely on ratings of accommodation on a review site. This was the second most important factor impacting booking decisions behind price. Also 85% of consumers also rely on photos and videos online. It is certain that UGC provides very useful information about the quality of any particular service/product to prospective customers in their decision making process and a vital feedback to service providers -such as hoteliers- to be used to enhance services and gain competitive advantage. If perceptions are positive hotels increase number of bookings. If negative, they use this information as a feedback to improve services. However there are some uncontrollable factors that hoteliers cannot manage or manipulate, due to the nature of the cause. Some of those factors dissatisfying customers are; environmental factors, such as street noise, air pollution, fume, visual pollution, environmental smelling, high traffic volume, homeless people, street beggars, etc. When hoteliers market or advertise their hotels to public, most of them intentionally hide or curtain these negative factors. In this case, when customers realize that some negative factors are curtained or hided by the hotel they get frustrated and they post negative perceptions in social media. The purpose of this study is to focus on those uncontrollable environmental factors that are intentionally concealed from customers, and how these factors negatively lead customers’ ratings on OTA websites or hotel websites. The results of this study will help hoteliers and other marketing agents to see the impacts of those uncontrollable/curtained factors on customer’s ratings.

**Keywords:** customer satisfaction, UGC, OTA, non-controllable factors, website marketing

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Part 10: Human Resource Management
Impact of Error Management Culture on Employees’ Anxiety, Gratitude, and Service Recovery Performance

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Abstract

Based on the Affect Event Theory (AET) and affective infusion model (AIM), organizational contexts can form “affective events” that can shape individuals’ emotional experience, which can further influence their work behaviors. This study hypothesized that the error management culture constitutes the affective events every time error occurs, and these affective events can cultivate employees’ gratitude and reduce their anxiety toward the organization. Gratitude and anxiety, in turn, are positively and negatively associated with employees’ service recovery performance respectively. Across the three-wave data collected from 218 hotel employees, the current study found that the error management culture was positively associated with gratitude, and negatively associated with anxiety. Consequently, gratitude and anxiety influenced employees’ service recovery performance rated by the supervisors. These findings suggest that error management culture can influence employees’ service recovery performance through its impacts on emotions (gratitude and anxiety).

Keywords: error management culture, anxiety, gratitude, service recovery performance
The Relationship Between Tourist Profile and Job Satisfaction in Accommodation Enterprises: The Case of Beyoglu

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Abstract

Turkey has been subject to an international wave of terror and internal political crises that resulted in a change of foreign tourism demand compared with the previous years. The visitor profile shifted from the predominantly European to mostly Middle Eastern tourists, thus posing some challenges to the hotels in Istanbul and their employees. The main purpose of this research was to investigate the effect of nationality-based tourist profile change on non-managerial employees’ job satisfaction in recent years in the context of Istanbul. Through interviews of 10 hotel managers and content analysis of this data a qualitative investigation was realized that provided the job satisfaction facets of in the “Additional Payments” and “Benefits” and “Contingent Rewards” have experienced a significant decrease. This could be considered a warning sign for managers at all levels, as these facets are important for the hotel employees’ job satisfaction levels. On the basis of the interviews, it was concluded that two outcomes of the guest profile change that influence the employees most were increased workload and decrease in the additional payments, among others. This issue needs to be tackled for the competitiveness of the sector and may well require crisis management. As guest and employee relationships are very important, any discord in this relationship can affect the overall success of the tourism industry and also the organizations within. Thus, it could be suggested that the results of this study can be valuable both for policy makers and managers alike.

Keywords: non-managerial employees, job satisfaction, tourist profile change, Istanbul
Assessing the Influence of Cultural Intelligence (CQ) of Project Manager on Team Performance: Study on Project Team Working Under the Umbrella of CPEC

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Abstract

Today’s global market is developing and intellectuals around the world are connecting to pursue idea to achieve meaningful innovation. Project success is driven by team performance however, team performance is impacted by culturally diverse conglomerate of various skilled individuals. Project manager operates in the capacity of team leader where he is responsible to coordinate with members to achieve a successful outcome. Since, team dynamics change due to cultural diversity hence, the aim of the research is to explore the impact of cultural intelligence of project manager on team performance. To investigate the relationship research has resorted to quantitative method to evaluate impact of cultural intelligence on team performance. The population targeted for this research are project managers leading team to achieve project success under the umbrella of CPEC. The data was collected from the sample size of 30 team leaders to check the significance of cultural intelligence on team performance. Regression analysis was used to analyze the data by using SPSS software. The findings of the research show that there is a strong correlation and impact of cultural intelligence of project manager on team performance. It is recommended that a project manager leading project under CPEC must be high on cultural intelligence to ensure project are executed and culminated in an effective manner.

Keywords: cultural intelligence, team performance, project culture, project success
Despotic Leadership and Counterproductive Behavior: The Role of Reduced Organization-Based Self-Esteem (ROBSE) and Emotional Stability

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Abstract

The purpose of this paper was to investigate the effect of despotic leadership behavior on follower’s counterproductive behavior. It was also hypothesized the effect will be mediated by reduced organization-based self-esteem (ROBSE) and moderated by employee emotional stability. We draw upon conservation of resource perspective and social exchange phenomenon. The setting of the study was the SMEs (Small and Medium Enterprises) Gujranwala Division of Pakistan. Time lagged data were collected from 227 supervisor-subordinate dyads. Structural Equations Modeling was applied to test the direct and mediating effects. Interaction moderation was performed using Hayes’ Process Macro in SPSS. The findings suggest that despotic leadership has positive effect on counterproductive behavior. Reduce organization-based self-esteem partially mediates the effect of despotic leadership on counterproductive behavior. Similarly, emotional stability moderates the effect of despotic leadership on counterproductive behavior. Implications and future directions have been discussed in the end.

Keywords: despotic leadership, counterproductive work behavior, reduced organizational based self-esteem, emotional stability
The Effect of Strategic Human Resources Management on Intrapreneurship

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Abstract

Strategic Human Resource Management (HRM) concentrates on organizational performance instead of individual performance, recognizes employees as a strategic resource who could help the organization achieve a sustainable competitive advantage. Strategic HRM aims to provide maximum business and economic value of the human resources activities to all concerned business units. HRM policies and practices affect employees’ intrapreneurship intentions in the organizations. Intrapreneurs engage in opportunity-seeking entrepreneurial behaviors, as in the case of independent entrepreneurs discovering important challenges and opportunities. Strategic HRM activities encourage employees remain confident in sharing and suggest organization wide developments or improvements. This research aimed to empirically investigate the effect of strategic human resources management on intrapreneurship. There is a limited research focused on the Strategic HRM activities and intrapreneurship in the literature. Thus, this research believed to contribute to fulfill this gap. This is a quantitatively designed research. Survey data were collected from 297 randomly selected respondents working in machinery manufacturing enterprises operating in the province of Konya, Turkey. Descriptive statistics, Explanatory Factor Analysis, and Structural Equation Modelling was employed for the data analysis. Results demonstrated that there is a positive, significant and strong relationship between strategic human resources management and intrapreneurship behaviors (R2 = 0.78, p < 0.001) in organizations. Strategic HRM brings a holistic view of traditional HRM activities and integrates HRM activities with business strategic objectives. This empirical research findings proved that Strategic HRM activities enable organizations to create suitable environment for employees and increase intrapreneurship intentions, that leads to get competitive advantage.

Keywords: strategic human resources management, intrapreneurship, machinery manufacturing enterprises
Examining Factors That Impact Flight Attendants’ Job Satisfaction

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Abstract

It is well known that front-line employees play a pivotal role in the service industry. Their high level of engagement with human services (Heuven & Bakker, 2003) means their attitudes and skill competencies affect their service delivery, thus impacting service quality, and customer satisfaction and loyalty (Cronin, Brady & Hult, 2000). Additionally, many customers often associate a server’s warmth and abilities with a company’s image or reputation (Liat, Mansori, Chuan, & Imrie, 2017).

Job satisfaction bears important implications for how front-line employees feel, and the way in which they interact and ‘perform’ with customers (Edward, Bell, Arthur & Decuir, 2008). Many hospitality academics have examined various aspects that impact job satisfaction within the service sector to enhance customer satisfaction. Factors such as unfavorable work schedules, lack of empowerment, relationships with their co-workers (including management), and the emotionally laborious nature of their work (due to constant and direct interactions with customers), are well-noted (Amin, Aldakhil, Wu, Rezaei & Cobanoglu, 2017).

Yet, some service industry positions, such as flight attendants (FA), are not covered as extensively within the hospitality human resource literature, as are front-line employees in other sectors (e.g. hotels). This is surprising, given the fierce competition in the airline industry, and the role service plays in building competitive advantage and passenger loyalty (Lee, An, & Noh, 2012). Additionally, the airline industry receives more media attention and public scrutiny than most other service industries (Shchiglik & Barnes, 2004).

The role of the FA differs from other front-line positions, in that employees often commute to their domicile/base, sometimes requiring a flight(s) of multiple legs to get there; employees are often away from their home environment, including family, friends, and pets, for days at a time; and employees are consistently working with different crew members. These unique factors potentially pose additional challenges to a FA’s level of job satisfaction.

This study sought to determine the relationship between the FA, their job satisfaction, and their home life. The basis of the study stemmed from previous research by Levy, Faulkner, and Dixon (1984), where they sought to analyze female FAs who were part of dual-career marriages. It is important to seek new data in this area, especially since some 30+ years have passed since the previous study, and the occupation is now comprised of both male and female FAs.

Very frequently, a FA will leave his or her home to begin work duty and will not return home until several days or even weeks later. Individuals in other service positions, who return home each day after work, have different resources available to assist in their recovery process. By default, returning home to one’s personal possessions such as one’s own bed and belongings; being physically near family and friends; and the familiarity of residence and neighborhood; all assist the recovery of an employee after a day of work (Sonnentag & Natter, 2004).
FAs also find it difficult to perform household duties (pay bills, carry out chores, etc.) and childcare (or pet care) activities, and have a different amount of time available for leisure and/or social activities with their loved ones (Grandy & Cropanzano, 1999). This may add pressure to their interpersonal relationships, as one partner may need to perform more household duties (Wharton & Erickson, 1993) to make up for their shortcomings due to travel. These circumstances also mean that a FA who is “off-duty” on a layover/overnight will recover differently to an individual at home (Sonnentag & Natter, 2004).

Adequate social support and social interactions are other aspects that differ between most service-based positions and FAs. Flight crews working together on an assignment are often meeting each other for the very first time (Xanthopoulou, Baker, Heuven, Demerouti, & Schaufeli, 2008). Though each has a prescribed duty to perform, it is important that they form positive relationships with one another in a short time to facilitate mutual support and ensure a cohesive work environment (Xanthopoulou et al., 2008).

Study data were obtained from 98 FAs employed at commercial airlines in the United States using an online survey through Survey Monkey. The link to the survey was distributed on a well-trafficked FA group page on a popular social media website and was open for 14 days. A disclaimer stating the purpose of the study preceded the survey. Participants were advised that their participation was voluntary and anonymous, and that they may choose to stop the survey at any time. Informed consent was obtained from each participant prior to their participation. Invitees were also asked to share the link to the survey with their colleagues. The survey was divided into three parts: demographics, including length of time as a FA, and commute requirements; specific job factors; and job satisfaction.

One-way analyses of variance (ANOVA) were used to elucidate variable differences on a Likert scale. Univariate ANOVA and paired samples t-tests were performed as post hoc analysis. Findings show that FAs face additional challenges compared to other service industry employees, due to the unique characteristics of their profession.

For the effect of Sex, females scored significantly higher than males on the Likert scales for Get Along with Other Crew Members (p = 0.006; females 6.30 ± 1.07, males 5.54 ± 1.38) and Enjoyment of Work (p = 0.001; females 6.23 ± 1.01, males 5.26 ± 1.60). While males scored higher than females on Negative Impacts on Children (p = 0.001; males 7.30 ± 1.49, females 5.27 ± 2.48), and Negative Impacts on the Significant Other (p = 0.004, males 6.35 ± 1.70; females 4.68 ± 2.54).

FAs with no Children Under 18 at Home were significantly more agreeable (p = 0.036; 6.01 ± 1.70) to Liking Layovers of 24 Hours or More than those reporting having children at home (5.00 ± 2.47). FAs with no Pets at Home were significantly more agreeable to their travel having Negative Impacts on Their Significant Other (p = 0.024; 5.71 ± 2.33, 4.58 ± 2.48), reporting more Duties for Their Significant Other (p = 0.04; 6.38 ± 1.79, 5.38 ± 2.05), and having Negative Impact on Their Pets (p = 0.0001; 7.17 ± 2.02, 3.60 ± 1.98).

Flights attendants that Live More than 90 minutes’ drive time to their home base significantly prefer Scheduled Layovers of Under 12 Hours (p = 0.024; 2.59 ± 2.22, 1.62 ± 1.46), and are significantly less likely to be agreeable to Scheduled Layovers between 12 and 23 Hours (p =
No significant differences were found on any of the questions for Age, Years as a FA, or Number of Commuting Legs.

Job satisfaction for FAs is an ever-evolving process. Since the last known study on this population more than 30 years ago, many changes have occurred in the profession and society. Air travel is extremely popular, males have joined the profession in increasing numbers, and the views of FAs by the general public have changed dramatically. All of these things contribute to FA job satisfaction. The impact on interpersonal relationships, whether with significant others, children, or even pets has been shown to have significant effects. Further study is needed to identify more stressors in the job place, begin to formulate a plan to alleviate them, and ultimately increase FA job satisfaction.

**Keywords**: job satisfaction, flight attendants, human resource management, service quality

**References**


The Roles of Job Satisfaction and Motivation on Employees' Intentions to Use Social Media for Businesses: Towards a Multilevel and Integrative Organizational Model

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Abstract

Social media use within the workplace is widespread, a growing number of companies recognizes the significant role that social media play as a means of communication and as a driving force in creating new business opportunities. The purpose of this theoretical paper is to develop a multi-level and integrative model to explore whether job satisfaction exist simultaneously with extrinsic motivation and/or intrinsic motivation and positively affects on employees' intentions to use social media for businesses. The major goal of this paper is to provide a basic framework to the study of employees intention to use social media for businesses in a way that describes the reciprocal and multilevel nature of the process.

Keywords: social media, motivation, job satisfaction, TPB, job role, employment status
Part 11: Innovation & Entrepreneurship
**Hospitality Infusion: Making Hospitals More Hospitable**

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**Abstract**

The guest experience begins from the moment they walk in and lasts until the moment they leave. The hospitality we find in a hotel and the methods they use to make a guest feel like they’re at home, can be applied to health care facilities for the betterment of patients and those that visit them. This ‘hospitality infusion’ plan is an overview of three phases: the Welcome, the Day-to-Day experience, and the Sendoff. Each plays a part in the overall guest experience. The plan is supported by research that illustrates how hospitality can be a healer. Best practices in hospitality can aid in the process of patient care, and the little things that go beyond health care can create a positive experience for all.

**Keywords:** hospital, medical, recovery, hospitality, healing, patient experience
Part 12: International Trade
The Effect of Recent Changes in Turkish Exchange Legislation on Operations of Foreign Trade and Accounting

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Abstract

Foreign currency bringing duration is one of the most important measures taken on 4th September 2018 to reduce the effects of exchange rate shock of Turkish economy during the summer of 2018 and to raise the value of Turkish Lira. Until this date, bringing of export sales were left to the free use of the exporter and after that date, it was made compulsory to bring 80% of export sales in 180 days in Turkey and to convert it into Turkish Lira. Apart from exceptions the obligation to bring foreign currency will have a negative impact on foreign trade futures sales, payment methods and foreign exchange transactions in the bank. The effects of this arrangement on export, marketing and competitiveness in export and accounting record and follow-up system will be discussed in detail in this study.

Keywords: exchange regulation, foreign trade, accounting, law
Part 13: Leisure Management
Effective Use of Local Dances in Creating Destination Experience: The Case of Adana Ciftetellisi and International Orange Blossom Carnival

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Abstract

Festival, carnival and events have become increasingly popular nowadays to attract tourists to a particular city or destination. In this respect, it can be said that festivals and special local events are used as a critical element in regional development strategies worldwide. Festivals attract tourists and visitors to destinations with promotions, and they are instrumental in both the promotion of tourism destinations and the revival of economic activities in the local area. Thanks to the festivals, local employment opportunities increase in the short term and contribute to local and regional economic development in the long run. From local beer to watermelon, wrestling to dogs, jazz to salsa, many local cultural elements can be the central theme of the festival. It is of great importance that the festival be held at a time other than many tourist arrivals of the year and that the originality of the themes is high in terms of making a more elevated and sustainable contribution to economic development. In this study, the importance and effect of local dances as a cultural theme contributing to the authenticity of the festival was examined. In the present study, the International Orange Flower Carnival was examined as a case study. The event has been held in Adana in early April every year since 2013. The central theme of the event, which was held for the 7th time in April 2019, is orange blossom with a sweet smell. The most prominent thematic element enriching the carnival has been various dance performances. As one of the local dances, Ciftetelli has a special place among these dance performances within the scope of the carnival. The factors that make Ciftetelli special, apart from being local, originality, ease of participation, visuality, conformity to improvised figures, non-discrimination of gender, providing intimacy but providing a reasonable distance requirement, and even being preferable for general individuals from different cultures, etc. can be sorted as. In this study, Ciftetelli was analyzed to understand how to increase the effect of dance to create destination experience with the help of data obtained from a pilot study. The pilot study was carried out with the participation of local and foreign (Erasmus) university students and folk dancer lovers during the early festival preparations. The project presented data on the participants' basic dance training, dance performances, participation in performance, and observation of post-performance responses. The data were collected by using the content analysis method from the electronic comment and evaluation texts left on the Facebook account by the project participants. The results of the study are expected to contribute to the development of local dances, local festivals as a means of promotion, development, and branding of a destination.

Keywords: destination experience, eWOM, local dance, Adana ciftetellisi, orange blossom carnival, Adana
Comparison of Turkish Airlines and Aegean Airlines Loyalty Programs via Frequent Flyer Money Saver Analysis

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Abstract

Airline alliances work perfectly for paid flight segments, but there are difficulties for passengers who want to redeem frequent flyer miles. Most of the time, airlines decline to book requests for award mile seats to not only their partner airline customers but also their own customers. According to Elliot (2016), 630 million members are enrolled in different airline loyalty programs worldwide, but they lost 1 trillion award miles over the past five years. So, the global frequent flyer loyalty programs are not working as effectively as they once did. To overcome the problems associated with redeeming award seats on flights, a more useful and effective system is necessary to fulfill passenger expectations. In this study, a new quantitative approach called Frequent Flyer Money Saver (FFMS) analysis was used to compare the loyalty programs of Turkish Airlines and Aegean Airlines. According to the results, increasing the number of reserved frequent flyer program seats on selected flights significantly increases savings from loyalty programs. Conversely, as the weekly frequency of flights between two destinations increases, savings from loyalty programs decrease.

Keywords: frequent flyer miles, aviation credit cards, award miles, available seat
Part 14: Management
Authentic Leadership and Follower Trust in Leader: The Effect of Leader Optimism

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Abstract

Authentic leadership is one of the most widely researched theories in leadership. The forerunners and the outcomes of authentic leadership have been analyzed by many researchers (e.g., Bennis, 2003; Eriksen, 2009; Shamir and Eilam, 2005; Peus et al., 2012). In the leadership and emotions literatures, a gap exists in terms of how leader optimism might affect relationship between authentic leadership and follower job outcomes. This study aims to analyze the combined effect of authentic leadership and leader optimism on follower trust in leader. The two hypotheses of this study are listed: (1) H1. Authentic leaders who display optimism will bring about higher trust by their followers as compared to their non-optimistic counterparts; and (2) H2. Inauthentic leaders who display optimism will bring about higher trust by their followers as compared to their non-optimistic counterparts. Two-by-two experiments consisting of two paragraphs were used to describe four different types of fictional leaders: an optimistic authentic leader (Group 1), a non-optimistic authentic leader (Group 2), an optimistic inauthentic leader (Group 3), and a non-optimistic inauthentic leader (Group 4). The four groups consisted of 13, 16, 13, and 22 respondents, respectively. To describe authentic leadership and leader optimism, the author used the items of the Organizational Leader Authenticity Scale (Henderson & Brookhart, 1996) and the Life Orientation-Optimism Scale by Carver et al. (2010), respectively. The respondents were asked to read the descriptions of the fictional leaders, then they were asked to answer questions of a survey that asked them about their self-projected level of trust in the described leader, with the assumption that the respondent were actually working with that leader. Trust In Supervisor Scale by Inelmen (2009) was employed to rate the potential follower trust in leader. The sample of this study consisted of 64 employees from the services industry in Istanbul, Turkey. The average age of the employees is 28.5 and 58% are male. 19% of the respondents are from the retail industry, 17% work in the customer services industry, 11% come from the finance industry, again 11% work in the health sector, 8% are from the textile industry, 6% work in the printing industry, another 6% come from the food industry, and the remaining 22% are from further services industries such as education, electronics, transportation, and communications. Two independent samples t-tests have been undertaken to test the two hypotheses of the study. With the first independent samples t-test, the potential trust of the respondents in Group 1 and Group 2 was compared, and the second independent samples t-test was undertaken to compare the potential trust of the respondents in Group 3 and Group 4. According to the first independent samples t-test, there was no significant difference between Group 1 and Group 2 in terms of trust in leader (t = 0.08, p > .10). Therefore, H1 (Authentic leaders who display optimism will bring about higher trust by their followers as compared to their non-optimistic counterparts) was not supported. In line with the second independent samples t-test, there was a significant difference between Group 3 and Group 4 in terms of trust in leader (t = 1.85, p < .10), such that the mean value for Group 3 (1.98) was significantly higher than the mean value of Group 4 (1.74). Thus, H2 (Inauthentic leaders who display optimism will bring about higher trust by their followers as compared to their non-optimistic counterparts) was supported. Contrary to expectations, H1, hypothesizing that authentic leaders who display optimism will bring about higher trust by their followers as compared to their
non-optimistic counterparts, was not supported. This result may be due to the fact that the mere expression of optimism by the authentic leader was not enough in order to create a sense of trust in the eye of the followers, and also it may be that optimism during bad times might jeopardize the feeling of trust in leader by followers. As hypothesized and found in H2, inauthentic leaders who display optimism brought about higher trust by their followers as compared to their non-optimistic counterparts. Here, the author assumes that the expression of optimism by an inauthentic leader might have weakened his/her negative image in the eyes of the followers, making him/her be perceived as more favorable in comparison to an inauthentic leader who does not display optimism.

**Keywords:** authentic leadership, trust in leader, leader optimism, experiment

**References**


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The Impact of Conflict on Organizational Commitment

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Abstract

Conflict is inevitable in organizations since there is always interactions among employees. Conflict is generally perceived as a negative concept at the first stage. However, conflict can bring benefits to enterprises as long as it is managed correctly. It can be said that conflicts in enterprises have a direct impact on the organizational commitment of employees. In this study, the effect of conflict on organizational commitment was investigated. There is a limited research focused on the conflict and organizational commitment in the literature. Thus, this research aimed to contribute to fulfill this gap, and provide practitioners useful ideas. This is an empirically designed research. Survey data were collected from 200 randomly selected respondents working in food and beverage enterprises operating in the province of Konya. Descriptive statics, Explanatory Factor Analysis and multiple regression techniques were employed for the data analysis. Results demonstrated that there is a significant relationship between work-based conflict and all dimensions of the organizational commitment. However, interrelation-based conflict has effect only on the continuity commitment dimension of the organizational commitment. Results revealed that work-based conflict affects organizational commitment directly. It is empirically proved that there is great importance to eliminate especially work-based conflict sources in the organization.

Keywords: conflict, interrelation-based conflict, work-based conflict, organizational commitment
Workplace Violence: A Theoretical Review

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Abstract

The idea of workplace violence is a challenging and complex phenomenon for both employees and organizations. Though, the topic is under research due to the increasing cost of organizations in terms of a high level of turnover, increasing level of stress among the employees, and decreasing level of commitment with the organizations. Additionally, our theoretical review discovers that various organizational fields have a different kind of experiences with workplace violence, while some occupations are subject to different kind of violence by unique aggressors. This theoretical study reviewed the previous research and put forward certain recommendations for the practitioners to adapt and introduce different kind of training, short courses, and educational programs in order to control this challenging situation. The study is novel as we are not targeting a broader concept of workplace aggression which has get the wide popularity among the scholars and literature of organizational behavior. The study is also unique as we are not going to focus particular type of violence such as mild or sever one type of workplace violence, besides that we are targeting overall workplace violence and its prevalence at different levels in an organization. Lastly, the study is important as we will determine the role of customer violence which is least research area in the literature.

Keywords: workplace violence, non-physical violence, physical violence
The Effect of Leader Optimism on the Relationship Between Authentic Leadership and Follower Job Satisfaction

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Abstract

Authentic leadership is one of the most widely researched theories in leadership. The antecedents and the consequences of authentic leadership have been analyzed by many researchers (e.g., Bennis, 2003; Eriksen, 2009; Shamir and Eilam, 2005; Peus et al., 2012). In the literature, a gap exists in the leadership and emotions literatures in terms of what kind of an effect leader emotional expressivity of discrete emotions might have on the relationship between authentic leadership and follower job outcomes. The aim of this study is to fill this gap by analyzing the combined effect of authentic leadership and the leader emotional expressivity of a discrete positive emotion, which is optimism, on follower job satisfaction. This study consists of two hypotheses which are stated: (1) Hypothesis One. Optimistic authentic leaders will arouse higher job satisfaction by their followers as compared to non-optimistic authentic leaders; and (2) Hypothesis Two. Optimistic inauthentic leaders will arouse higher job satisfaction by their followers as compared to non-optimistic inauthentic leaders. This study was undertaken in the format of an experiment. Four 2*2 experiments were carried out in separate groups consisting of at least 10 persons. Each experiment was composed of two paragraphs. The first paragraph described a fictional authentic leader or a fictional inauthentic leader. The second paragraph described the same leader expressing optimism or being neutral. In order to describe authentic leadership, the items of the Organizational Leader Authenticity Scale (Henderson & Brookhart, 1996), and in order to describe optimism, items of the Life Orientation-Optimism Scale by Carver et al. (2010) were utilized, respectively. In order to make descriptions, the scale items of related scales were translated to Turkish. After reading the two paragraphs, the participants were given a survey so that they would be able to rate their own level of potential job satisfaction, assuming that the fictional leader was their actual leader. This survey contained the items of the shorter version of by Brayfield & Rothe’s (1951) job satisfaction scale, which was shortened to a five item scale by Judge, Locke, Durham, & Kluger (1998). A total of 64 employees working in the services industry were contacted, making up 4 different groups. The average age of the employees is 28.52, ranging from 20 to 50. 37 (57.8%) of the contacted employees are male. 12 (18.8%) of the total of 64 respondents are from the retail industry, 11 (17.2%) work in the customer services industry, 7 (10.9%) come from the finance industry, again 7 (10.9%) work in the health sector, 5 (7.8%) are from the textile industry, 4 (6.3%) work in the printing industry, again 4 (6.3%) come from the food industry, and the remaining 14 respondents (21.9%) are from other services industries such as education, electronics, transportation, and communications. The participants of the study have been divided to make up four different groups. To these four different groups of the participants, an optimistic authentic leader (Group 1), a non-optimistic authentic leader (Group 2), an optimistic inauthentic leader (Group 3), and a non-optimistic inauthentic leader were described in the experiment, respectively. The four groups consisted of 13, 16, 13, and 22 respondents, respectively. Two independent samples t-tests have been undertaken to test the two hypotheses of the study. The first independent samples t-test was undertaken to compare the potential job satisfaction of the respondents in Group 1 and Group 2, and the second independent samples t-test was employed to compare the potential job satisfaction of the respondents in Group 3 and Group 4. The first independent samples t-test
revealed that there was a significant difference between Group 1 and Group 2 in terms of job satisfaction ($t = 4.43, p < .05$). Namely, Group 1 had a significantly higher mean value (3.66) than Group 2 (2.58). Therefore, Hypothesis One (Optimistic authentic leaders will arouse higher job satisfaction by their followers as compared to non-optimistic authentic leaders) was supported. The second independent samples t-test revealed that there was a significant difference between Group 3 and Group 4 in terms of job satisfaction ($t = 2.53, p < .05$), such that the mean value for Group 3 (2.02) was significantly higher than the mean value of Group 4 (1.57). Thus, Hypothesis Two (Optimistic inauthentic leaders will arouse higher job satisfaction by their followers as compared to non-optimistic inauthentic leaders) was also supported. As hypothesized and found in Hypothesis One, optimistic authentic leaders aroused higher job satisfaction by their followers as compared to non-optimistic authentic leaders. Optimism is a positive emotion that goes hand in hand with authentic leadership. Hence, in line with the author’s expectations, the expression of optimism by authentic leaders strengthened the positive relationship between authentic leadership and follower job satisfaction. As hypothesized and found in Hypothesis Two, optimistic inauthentic leaders aroused higher job satisfaction by their followers as compared to non-optimistic inauthentic leaders. Hence, the mere expression of a positive emotion by an inauthentic leader might have alleviated his/her negative image in the eyes of the followers, making him/her be perceived as more positive in comparison to an inauthentic leader who acts neutral.

**Keywords:** authentic leadership, job satisfaction, leader optimism, experiment

**References**


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The Effects of Workplace Incivility on Turnover Intention: The Mediating Role of Job Embeddedness

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Abstract

This study aims at revealing the relationships among workplace incivility, job embeddedness and turnover intention. The relationships among the variables were tested using the structural equation modelling. Data were collected from full-time hotel employees (N=410) in Antalya province. Results showed that workplace incivility had a negative impact on job embeddedness while having a positive impact on turnover intention. In addition, job embeddedness played a partial mediator role on workplace incivility’s effect on turnover intention. Particularly, workplace incivility reduced job embeddedness, and consequently, increased turnover intention.

Keywords: workplace incivility, job embeddedness, turnover intention, hotel industry
Cultural Tightness or Looseness: An Examination From the Context of Pakistani Universities

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Abstract

Cultural tightness and looseness are important dimensions of culture that extent the strength of social standards in a society and the degree to which deviations from these norms are tolerated. The idea of tightness-looseness stresses the degree of social norms and tolerance for unethical set of actions from such as norms in an organization (Gelfand, Nishii, & Raver, 2006). A value system of a society shape the way permissible, morally contentious set of actions is judged. Hence, the judgement differ country to country, contingent on the basis of national culture (Uz, 2015). A study highlights that cultural tightness-looseness does affect the norm enforcement and an employee, psychological processes, hence, it effects the degree of social norms (Lee & Kramer, 2016). Prior Litterature also indicated that the idea has effect on decision making process of an individual in an organization. Further the individuals who belongs to the different cultures prefer different ways to handle the situations (Gelfand, Lim, & Raver, 2004). University autonomy has been positively associated with a range of job outcomes which has already been verified in different contexts. The vast majority of the studies on university autonomy and its outcomes has been conducted in insurance companies, call center, and hospitality sectors. Yes, lesser examinations are available in higher education sector. A great number of organizational behavior literature has played a significant role in order to explore and determine the role of organizational culture, cultural values, looseness and tightness, with different organizational settings, and frameworks. Most of these research efforts have been done in North America, Canada and European culture (Lee & Kramer, 2016). Nevertheless less systematic research efforts have appear in the context of Asian countries, such as Iran, China, and particularly in Pakistan (Zulfqar, Valcke, Devos, Tuytens, & Shahzad, 2016). Next to that, research to date has largely been blur about the moderate influence of cultural tightness and looseness in the literature of organizational autonomous and role ambiguity particularly in higher education sector of Pakistan. So, the present study will play vital role by fulfilling the literature gap. Aim: The present study is an effort to examine the role of role ambiguity as a mediating variable between organizational autonomy and its possible outcomes (Job satisfaction, job performance) via moderating influence of cultural tightness and looseness in the setting of Pakistani universities. In order to achive the main of the research the study has subdivided into two research questions: (1) What is the association between university autonomy and its outcomes for the employee?; (2) What particular role ambiguity do play as a mediating role between university autonomy and employee outcomes?; and (3) What is the effect of cultural looseness and tightness on these relationships as a moderator? The setting of the current study is higher education sector of Pakistan. As per the literature the hierarical level of higher education sector is group based (Gelfand, 2012). The level of honour and collectivisim is high (Baxter & Jack, 2008). Though a great deal of attention has given to the cultural aspects in Pakistan with the
association of different organizational antecedents and their consequences. Still the idea of cultural looseness or tightness is weak in the literature particularly in the higher education sector of Pakistan. The unit of analysis of current study is 400 employees, who are working at various public and private universities. The present research will add value to the literature by determining the the association between organizational autonomy and its possible outcomes. Additionally the research will also contribute by determining the role of Gelfand’s cultural idea particularly with the moderating role of looseness and tightness of culture. The study will use role theory in order to understand the mediating role of diverse types of emotions in this research framework. This study advances knowledge that can foster the concept of cultural looseness and tightness in the literature of organizational autonomy. As having the tightest culture, Pakistan, the findings of this study indicates that for nurturing job performance and satisfaction it is necessary to enhance organizational autonomy especially in higher education organizations. Partial mediation of role ambiguity is the sign of the need more structured roles in the organization which is both expectable in tight cultural environment and also in an effective and efficient organization. Moreover, the study has implications for modelling cultural change particularly in the culture of Pakistan. Qualitative explorations and interview technique should target for the better understanding of this concept in future. For the descriptive study of Pakistan cultural change, longitudinal researchs would be furtherly maintained. The same relationship might be measured in similar cultural environment such as Turkey, India, Iran to support the findings of this research for the need of generalizability.

Keywords: organizational autonomy, emotional responses, outcome behaviors

References

Mediating Role of Job Satisfaction Between (Autocratic and Democratic) Leadership Styles and Its Possible Outcomes: An Examination From Hospitality Sector of Pakistan

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Abstract

Leadership is one of widely popular concepts which is under research by the organizational scholars around the globe (Kuchler, 2008). The concept is taken as an important basis of for the nation building (Bloach, 2006). Previous literature examined that leadership is consider the key element for the success and failure of an organization in different sectors (Shiri et. al, 2014). A number of studies have observed about leaders at the upward organizational levels only (Oshagbemi and Gill, 2003). Yet, it considers an erroneous thought that central and first-level supervisors or leaders comparatively have less roles in the contribution of a firm success. Although, with this novel firm configuration entails delegation of decision-making power to minor levels of a firm, the expansion of a boss around all hierarchical levels has meant to increasing job satisfaction, and commitment of staff (Lowe et al., 1996). Leadership encompasses a wide range of styles and its influence on individuals and organization, Leaders adopt these styles according to the nature of the tasks and situation to attain organizational goals. Such as Mosadeghrad (2004) presented various leadership styles for example democratic, laissez-faire, autocratic and transformational style. The concept of leadership style is refers the set of actions in which higher management, or bosses influence their subordinates. The scholar effort about the concept of leadership in a firm culture’s has emphasized on serious variables that are helpful or unfavorable for the job satisfaction and staff commitment (Gardiner, 2000). The influence of different leadership styles on organizational outcomes has already been acknowledged in different backgrounds (Avolio et al.,2004; Bodla, M.A. & Hussain, 2010). Prior studies have been examined in order to explain the causes which have influence on organizational consequences i.e. organizational performance, job satisfaction, and staff loyalty. The following study is focused on two behavioral leadership styles of leadership (autocratic and democratic) and determined that in reality which style of a leader is prevailing in the hospitality sector of Pakistan. The study utilizes the behavioral tactic, which confirms that a leaders can be made or that set of action can be taught (Stoner, 2002). The behavioral tactic to a boss basis on staff and task oriented leadership styles Mullins (2002). In present research, staff and task-oriented styles will be used to refer the democratic and autocratic leadership styles respectively with the mediating association of job satisfaction and staff loyalty. The rational to conduct this study is that very little number of studies have found in the hospitality sector of Pakistan in this manner. (Khan et al, 2011). The present study is important and will be fruitful to determine particularly which style of a leader is prevailing in Pakistan and how it influences the degree of job satisfaction and staff commitment. Hence, study is to hypothesize and test a conceptual model, which links the concepts of two leadership styles
(Autocratic and Democratic) with its possible two organizational outcomes. The main purpose of the study is to determine which leadership (autocratic or democratic) is prevailing within a Pakistani organization cultural. This study examines the causal relationship in the context of hospitality sector of Pakistan. While Job satisfaction plays role as a mediator and staff commitment as a dependent variable. This study will play significant role to determine the involvement theoretically and basically in the body of information. To attain the central objective of present study has divided into three sub objectives. To examine the literature on the association between styles of leaders, Job satisfaction the study has divided into the three sub-objectives. (1)To identify and determine the prevalence of exact leadership style in hospitality sector of Pakistan; (2)To determine the reactions of staff about their job satisfaction and staff commitment which appears in the consequence of leaders style; and (3)To provide the suggestion for the policy makers, and organizations leaders that how positively they can enhance the Job satisfaction and commitment of employees. The study use the quantitative research approach. The self-administrative survey technique is use to collect the data. The unit of analysis of our study is staff member who are working at different level of their organizations. In order to complete the data collection process randomly 27 hotels were are targeted from different regions of Pakistan. The targeted hotels have the variance from each other on the basis of their working hierarchy, number of staff, and years of establishment. In total, seven hundred questionnaires were distributed to the respondents. Out of which 506 valid responses were received back with a response rate of 72%percent. The results of the survey reveals that more than 73 percent staff members express and feels more satisfied and shown commitment with democratic leadership style, while, the employees who work under the Autocratic leadership feels less satisfied and less committed with their leaders. Results also reveal that the autocratic leadership is prominent in the setting of these organizations. The authority level is center to top leaders. The honor culture and the element of collectivism is so common. Moreover, the respondents show the silent and withdrawal and lack of staff commitment in the consequences of autocratic style. The survey provides a useful measurement by which organizations, across other context, can evaluate the significance of leadership styles (Autocratic and Democratic), Job satisfaction, and staff commitment. The present study utilized the model of Hackman and Oldham which is the best example of job satisfaction is explained by the model of job characteristics. This work is novel as it examined these two leadership styles with organizational outcomes for the first time in the context of hospitality sector of Pakistan. As such, it contribute to a multiple level of staff valuation of leadership styles across cultures and reveals how particular social values have ultimate influence on leaders. Likewise, other studies our study has also few limitations. First all we targeted the two leadership styles the other leadership styles can target for the future. Further, other mediating and moderating variables such as culture, employee emotional responses, and organizational environment, can also target for the future studies which can buffer the influence of authority.

Keywords: autocratic leadership, democratic leadership, job satisfaction

References:


Effects of Institutions on a Firm’s Political Behavior

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Abstract

Linking new institutional economics (NIE) with the literature on corporate political strategy (CPS), this study develops an integrative model to illustrate the interactions between institutions and firms’ political behaviors such as lobbying and bribing. This study examines how and why institutions matter in firms’ choices of lobbying and bribing, using data on approximately 15,000 firms in 26 transition economies. The results show that weak institutions cause more bribing but less lobbying, and individual institutions have differential effects on firms’ political behaviors. In two distinct time periods demarcated by the critical event of EU accession, as institutions evolve to feature more market competition, firms are more engaged in lobbying and less involved in bribing, suggesting that lobbying is a substitute for bribing over time. The study and its evidence illustrate a potential policy implication for fighting against bribing and for building a new institution of lobbying in transition economies.

Keywords: corporate political strategy, bribing, lobbying, institution, EU, transition economies
The Role of Storytelling, and a Firm’s Responses to Environmental Changes in the Leisure Industry: An Attention-Based View

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Abstract

The environmental changes are the potential threat for a firm’s competitive advantage. These changes may come from changing consumer tastes, technology, policy, economy, or competitions which would change the sources of competitive advantage firms should pursue in the future. Therefore, if a firm could sustain their competitive advantage depend on firm’s responsive ability to environmental changes. Although the similar concepts such as dynamic capability (Teece, Pisano & Shuen, 1997), adaptive capacity (Smit & Wandel, 2006), and flexibility (Sanchez, 1995) were proposed by strategic scholars, it can only explained why a firm could sustain the competitive advantage in a changing environment but captured the process of generating responses to environmental changes. So we need to know how a firm could trigger responses to environmental changes more detail to improve organization to become more responsive to various changes. An organization is composed of organizational goal, structure, and people. The behaviors of an organization is relevant to how organization members, include decision makers, and followers, behaves as our expectations. One of useful control tool to behaviors of people in an organization is creating an organization culture (O'Reilly, Chatman & Caldwell, 1991). Many tools could be used to create an organizational culture. One of these tools is storytelling (Brady & Shar Haley, 2013). Storytelling could clearly expressed central value of an organization, hence could let organizational members know how they were expected to behave. So far I connected storytelling to member behaviors, and a firm’s responses to environmental changes. As I mentioned before, some concepts trying to explain why a firm could sustain their competitive advantage in a changing environment were so limited to us to know how a firm could do this. Due to the gap in theory building, I introduced the attention-based view to examine the process from storytelling to responses to environmental changes. In order to capture the process, I used a more appropriate viewpoint on firms, attention-based view (Ocasio, 1997), to understand a firm’s behaviors. The central argument of this viewpoint is that a firm’s behaviors were depended on, and driven by how decision makers’ attentions delivered in an organization. In other words, this viewpoint treated a firm as a system of structurally distributed attention. How decision makers influence a firm’s behavior depended on how they perceived issues, it means opportunities and problems faced by firms, and how they answered the issues, it means responses to environmental stimulus. Three premises of attention-based view are focus of attention, situated attention, and structural distribution of attention (Ocasio, 1997). In short, attention-based view considered that a decision maker would pay attentions to opportunities and problem perceived in a specific situation, and then the decision maker distributed the attention to organizational members through communication channels such as rules, administrative activities, and social networking, et al. On the basis of the research background, I would explored the role of storytelling in how a firm response to environmental changes. In this study, I used a method of case study to approach the research question (Zainal, 2007). In general, researcher considered that case study is especially suitable for exploratory research answering how-questions. Typical case study could be divided into two categories, single- and multiple-case study. The nature of multiple-case study is similar to scientific or quantitative research searching for a pattern across cases. On the other hand, single-
case study is a useful design to explore a phenomenon to catch a process of causality. Due to the research purpose of this research, I would use the single-case design to approach the proposed research question. The critical point for designing a single-case study is selection of an appropriate case representing what the phenomenon researcher would like to address to. In this study, I selected a leisure firm located in Taiwan, here named it as L corp., as the focal case of this research. The L corp. was established in 2001 by two young women. At the first, it was a coffee shop providing beverage and foods located in a mountain-campus so far away city people life. The two founders created an attractive entrepreneurship story distributed through e-mail widely, and attracted lot of people going to visit the coffee shop and them to enjoy the experiences and the entrepreneur story. It is a typical experience-centered service (Chang & Huang, 2014). Co-creation between employees and customers is the key point of service quality and satisfaction. It implied that the behaviors of employees could be implicitly controlled. The management in L corp. used a slogan “We are happy, and we want you to be happy too!” to deliver their core value trying to let employees know what is right and what is wrong. Furthermore, the management in L corp. continued speech out the entrepreneur story of two founders to enhance the meaning the slogan want to deliver. The characteristic of the focal firm is that the firm could sense outside opportunities to create new experienced-services and new brands, so that it could achieve sustainable competitive advantage, enhance their profitability, and present their growth. So far, the L corp. has five brands, the annual revenue achieved to 650 million in 2016. According to secondary data and first-hand data (interviews) analyzed by author, there are several finding present here. The first, storytelling could help management to filter appropriate employees in addition to controlling the behaviors of employees. So the organization could precisely deliver experienced-services. That is the foundation of the competitive advantage in leisure industry in Taiwan. The second, storytelling could impose a same viewpoint as that founders possessed on organization members, so that everyone who work in the organization could perceive environmental changes in the same way. Under the situation, they could achieve consensus quickly toward opportunities and problem in the environment they operated. On the other hand, they also have consensus on their capabilities and resources. In short, storytelling helped them achieve consensus to inside and outside situation to align members’ actions. The result is that the organization could quickly perceived environmental change and react to the changes. Finally, they are also subjected to the storytelling. It implied that the organizational change should be triggered by changing what and how the storytelling is. This is what the focal firm experiencing. So how a firm makes an organizational change by changing storytelling to react big changes in society is the critical issue in the future.

Keywords: attention-based view, storytelling, environmental change, leisure industry

References

Managing Distrust in Occupational Safety and Management: Contextual Manifestations and How It Might Best Be Overcome

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Abstract

Instead of using the current understanding of organizational distrust, it is performed an exploratory qualitative analysis to reveal the manifestations of organizational distrust in occupational safety context in Turkey, and how to best manage its consequences. In line with this goal, data collected from occupational health and safety specialists (N=189), and occupational health and safety academicians (N=23). It is found that the model of Mayer, Davis, and Schoorman (1995) was also valid in terms of organizational distrust, and also it is found organizational distrust has also environmental manifestations as well. Moreover, the manifestations of Mayer et al. (1995) also were found to be context sensitive, such as involving socio-economic factors, which play an important role on organizational distrust formation. This paper also investigates how to deal with distrust in order to manage its negative impact on safety performance. Lastly, basing upon these evidences, managerial implications for organizations are discussed to deal with organizational distrust.

Keywords: trust, distrust, occupational safety, qualitative study
Business-NGO Interactions, Corporate Sustainability Performance and Competitiveness

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Abstract

The development of corporate sustainability has benefited a lot from NGOs and NGO reactions to social, ecological and ethical problems arisen from corporate actions. NGOs also contribute to create an awareness for the criticality of the equal distribution of resources for both current and future corporate activities. Additionally, having valuable resources and capabilities, NGOs are critical partners for corporate sustainability practices. Within this framework, this study argues that business-NGO interactions developed for sustainability practices can offer competitive advantages to the companies. To understand the role of business-NGO interactions for a strong sustainability performance and competitive advantage, Turkcell- one of the leading companies both in the market and in social responsibility projects- is analyzed. The preliminary study results indicate that Turkcell is mainly collaborating with international and national sectoral NGOs and puts greater emphasis on complying with international sustainability standards for a better corporate sustainability performance and competitive position in the market.

Keywords: corporate sustainability performance, competitive advantage, business-NGO interactions, case study
Part 15: Social Science Studies
The AREA Method: Countering Bias & Building Trust in Decision-Making

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Abstract

Leaders running local, national or global organizations encounter challenges delivering day to day work related to their mission. At the same time, leaders face a range of other complex decisions such as how to adapt their business model to meet changing needs, how to diversity revenue to become more sustainable, or what path to scale you might pursue if you want to reach more customers? While those kinds of questions are difficult on their own, leaders also operate in a rich stakeholder environment that includes team and board members, customers, policy makers and public officials. You may have a well-defined process for strategic planning or feasibility assessment but there is often a need for a holistic and systematic way to make big decisions better. That’s what the AREA Method offers.

Keywords: AREA method, building trust, decision making
Analyzing Rental House Demand in Turkey With Factor Analysis and Gray Relational Analysis

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Abstract

In past, real estates are used just for shielding. In today’s world, many people earn money from real estate sector. Some people buy and sell houses to make profit. In the meantime, real estate agents also make money from this options. However, not all of the people are able to buy a house. That’s why house renting is popular in all around the world. With the help of the technology, there is no asymmetric information problem between house owner and the renter. Accordingly, rental house demands are increasing day by day. According to the studies in the literature, most of variables are effective on rental house demand. For example, in the study of Guidice et al., the floor of the house is one of the most important things for rental house demand in Italy. (Giudice, Paola, & Forte, 2018) That could be associated with the view of the location. Another study focuses on the university students. They observe the house demands of the university students according to the number of houses, furnishing status and statue of rent or sale. the most important determinants of rental house demand is the number of rooms and (Toprak & Işık, 2018). The study concluded that 1+1 rental house demand is increasing around universities. In this study, rental house demand in Turkey is examining. In order to observe the demand of the university students, rental houses 6 neighborhoods around Marmara University is observed; named Egitim, Feneryolu, Kiziltoprak, Kuyubasi, Sogutlucmesme, Ziverbey. As known, most of the students search houses online. For this reason, one of the most used real estate searching engine in Turkey, “sahibinden.com” is visited to get data. The dependent variables used in this study are; the size of house, number of rooms, floor, furnishing conditions and the age of the building. Variables are determined according to the literature reviewed. However, during data input process, it is noticed that there are only three houses which are furnished. That’s why, that variable is removed from the data set. Only filter used on that search is rent prices which is limited between 1500-2500 TL, considering student income. After a statistical summary of rental houses in these neighborhood, Factor Analysis and Gray Relational Analysis is applied to the data in order to make ranking between advertisements according to their properties. Factor analysis; one of the widely used multivariate statistical techniques, makes a large number of interrelated variables a few, more meaningful, easy to understand and independent factors (Turanlı & Dicle Taşpınar Cengiz, 2012). There are some assumptions of the analysis such as metric scaled variables, equal variances, normality, and linear relations among variables (Kalayci, 2002). After the assumptions are tested, factor analysis can be applied. After all, the factors composed should be named logically, which means conceptual significance. For that study, one factor is composed for four variables since they are the determinants of rental house demand. On the other hand, Gray Relational Analysis is an analysis method, which has been proposed in the Grey system theory and it is founded by Professor Deng Julong from Huazhong University of Science and Technology, People’s Republic of China. (Julong, 1989) Gray Relational Analysis is based on geometrical mathematics, which compliance with the principles of normality, symmetry and proximity. (Sallehuddin, Shamsuddin, & Hashim). Grey system theory offers a reliable approach for modelling and overseeing systems where a certain level of stochasticity exists. (Lin & Tseng, 2016) Gray Relational Analysis is used as a method for multiple criteria decision making. If the information is uncertain and lack, Gray

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Relational Analysis is one of the most effective methods. It is easy to apply and it makes the system less complicated. The uncertainty in the control system is defined by colours. These colours are white, grey and black. The white colour is used for the models consist of full information, while the gray colour is used for the systems consist of less information. Lastly, the black colour is used for the systems that we have not knowledge. Gray Relational Analysis is suitable for solving the system has imperfect data or complicated interrelationships between multiple criteria. (Liu & Lin, 2010) There are 3 main steps in Gray Relational Analysis. Firstly, according to data, decision matrix is determined. The matrix is standardized to be comparable with all criteria before the other steps. Secondly, criteria are weighted according to their importance in the system. These weights are used when calculating the matrix of difference coefficients. There are several techniques to weight the criteria, in this paper, we used Analytic Hierarchy Process (AHP) to weight the criteria. Lastly, the grey relational coefficients are calculated by using weights. Thus, this mathematical process lines up between alternatives. For this study, All variables and the values of variables are generally within a certain range. At the same time, the variables (criteria) are interrelated. Gray Relational Analysis lines up between alternatives according to multiple criteria. This technique makes to determine the rental house demand easier In the first part of the study, detailed information will be given according to rental house demand and its determinants. Second part consists from the methodologies used in the study. It is followed by the fourth part, the results of the data analysis. As a summary of that part, all variables determined rental house demand will be collected under a factor and the factor scores will be saved as a point of related house. Then, houses will be lined up according to the factor scores. In the same way, decision matrix obtained by multiple criteria is standardized before difference matrix is calculated. After difference matrix is calculated, firstly difference coefficients is determined and it is followed by the different coefficients, gray relation coefficients is calculated. The houses are lined up with Grey Analysis according to gray relation coefficients. The results of two methods are compared. The fifth, and the last part is conclusion with some suggestions for future studies.

Keywords: grey relational analysis, factor analysis, rental house demand

References

Commitments Made in the Election Period and Political Moral Hazard

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Abstract

The most important feature of democracies is that people over a certain age could vote and they could elect politicians who represent them (Acemoğlu & Robinson, 2016). Either people who means citizens in literature directly choose the policies applied in some democracies or they entrust the decision-making mechanism. With this mechanism, people decide on who represent them by selecting the politicians in some democracies. The politicians are not only independently involved in the decision-making mechanism but also they could be a member of a party gathered for certain ideologies, and mostly, politicians get involved in a party. There are many prominent concepts in the process of social choice such as preferences of people, the choices of society and voting systems. In this process, citizens make their choices individually and the decision of public is determined as a result of these elections. People are affected by external factors such as society they belong to or the religion they believe in when making their choice. They tend to make choices based on their personal interests. That is why public choices are associated with these interests. While these interests may be an investment in his/her city, it could be a social service to be provided or decreasing taxes. At this point, another factor that determines the strategy of voters emerges in the voting process: the promises of parties or policy makers. It is important to emphasize that the structure of the public selection process consist of two basic sides. One of this sides is voters and the other is parties or politicians. The expectations of the voters could change depending on whether the local or general elections. While some of people are just in need of representing in the community, the others may demand investments or tangible rights. All of these expectations generally arise as promises made by parties or policy makers. The ethnicity, social class, language or educational level and social status of the citizens do not only determine how they will make their choices, but also the promises made by the policy makers are important factor in the election system. Policy-makers and parties made a commitment to voters in order to be chosen since voting systems exist. The promises made are one of the most important strategies that parties have developed to be elected by voters. It is even one of the most important strategies. A voter who cares about his personal interests or wishes to be beneficial to the social environment could act according to the promises of the parties and thinks that the party of his choice will meet his own interests and expectations. The promises are assurance of voters. The voters believe in the promises of the parties and choose their strategy accordingly. Are these promises always fulfilled by the parties? How does the voter develop behavior against unfulfilled promises? How is society affected by the promises made? The answers of all these questions lead us to an important concept; Moral Hazard. Moral hazard is firstly defined in the field of insurance by economists. Arrow associated the economic situation resulting from uncertainty in health insurance and losses caused by uncertainty to moral hazard. (Arrow, 1963) Pauly dealt with the moral hazard as a concept that arises in the case of lack of knowledge in the economy. (Pauly & V., 1968) Kotowitz emphasized that if there is asymmetric information, that is, if one of the parties has information and the other does not, and this information will affect both parties, a moral hazard arises there. From a political perspective, it is clear that asymmetric information is particularly between the voter and politicians. Although there are many factors that have an effect on the process of election, the promises made to voters play an important role in this process. The voter believes in these promises.
and makes his choice regarding to promises. In the election process, the promises of parties, they claim to realize, are often things that have already been calculated and costed as projects, and it is known whether or not they will actually be realized by the parties. While the voter believes that all of the promises made by parties will make good on, the parties actually know some of promises will not be fulfilled. It is a well known fact that parties or selected policy-makers predict which the investment will be made in line with budgets and costs while the voters have not any information about unfulfilled promises. In this case, there is an asymmetric information situation between the voter and the policy maker. Moral hazard arises when the chosen policymaker fails to make real on the promises that the voter believes. While moral hazard results in important problems such as deteriorating income balances, economic depression and even hunger in the economy, the consequences of political moral hazard are similar too. In such a relationship, which has effected both parties in the electoral processes, while the voter has the missing or wrong information, the politicians have the right information. It clearly shows that the politicians have a power over the voters. The moral hazard that arises from the perspective of voters and policy makers harms the institution of democracy, society's trust in democracy and politicians. As a result of this, it is the expected result that the electorate will not choose the politician who does not fulfill his promises in the next election period. According to opinions of Barro (1973) and Ferejohn (1986), the next election can be used as a mechanism to control politicians. If electors vote by reflecting on the results of the politician's policies for the previous period, the politicians could set a strategy for satisfying the electorate. (Doğan, 2005) It is clear that there are many factors affect people's choice. These factors are generally associated with their own interests. In this study, only promises made by parties from these factors will be emphasized. According to whether the promises made are fulfilled or not, the votes of voters will be examined. The purpose of the study is to analyze the relationship between the promises made by politicians and votes of people. To measure the effect, two mayors of Turkey are selected who are participated in the election twice, in 2009 and 2014. Both of them are elected in 2009. Firstly, the promises of those candidates to voters in order to be selected before the elections are investigated. Secondly, it is deeply analyzed whether the promises made by mayors were fulfilled or not. The data exist on the official websites of the cities managed by the mayors are used for the analyses. Thirdly, the shares of votes of 2014 elections are examined. Finally, this connection between votes and promises were tested by Mantel-Haenszel, a proportionality test used to measure the effects statistically. In consequence of this measurement, the moral hazard problem and its results are investigated detailly.

**Keywords:** political moral hazard, election, Mantel-Haenszel, commitments

**References**


Effects of Confucian Values and National Culture on Business Ethics in China: An Empirical Examination

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Abstract

During the last 30 years, China has been at the top of the news not only because of its impressive economic development, but also because of issues with its ethical climate. For example, in September 2008, it was widely reported that the infant formula produced by Sanlu Group was found to contain a chemical raw material, Melamine, which was causing infant kidney failures in China. Subsequently, according to the report of General Administration Quality Supervision, Inspection and Quarantine of the People’s Republic of China, Melamine was found in the infant formula of many domestic manufacturers, including very well-known enterprises such as Yili, Mengniu, Bright, Shenyuan and Yashi li. This has impacted consumer confidence negatively. Overall, China’s business sector has been described as facing serious challenges in terms of corruption, distributive justice, and environmental pollution (Lu, 2009). Since China’s ethical crisis may be dampening its rapid economic growth (Pei, 2007), developing a fundamental understanding of Chinese perspectives towards business ethics is overdue. If China, with its huge population, can effectively address these ethical problems, it will have substantially contributed towards improving business ethics both domestically and globally (Lu, 2009). Although many have recognized that lapses in moral judgment and ethical attitudes are related to various socio-demographic characteristics of individuals (Beekun et al., 2010; 2012), the influence of internal factors on ethical decision-making among the Chinese has been largely overlooked in the literature. By empirically examining the antecedents to ethical decision-making in Chinese executives, our study addresses this gap in the literature. We investigated the relationship among Confucian values, national culture, and ethical decision-making within a business context in China. Using data collected from 190 MBAs and 360 executives, we found that that select Confucian values--haoxue (love of learning) and zin (trustworthiness)--and two dimensions of national culture (long-term orientation and individualism/collectivism) influence how the Chinese decide ethical dilemmas specifically when they rely on the justice and egoism criteria. Results showed that specific Confucian values (haoxue, xin and zhi) were significantly related to ethical decision making based on the justice criteria, but that haoxue, xin and zhi were what Chinese decision makers used to resolve ethical dilemmas when they were relying on the egoism criteria. Zhi (wisdom) was an additional Confucian value that the Chinese used when relying on justice whereas li (ritual propriety) was utilized when they were relying on egoism. Thus, the mix of Confucian values being used determined the ethical criteria the Chinese relied on when deciding ethical dilemmas. Finally, our results also indicated that the more Chinese decision makers relied on wisdom (zhi), the less likely they were to use egoism as an ethical decision making criteria. Further examination of our MBA and executive samples was informative. Although commonalities existed in long-term orientation and attachment to the Confucian value (haoxue), executives were more
steeped in national culture and in Confucianism than (relatively younger) MBA students. Relatedly, we found that the more short-term oriented a Chinese respondent was, the more he/she relied on egoism as a decision-making criterion, and that trustworthiness was a function of lower levels of individualism. In addition to Confucian values, we also found that the two dimensions of national culture that influence how the Chinese decide ethical dilemmas especially based on the justice and egoism criteria were long-term orientation and individualism/collectivism. With respect to two national culture dimensions that both significantly affected ethical decision making in China, we found that the more short-term oriented a Chinese respondent was, the more he/she relied on egoism as a decision making criteria. Greater trustworthiness was also associated with being less of an individualist. What was surprising in our research was that key Confucian values such as yi (righteousness) and ren (benevolence) or national culture values such as power distance, masculinity/femininity and uncertainty avoidance did not seem influence how Chinese decision makers deal with an ethical dilemma. It is very possible that including more ethical decision-making criteria such as deontology, utilitarianism and relativism could provide a more fine-grained picture into how both Confucian values and national culture affects ethical decision making in China. In spite of the Cultural Revolution’s anti-Confucius crusade, our study still demonstrates Confucianism in China is still full of vitality, and key Confucian values and norms serve as guideposts that contemporary Chinese have adopted in dealing with ethical dilemmas.

Keywords: business ethics, Confucian values, national culture, Chinese culture, Hofstede

References


A Review of the Laws Regulating Biometric Data Internationally and the Need for a Global Standard

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Abstract

Biometric data includes physical characteristics such as fingerprints, facial geometry, iris and retinal data, vein patterns, and DNA, as well as behavioral traits such as one’s gait, keystroke dynamics, and gestures. For decades, companies have been gathering, using, and, sometimes, selling, the biometric data of billions of individuals worldwide for a variety of purposes ranging from enhancing cyber security to improving healthcare. Yet, internationally, the law has failed to keep pace with the rapid expansion of biometrics. Only in the last few years have we seen momentum toward comprehensive regulation of the collection, use, and dissemination of biometric information. The European Union has led the international effort to regulate privacy of biometric data by enacting its General Data Protection Regulation (GDPR) in 2016, and it became effective in 2018. GDPR requires clear and affirmative consent to the collection and use of biometric data, the right to be forgotten, and meaningful penalties for non-compliance. Despite being EU-specific, GDPR has a much broader reach resulting from its extra-territorial application to all companies that process data belonging to the approximately 500 million Europeans protected under the Act. While the EU nations have worked toward full implementation of GDPR, and some, such as Germany, have exceeded its protections, other nations also have taken initial steps toward recognizing a right of privacy in biometric data and protecting it. In 2017, India’s Supreme Court ruled that privacy is a “fundamental right,” setting the stage for comprehensive protection of biometric data. In 2018, its Supreme Court went a step further and ruled that private company use of Aadhaar data is unconstitutional. Many countries that have not yet enacted comprehensive regulations specific to biometric data have grafted biometric information into the definition of “personal information,” so as to regulate it under existing privacy laws. Unfashionably late to the game is the United States, which has yet to enact federal law governing the collection, use, or dissemination of biometric data, and where even state regulation is scant. As of August 2019, only three states have privacy legislation specific to biometric data – Illinois, Texas, and Washington. All three states’ statutes focus on notice and consent prior to collecting biometric data, how companies can use it, and retention and destruction requirements. The Illinois Biometric Information Privacy Act (BIPA) is the oldest state statute and the most widely litigated, but courts have made clear that while its provisions are fairly protective, it does not have extraterritorial application. In late 2018, California, the world’s fifth largest economy, enacted the California Consumer Privacy Act (CCPA), a comprehensive privacy statute that includes biometric data within its scope. California’s statute will be effective January 1, 2020 and may serve as a model for federal legislation in the U.S. While the California statute is comparable to the EU’s GDPR in many respects, it has several important differences, including a much narrower scope of entities that are subject to the law and placing the burden on consumers to direct the use of their data, rather than on companies to justify the use of consumer data. Other U.S. states have proposed state-level legislation governing biometric data privacy or have amended their existing laws to include biometric data in the definition of “personal information.” Several states have elected to regulate specific uses or subsets of biometric data, such as genetic information, rather than passing comprehensive privacy statutes. If each state passes its own state-specific legislation, companies
will be faced with an almost impossible compliance task, having to comply not only with international biometric data privacy laws but fifty or more state laws, as well. Rather than more, likely conflicting state statutes, a single law governing privacy rights in biometric data would better serve the United States. Three potential approaches would accomplish this task: 1) federal legislation governing biometric information privacy; 2) a Uniform Privacy of Biometric Data Act, similar to the Uniform Commercial Code, that all 50 state legislatures could adopt; or 3) adoption of a global data privacy standard, whether GDPR or otherwise. While there are benefits and challenges with any of these approaches, U.S. adoption of GDPR best meets the needs of consumers and companies and would have the least impact on the global economy. The largest U.S. companies, including the global technology giants, already have done the legwork necessary to comply with GDPR and, thus, would not have to comply with a separate data standard if the U.S. were to adopt it. GDPR strikes a good balance between strong privacy protections for consumers and efficient compliance obligations for companies. Moreover, it ticking all of the boxes in most of the existing international and U.S. state biometric data privacy laws, including consent to collection and use of data, notification of data breaches, right to access data, right to be forgotten, a default toward privacy rights, portability of biometric data, extra-territorial application, and meaningful penalties for non-compliance. Adoption of GDPR by the U.S. likely would be easier to get through the increasingly polarized U.S Congress than negotiating a new bill from scratch. Since GDPR is already law throughout the EU and in Great Britain, it would likely become the global standard if the U.S. also were to adopt it. Ultimately, a patchwork approach to biometric data privacy regulation, whether within the U.S. or on an international scale, will lead to enormous compliance costs, complexities, and inconsistencies. As of 2017, there already were more than 120 different international laws governing data privacy, some of them including at least certain facets of biometric data regulation within their scope. In today’s global economy, expanding and adding hundreds of new laws to the existing data privacy laws is unsustainable. A global standard would provide consistent protection across all the nations that adopt it, would provide significant protection of consumers’ data regardless of where they live, and would provide companies subject to the laws an efficient and clear standard to regulate the collection, use, and dissemination of biometric data. It would add predictability to the global economy and facilitate lawful, beneficial use of biometric data for emerging future needs.

**Keywords:** biometric data, privacy, international law, global commerce, GDPR, CCPA

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Multinational Business/Clinical Global Curriculum Model

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Abstract

As a result of market, cost, government and competitive drivers the healthcare management field has evolved from a Clinical, Multi-Domestic to a Multinational Business/Clinical Model. This emergence is the result of factors; such as, expanding international leadership perspectives, collaborative political relationships, profit and nonprofit incentives, scientific and technological advances, distribution efficiencies, strengthened economic capabilities, cross-cultural demands and international leadership perspectives. In addition, web-based tools have been responsible for powerful changes in communication and information technology. The convergence of these elements has shaped the international growth and future of the healthcare field. Whereas, the worldwide need for clinical research, patient services and medical expertise continues to grow within the nonprofit sector, the healthcare business potential is evident in spheres that include pharmaceuticals, medical equipment, diagnostics, financial services, hospitals, technology, manufacturing and medical tourism. Therefore, it is expected that the multinational healthcare industry will continue to expand as boundaries become more fluid and strategic opportunities becomes more globalized. Consequently, curriculum has been designed that integrates the Multinational Business/Clinical Model into classes to prepare students to meet the apparent demands and seize the projected growth opportunities in the healthcare field. In addition, case studies, lectures and assignments related to all spheres of health care enterprise; such as; 1) emergence factors (collaborative political relationships, scientific advances, cross cultural demand, technological tools, profit and nonprofit incentives, and expanding leadership perspectives), 2) combined critical factors to consider in global trade, 3) essential leadership competencies through association with guest speakers, 4) business drivers and 5) multinational enterprises will assure that students gain a multinational perspective and be prepared to compete in a diverse, global society.

Keywords: multinational, healthcare, curriculum, model, global, business
Educational Tourists’ Familiarity with the Traditional Foods in Their Host Community: The Case of a Mediterranean Island

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Abstract

The utmost magnitude of local and traditional foods in the formation of destination image in tourism context has received considerable attention in recent decades. Local foods not only serve as a marker of culture, but also as a means for the sustainable tourism development of the host communities. Previous research suggested that, food experiences influence the destination image and are connected with satisfaction of travelers and memory of destination and influence the intention of the tourists to return to the destination (Stone, Migacz, & Wolf, 2019). Therefore local food and cuisine play an inevitable role in the formation of destination image and identity that can be used as a strategy for the promotion of tourism development and success (Lai, Khoo-Lattimore, & Wang, 2019). In spite of all these debates, there is still a need for further investigation on to what extent the tourists are familiar with local and traditional foods in developing island states. Particularly, this study extends the tourism literature by targeting educational tourists as a sample in the context of Northern Cyprus, which hosts a huge number of international students,(Rezapouraghdam, Behravesh, Ari, & Doh, 2018) who are active customers of many restaurants where their institutions are located (Hassannia, Rezapouraghdam, & Darvishmotevali, 2016). The contribution of educational tourism to the economic development of Northern Cyprus is so evident (Gursoy, Kilic, Ozturen, & Rezapouraghdam, 2017) and the potential effects of this sector on the socio-cultural structure of the society has been a topic for many research in recent years (Rezapouraghdam, Yorganci, Arasli, & Alipour, 2016). As the local and traditional foods have a close linkage with tourism and they have great contribution to the sustainable development of the host communities, so it is of paramount importance for those communities to understand the tourists’ preferences and consumption of traditional foods (Amuquandoh & Asafo-Adjei, 2013). In this respect, using the experiential learning theory of Kolb (1984) as a framework, the current study took a two-phase approach to understand how the educational tourists are familiar with local foods. Kolb’s theory proposes that learning is created through the experience, perception, cognition, and behavior. Traveling to a community and experiencing a new culture supplies a learning context beyond the formal learning that students acquire in the classroom. As well as the tourists’, even the host community can benefit from the value of the experiential learning within the destinations (Novelli & Burns 2010). The two approaches used in this study are including: 1) an in depth interview with purposefully selected sample of local women (n: 14) to reach a common and valid list of traditional foods (20 items emerged) and then 2) the distribution of survey questionnaires to the convenience sample of the educational tourists (n: 150) to gauge their level of familiarity with the local foods in their host community. The result of the first phase of the research concluded with twenty local food names. The findings of the second part of the study that was trying to understand the level of educational tourists’ knowledge and familiarity with the list of traditional dishes identified in the first part of the survey, revealed that the educational tourists have very meager knowledge about the local foods in the community that they are studying. This was somehow surprising as the majority of these international students have resided in Northern Cyprus for a long time (40.7% between 3-4 academic years). In other words, majority of the respondents had either no familiarity (56.96%) or they have been slightly familiar (19.57%) with...
the traditional dishes mentioned in the questionnaire. These findings provide a valuable implications for different stakeholders in the educational tourism sector in the case of this study. The huge number of educational tourists from more than 100 countries, as well as their families and friends who are visiting them from time to time is an outstanding opportunity for Northern Cyprus in order to improve the promotion of image of Northern Cyprus. Through well-planned strategies, local foods can be introduced to the international students in the institutions and periodic food festivals and competitions in/outside of the universities also can be a means for the students to experience and taste the local foods. Moreover, there is a need for more attempts to improve the host-guest relationships through which the international students may gain and experience food information from the locals. Finally, local food restaurants can be established in the universities which provide the local foods in reasonable prices for the students so that they can be motivated for the purchase of such foods. For concluding remarks, the traveling opportunities that the international students have had, provide an enormous capacity for them to learn knowledge beyond their regular programs enrolled in institutions to familiarity with different aspect of culture and heritage of Northern Cyprus. Some of the educational students may catch these opportunities in one way or another by themselves, the local community stakeholders should provide these experiential chances to all of them by a sustainable educational planning. Finally, it should be noted that tourism brings forth a very effective context for achieving lifelong learning (Broomhall, Pitman, Majocha, & Mcewan, 2010) and host destinations can manage tourism (educational tourism in this case) in a way that both travelers and host community members may benefit from this important outcome. Like any other studies, the current research also has some limitations. The small number of participants can limit the generalizability of the study especially since it has been limited to 150 international students of one institution, though it has been the sample source of many other studies before regarding various issues relevant to educational tourism (Ghaedi et al., 2017; Rezapouraghdam et al., 2016; Alipour et al., 2017).

**Keywords:** local foods, educational tourism, Northern Cyprus, destination identity, sustainable development

**References**


Efficiency Measurement Based on Financial Performance: An Application in Manufacturing Industry

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Abstract

In this study, financial performances together with market value / book value ratios of 32 enterprises in the manufacturing sector traded in BIST were compared for the period 2008-2018 ten-year. In Analysis, 10 variables to measure the financial performance and market value/book value ratio for stock market performance was used. In this work, firstly, performance scores were obtained by the static and dynamic Data Envelopment Analysis (DEA) method according to the financial performance of businesses. Then, the relationship between stock market performance and the financial performance of businesses have been examined separately in terms of sub-sectors, years and businesses with correlation analysis. The relationship between stock market performance and the financial performance of businesses is determined that isn’t significantly statistically.

Keywords: manufacturing industry, financial performance, data envelopment analysis
Netnographic Analysis of Folklore Festivals: Cultural Experience or Touristic Attraction?

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Abstract

In this study, folklore festivals in almost every part of the world will be discussed in terms of its potential as a tourist attraction. Folklore is a naming that began to be used at the end of the 19th century, expressing the intangible part of folk culture. Over time, it has become a concept used to express music and local dances. It even gave its name to the festivals expressing this content; Folklore Festivals. Although it is used in this sense among the folk, Folklore is a field of science. The primary purpose of this study is to examine the reasons for participation in the folklore festival. So, what is the primary motivation for participating in these festivals? Tourist attraction or cultural experience? It is aimed to reveal the reasons why festivals are preferred by searching for answers for this two fundamental questions. Folklore festivals are reassuring environments that allow participants to experience extraordinary experiences. In this respect, it is known that participation in folk dance festivals is preferred in a comfortable way. These festivals are experienced by sharing many cultural elements, especially food, clothing, music, and dance, which are different patterns of local culture. Many different cities are seen and visited until the festival area is reached, especially the environment where the festival is held. This makes participation even more attractive. Also, Folklore festivals offer the opportunity to get to know one of the different nations through cultural contacts. There is also an international council of festivals (CIOFF) established for folklore festivals in many countries of the world, especially in Europe. It is also known that festivals are held both for the purpose of promoting local regions and for the mobilization of the local economy. Access to data will be provided through Facebook, a social media tool. Folklore festivals will be introduced, and content analysis will be conducted through the shares aimed at influencing the reasons for preference of the participants. The data obtained will be combined with the observations, and the data collected on the internet will be analyzed. The study will also be supported by interviews with participants who have previously participated in folklore festivals. Folklore festivals are the environments in which intercultural communication takes place and the attitudes and behaviors that we have become like othering and hate speeches disappear. The unifying features of the dance are strengthening the motivation to live in peace and cooperation. For this reason, the study has shown us that the shares, different cultural experiences, and the new economic, cultural, and tourism opportunities will be a powerful way for almost every country. On the other hand, introducing folklore festivals to tourism packages as a new product can be offered as a forward-looking proposal.

Keywords: folklore, culture, folk dance, festival, tourism, sightseeing, touristic attraction
Environment and Crime in Turkey

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Abstract

In this article, it is to investigate the crime tendency under the conditions of the emergence of environmental problems, production, reproduction and consumption in Turkey. Industrialization and urbanization seem to have shocked the people in the capitalist production system. People who are attracted by the city migrate from rural areas to the cities. The urban population moves constantly. Accordingly, when immigrants are added to the masses from some foreign countries, social order in the big cities is fundamentally shaken. In this article, the theoretical review method is carried out as a method to understand the effects of irregular urbanization and environmental problems on the social order in Turkey. In Turkey, it is seen that although the geographical distances are brought closer by the motor roads, social order and lives of the families are affected negatively. These issues are examined within the framework of the social disorganization and the related crime theories. The people who migrate within Turkey and immigrate to Turkey from abroad make the social cohesion difficult in a given environment. Since the inhabitants’ culture and family structures are different, it results in crime and unrest in Turkey eventually. In this context, instead of globalization, David Harvey used the term “uneven geographical development”. Uneven geographical development also leads to uneven social development, which increases social unrest. People who move away from their culture rapidly, and constantly have to adapt to new cultures; therefore, they have to compete with one another relentlessly to achieve their material goals. The rich make profits while settling in the city, and the lower level people have to calculate the end of the month. The study ends with the proposal to put an end to the brutal unbalanced distribution of income, and as a solution it proposes to bring about equal and balanced social, economic, environmental and geographical structure.

Keywords: environment, crime, urbanization, globalisation, uneven geographical development
Self-Perceptions of Aging of University Students in Turkey: An Evaluation in the Context of Different Faculties

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Abstract

University students represent nearly more than half of the youth population (15-24 aged group) in Turkey. They will constitute a very near future elder generation in the context of the recent rapid aging trend. According to the latest demographic data, this rapid demographic transition is expected to be completed within few decades in Turkey. In this direction, although the number of studies related to the students’ perceptions of old ages are increasing in recent years, there is still a huge need for investigations in terms of new approaches including the demographics, social and economic patterns. This study aims to investigate and underline the differences between social science and technical undergraduate students’ views towards their own 65+ ages. The analysis is, meanwhile, likely to be the first study carried out among the Turkish undergraduate students. Survey results were collected from 433 students from two different cities in two different regions in Turkey, aging between 17-25 years. As a significant result, survey analysis reveals that, almost 90 percent of “engineering” and “economics and administrative science” faculty students describe ‘health’ and ‘care’ as two major concerns in their elder ages. On the contrary, answers of the two faculties differentiated clearly in terms of happiness, ability to save more and living with someone in their elder ages.

Keywords: university students, Turkey, aging, perceptions
The Effects of Global Economic Dynamics on the National State

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Abstract

The basic dynamics of the phenomenon of globalization is the economy. Because globalization is a process of transformation pioneered by economic parameters. In this process, all the relations and institutions of the capitalist economy by reconstructed on a global scale and the transition to the global economy has been ensured. This new economic order, in which global capitalism plays a leading role, has an impact on the other areas of social life. Nation-state is the leading structure affected by global capitalism. Thus, it has been put forward that global capitalism limits the power of the nation-state in the field of economy. The subject of this study is how to explain the crisis that the nation state has entered in the face of the global economy. The aim of the study was to determine the negative effects of the global economy on the nation state. In the study based on the theoretical data obtained from the literature research, the situation of the nation state against the globalizing economy was tried to be determined. Based on the current literature, it has been determined that the process of globalization erodes the economic function of the nation state.

Keywords: globalization, economic dynamics, global economy, global capitalism, nation state
Part 16: Technology/E-Business/Social Media
Does Communication With Emoticons/Emojis Work Efficiently? Evidence From Turkey

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Abstract

Born in 1995 and later, Generation Z is known as iGeneration, Gen Tech, Online Generation, Post Millennials, Centennials, Switchers, Do-It-Yourself Generation, and always clicking. They can easily switch between real and virtual worlds. They were born and brought up with the current technology, they are digital-centric and technology is their identity. They can easily source, check the information they need and quickly share information with others. Communication processing among them is continuous, as they use a wide variety of communication devices. Generation Z is determined to be highly connected, living in an era of high-tech communication, technology-driven lifestyles and prolific use of social media. For fast communication with peers, they use emoticons and emojis which are used to communicate simple things or feelings in a fresh, visual and condensed way. Emoticons and emojis are a popular way to communicate over digital media and can be used instead of words. Beginning with the rise of the iconic smiley face in the second half of the twentieth century, emoticons and emojis now serve to smooth out the rough edges of digital life. Emoticons which are used used to express emotion, emphasize a message or to express humor when communicating with friends, are glyphs used in computer-mediated communications and are meant to represent facial expressions. Emojis are pictographs-images of things such as facial expressions, holiday symbols, activities or animals. There are many different types of emojis and it is possible to download them to/for many different smartphones or computer operating systems. This study aims to investigate the university students’ opinion towards communication with emojis and/or emoticons. To do this, the open-ended question form was prepared and distributed to be answered. In total, 90 answered question forms were collected from the students. The descriptive analysis was applied to determine the results.

Keywords: emoticons, emojis, communication, emoji marketing, generation Z, university students
Management by Social Media

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Abstract

Research Background: The emergence of social media has brought a new perspective for the businesses. As social media is a group of Internet-based applications that allow the creation and exchange of user-generated content (online comments), organizations are able to communicate and share their products and services on social media Kane, G. C. (2014). In the same vein, the customers are also able to exchange their ideas about products or services with their friends and acquaintances on social media Sonmez, N. (2017). Further, some online social media platforms, such as Facebook, discussion forums, consumers review sites, blogs shopping websites, allow commentary discussion among anonymous people Leopold, D.-I. H. (2017). As a consequence, social media contains rich information in comments written by customers. Organizations are fully utilizing this rich information to know their customers’ behaviors and formulating their business strategies. Therefore, social media is considered as a valuable platform in terms of online comments Ogilvie, J., Agnihotri, R., & Rapp, A. (2018). For several years social media has become a widely-adopted platform, affecting business management practices in myriad ways. Social media usage in organizations helps in updating their business processes by providing innovative techniques for future successful development Rahbi, H. S. A. A. (2017). Briefly stated that social media has become an integral and effective part of business management practices for the organizations. It was found from literature, researchers have covered some area of research (relevant to business management practices) such as the effect of social media on marketing activities, employee’s creativity, knowledge management, trust, operations and production management, interactivity, customer relations. Motivation and research gap: Explicit focuses were given by many researchers towards social media usage in the organizations, and its impact on different sectors. However, researches about the effect of social media on business management practices are still lagging behind. Previously, the effects of online comments on discussion forums, consumer review sites, blogs, websites and consumer purchase intention have been studied by researchers. However, due to being relatively new, although there are a few existing studies, less attention was paid to determine the influence of online comments on business management practices. Aim: The major research question of this research is “what is the effect of social media on business management practices?” Omolloh, A. H. (2019). Thus, the main objective of this research is to determine the impact of social media on the business management practices. This research aimed to find out determinants of the concept of Management by Social Media. Research Methodology: Methodologically, this research was carried out with a quantitative method. At the first stage of this study, needs for research were identified from the literature review. Thereafter, the theoretical model and hypotheses were developed, Survey method was adopted for data collection. A questionnaire form was developed in the basis of previous reliable and valid scales. This is an ongoing research at the phase of data collection. Data is going to be collected from enterprises operating in manufacturing industry and also service providing sectors to find the industry difference, if exist. Total of 425 valid responses targeted as sample size. The collected data will be analyzed through descriptive statistics, explanatory factor analysis, confirmatory factor analysis and Structural Equation Modelling (SEM) techniques to validate the hypotheses and theoretical model. Research Contribution: This is assumed one of the unique researches in this
concept. Therefore, findings of this research expected to contribute both theory and practice much. Precise contributions of the research will be mentioned based on the results of the data analysis. Result of the research will be presented in the conference, once this abstract is accepted. Data analysis expected to be ready till “camera-ready copy submission deadline” of the conference.

**Keywords:** management by social media, social media, online comments, business management practices

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Hotel Managers’ Thoughts Towards New Technologies and Service Robots’ at Hotels: A Qualitative Study in Turkey

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Abstract

This study aims to determine the views of hotel managers in Turkey on service robots. Despite the rapid development of robotic technologies and the increasing use of service robots in the tourism industry, academic research on the subject is limited. In Turkey, there had not been any research met for about service robots and the usage of service robots in hotels. In the study, firstly information about robotic technology and service robots had been given and then examples of service robots in the hospitality industry would be shown and the studies examined in international literature would be summarized. Within the framework of the qualitative research approach, the opinions of 18 hotel managers were consulted through a semi-structured interview form. The data obtained from the hotel managers were subjected to descriptive analysis within the scope of predetermined themes. As a result of the research, it is seen that hotel managers have a good relationship with technology and follow the technology closely. Most hotel managers are positive about service robots in their businesses. While the hotel managers think that the service robots will be widely used in the tourism industry in the coming years, it is more appropriate to use them in the departments where guest-employee interaction is low. They think that robotic studies should develop under control to ensure the consequences are in favor of humankind.

Keywords: technology, new technologies, robots, service robots, hotel managers
How to Attract Young Generation to Museums Using the Idea of Gamification and an Augmented Reality Based Mobile Application

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Abstract

Video game industry is one of the biggest economic sectors all over the world with approximately $140 billion revenue in 2018 according to Newzoo (Newzoo, 2019). 50% of these games are mobile games. Although games are most frequently used for pure entertainment, they can be seen in various different fields ranging from scientific research to companies’ training programs extending to medical and even military simulations. We call this type of games as Serious Games, and there are many researchers who work in the corresponding Game Based Learning (GBL) field. Gameplay instinct in human nature (Sezgin, 2016 and Kapp, 2012) plays an important role in learning and gaining experience processes since our young ages. According to Kapp (Kapp, 2012), a game is the combination of system, players, real-life-imitating core structure, rules, challenge, interaction, feedback and measurable results. And gamification can be described as the usage of game-based mechanics and thinking to motivate people, encourage them for learning and make them solve problems. The new generation are digital natives. These young people spend most of their time in interaction with a technological device, and therefore, they expect corresponding mechanics in all aspects of their lives. Many case studies show that gamification attracts students’ attention more than classical methods and also increases the pace/or improves the quality of learning in various disciplines. This idea directed us towards museum visits and teaching history in place using gamification due to the problems we discuss next. According to the statistics (KVMGM, 2019) shared by General Directorate of Cultural Assets and Museums from Turkish Ministry of Culture and Tourism, the number of museum visitors in between 2010-15 was more than 25 million annually. However, in the last couple of years, there is a decline of almost 40% (KVMGM, 2019). Of course, this is an international problem and its causes are beyond the scope of this paper. For instance, in 2017, Jonathan Jones from England’s The Guardian (Drop UK Museum, 2019) shared a report stating that in 2015-16 there were 47.6 million visits to DCMS-sponsored museums. This was a decline of 6.2% on 2014/15, and a decline of 2.8% when Tyne and Wear museums are excluded from 2014-15. He also shared that in 2015-16, there were 7.9 million child visits to DCMS-sponsored museums. This was a 14.4% decrease on 2014-15, and a decline of 1.8% when Tyne and Wear museums and the Horniman museum are excluded from 2014-15. The rest of the report and the amount of decline in museum and art gallery visitors can be found in the same source.
Here we propose an augmented reality (AR) based 3D mobile game, VisitMuseum_AR, that provides players a real-life game environment in which they can enlarge their inventory and collect points as they visit museums. Using this application, players have fun, face the challenges and at the same time, be able to learn historical details better.

During the game, players try to find markers (see Fig. 1.) as they walk through different sections of the museum. These mentioned markers are the symbols of some specific items in the museum. When a player finds a marker, this marker should be tracked by the application. By this way, corresponding 3D model is shown in AR mode (see Fig. 2).

This 3D model is fully textured, detailed and rotatable. Together with these models, we inform the player also with text and videos, to teach historical details. In an hour or two, a pop up quiz shows up and the player is asked about the details of objects she/he found. If she/he is successful, then that object’s corresponding point is added to the player’s inventory. The aim is to collect as many points as possible. The players are able to login to the game and every player is able to see the leaderboard. The fundamental idea is: the more museum you visit and learn, the more point you collect.

Regarding the technical details, we develop our project using Unity game engine, integrate AR using Vuforia and for networking and database, we use Playfab. The development of the application is almost finished and we start the next phase. Our project has international partners and will be run in both Turkey and the USA. Determining the pilot museums in one of our main concerns. After deciding the museums for the pilot study, students at age range 15-25 will be invited for the game. Condition of winning is to be on top of the leaderboard at the end of the
Figure 2. What we see in our mobile phone after tracking a marker year. The winner of each country will be rewarded with a technical trip with full of museum visits in the partner country. We believe that even without a reward, our application will attract more students to museums and ease the way to teach history to young generation.

Keywords: augmented reality, mobile application, game-based learning, museum, history

References


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A Data Driven Playlist-Based Recommendation and Vote Box System Using Spotify Developer API (An Approach to Enhance Customer Experience Using Music Data)

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Abstract

Improving customer service and building up a great customer experience strategy in restaurants/cafes is one of the most popular research areas in tourism and hospitality. On one hand, many researchers focus on more traditional points, such as price, food quality, operational efficiency and physical conditions. On the other hand, some researchers investigate how to integrate emerging technologies for the purpose. Although there are hundreds of valuable publications for both cases, we can mention only some of them here (e.g. Andaleeb and Conway, 2006, Ryu and Lee, 2017 or Barlan-Espino, 2017 for the traditional applications and Pantelidis, 2009, Koutroumanis, 2011 or Cavusoglu, 2019 for the latter), since they are beyond the scope of this abstract. For those who are interested in more comprehensive study, we can refer to Demicco et.al, 2015. As the dissemination and the power of technology increases every single day, encountering with the phenomena becomes inevitable. Restaurants, cafes or similar service areas have also been adapting different technologies for many years. We get used to see digitized menus, tabletop e-waiter and checkout screens or tabletop gamepads. A similar case occurs for used music tools, too. Once, we used to play music from CDs, which is later substituted by MP3s, then Youtube playlists and finally by Spotify. Nowadays, there are many places which prefer to play music using Spotify. It is a well known fact that good music makes the customers feel relaxed, relieves stress, provides customer continuity, connects people and therefore, has a great potential to enhance the sales in restaurants. Being aware of the usage of Spotify technology and also the importance of music to enhance customer satisfaction, we propose an application: A Data Driven Playlist-Based Recommendation and Vote Box System Using Spotify Developer API.

Figure 1. Left: Our application shows the best match according to the chosen playlist. Right: People enters the current vote room, vote for the song they wish and the most voted song is played next.
Our application has two sub-parts. In the first part, we propose a voting system. The steps of our system is as follows: When you enter a restaurant, register there by tracking their QR-code. See the currently active playlist of the restaurant in your application. Vote for the song you want to listen next. Meanwhile, at the application side, we count for the votes and top-rated song is carried to the top of the list to be played next. In the second part, we propose a recommendation system. This time, the user selects one of her/his own Spotify playlists and our algorithm tries to find the best matching restaurant among all the registered places in our system. Our algorithm checks the affinity of the songs in our playlist with the songs in the active playlist of all registered restaurants. For this purpose, we use EchoNest’s audio analysis data. This data includes acoustiness, danceability, energy and similar features of each song. Our algorithm uses these features and find a mean average for each song for comparison purposes. We compared our method with popular K-Nearest Neighbors (KNN) algorithm. The accuracy rate of KNN is not always reliable because it uses only two most different features for comparisons. However, depending on just two values is not reliable for playlist comparison because of the inconsistent characteristics of the playlists. Instead of using only two most distinct audio features of the playlists, we decided to use every audio feature of songs to get more accurate comparison results. In this way, we compared two playlists with respect to each other by the average values of each audio features and obtained more reliable results. We believe that our application can be used by any restaurant easily and has a great potential to drive customer satisfaction positively.

**Keywords:** data analysis, Spotify, music, customer satisfaction

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Authentic Appalachia Website

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Abstract

The Appalachian Region is one of the most culturally unique in all of the United States. Home to generations of craftspeople, musicians and artisans dating back over 400 years, it embodies the spirit of self-sufficiency and individual expression characteristic of America’s earliest settlers and indigenous peoples. In many instances, the musical patterns, artistic motifs, cooking styles, leather working, iron forging and woodworking of Appalachia are found nowhere else. These styles may be imitated and occasionally mass-produced outside the region, but lose their authenticity and soul in the translation. We believe that a large and appreciative market exists for Appalachian-produced works across the United States and globally that will welcome the opportunity to purchase and possess these unique goods. This proposal outlines a planned website, branded Authentic Appalachia. This project was conducted by business students seeking to launch a website which would serve as a portal for the Appalachian Region in the United States. The Appalachian Mountains have their own unique culture, but are under-developed economically, due to the decline of coal-mining. Our website will sell arts, crafts, foods, music and literature created by Appalachian people. It will also provide potential visitors and tourists with presentations of the sights and tours available in Appalachia. We will use social media, such as Facebook and Twitter, to help promote the website.

Keywords: economic development, marketing, Appalachia, website
Marketing Proposal for the Expansion of Uva-Wise Into the Greater Appalachian Region

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Abstract

The University of Virginia College at Wise has been given the opportunity to expand its services to the entire Appalachian Region -- an area which covers 13 states in the U.S. Because high school students in these states who plan to attend college may not be aware of UVA-Wise, we have prepared a marketing plan to inform them of our programs. We identified three target markets: high school students, their parents and their school guidance counselors. Because the increased enrollment will create the need for expanding the degrees and courses offered by UVA-Wise, we used other colleges as models to outline what additions should be made to our present curriculum. In addition, we have also included analyses of the additional buildings and services that will be needed for the expansion. This proposal outlines the marketing program necessary for expanding the University of Virginia-Wise into the greater Appalachian Region, an area that includes 13 states. The proposal was prepared students in their marketing classes.

Keywords: Appalachia, college promotional program, college marketing research program
Use of Artificial Intelligence in Direct Marketing Adaptation in Transnational Strategy

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Abstract

A company's global marketing strategy has a positive impact on the performance of that company in global markets. In a global business environment, companies should establish their marketing strategies based on three main perspectives: (1) standardization, (2) configuration-coordination, and (3) integration. Adaptation is a perspective of the global strategy with high local responsiveness. With the transnational strategy, companies can achieve both global productivity and responsiveness at the local level by coordinating and integrating their activities in different countries. The ability of responding to local requests in direct marketing requires a high level of communication adaptation. In this study, it is investigated how artificial intelligence technologies are used in adaptation of direct marketing activities of companies applying transnational strategy to different country markets. In this context, a theoretical framework is proposed. In this context, the ability of the artificial intelligence to use the local language in sales processes and after-sales services enables adaptation to different markets and integration of direct marketing activities between countries.

Keywords: transnational strategy, adaptation, direct marketing, artificial intelligence
Gamification in Human Resources: Processes and Reflections in the Hospitality Industry

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Abstract

Gamification has been a well-studied and well utilized tool for increasing the efficiency of workplace efficiency. It has been utilizing in human resources processes for Technology industry but the presence of this methodology in hospitality industry is questionable. Hospitality industry is a very human resources demanding industry. Gamification is highly efficient tool in such cases but it is not guaranteed to work as long as it is well-studied for the specific case. It has many different elements that human resources specialists can utilize for increasing their efficiency of human resource processes. This study explores the gamification concept and the elements within with respect to its possible use cases within the hospitality industry.

Keywords: gamification, human resource, hospitality