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Athens Journal of Tourism

Published by the Athens Institute for Education and Research (ATINER)

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The *Athens Journal of Tourism (AJT)* is an Open Access quarterly double-blind peer reviewed journal and considers papers from all areas of tourism and related disciplines such as culture, leisure, recreation, geography, urban planning, heritage, sports, historical cities, landscape, architecture etc. The AJT considers theoretical and empirical papers as well as case studies and policy papers. The journal's aim is to be useful to both academics of tourism research and the practitioners of the tourism industry. Many of the papers published in this journal have been presented at the various conferences sponsored by [the Tourism, Leisure & Recreation Unit](#) of the Athens Institute for Education and Research (ATINER). All papers are subject to ATINER's Publication Ethical Policy and Statement. A journal publication might take from a minimum of six months up to one year to appear. All papers are subject to ATINER's [Publication Ethical Policy and Statement](#).

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The current issue is the third of the ninth volume of the *Athens Journal of Tourism*, published by the [Tourism, Leisure & Recreation Unit](#) of ATINER.

Gregory T. Papanikos
President
ATINER



Athens Institute for Education and Research

A World Association of Academics and Researchers

16th Annual International Conference on Mediterranean Studies 3-6 April 2023, Athens, Greece

The [Center for European & Mediterranean Affairs](https://www.atiner.gr) organizes the 16th Annual International Conference on Mediterranean Studies, 3-6 April 2023, Athens, Greece sponsored by the [Athens Journal of Mediterranean Studies](https://www.atiner.gr). The aim of the conference is to bring together academics and researchers from all areas of Mediterranean Studies, such as history, arts, archaeology, philosophy, culture, sociology, politics, international relations, economics, business, sports, environment and ecology, etc. You may participate as stream leader, presenter of one paper, chair a session or observer. Please submit a proposal using the form available (<https://www.atiner.gr/2023/FORM-MDT.doc>).

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Important Dates

- Abstract Submission: **31 August 2022**
- Submission of Paper: **21 February 2023**

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- Social Dinner
- Mycenae Visit
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-

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Athens Institute for Education and Research *A World Association of Academics and Researchers*

19th Annual International Conference on Tourism 5-8 June 2023, Athens, Greece

The [Tourism, Leisure & Recreation Unit](#) of ATINER organizes its **19th Annual International Conference on Tourism, 5-8 June 2023, Athens, Greece** sponsored by the [Athens Journal of Tourism](#). The aim of the conference is to bring together academics and researchers from all areas of Tourism. You may participate as stream leader, presenter of one paper, chair a session or observer. Please submit a proposal using the form available (<https://www.atiner.gr/2023/FORM-TOU.doc>).

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- Abstract Submission: **7 November 2022**
- Acceptance of Abstract: 4 Weeks after Submission
- Submission of Paper: **8 May 2023**

Academic Member Responsible for the Conference

- **Dr. Valia Kasimati**, Head, [Tourism, Leisure & Recreation Unit](#), ATINER & Researcher, Department of Economic Analysis & Research, Central Bank of Greece, Greece.
- **Dr. Peter Jones**, Co-Editor, [Athens Journal of Tourism](#) & Professor of Management, University of Gloucestershire, UK.

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- Ancient Corinth and Cape Sounion

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How Acquired Technical Skills Surpass Cognitive Personality Traits of PR Employees: A Case Study of Economy Hotels in Egypt

By Mohamed Hany B. Moussa^{*}, Fatma Abdul-AAL[±] & Hassan Mohamed Khair[°]

The hotel industry is one of the world's oldest commercial industries (Bovin 2019). The industry is rapidly expanding, necessitating the assignment of tasks to skilled staff that will ensure client satisfaction. Hotel investment activities in African countries have lately increased (Ernst & Young 2013), and new hotel developments have become the fastest rising economic activity not just in Sub-Saharan Africa but also globally (Ernst & Young 2013). Human resource allocation in hotels refers to the assignment of hotel workers to service tasks, where staff can only be engaged for a certain amount of time due to labor laws. Human resource allocation requirements differ depending on the application area (Kayoko et al. 2011). The system's success is frequently ascribed to how well it manages human resources. It is a critical issue in order to improve performance. When a task requires certain abilities, such as accounting skills, a human resource that handles the activity should have those skills in order to complete the assignment efficiently (Ernst et al. 2014). On the other hand, the impact of personality traits on employee job performance is undeniable, and many businesses take use of this effect. One of the most important psychological aspects influencing human behavior is personality. It is said to be crucial in the workplace. Personality qualities have an essential influence in improving an employee's job performance's efficiency and are probably much weighted than technical ones. Personality traits are favorably connected with job success, and conscientiousness has attributes that directly correspond to job performance of employees with the highest weights, according to previous researches. It is the main objective of this paper to find out whether personalities traits from one side outweighs employees' skills from the other side taking PR employees of economy hotels in Cairo as a sample for application and how could this contribute to the performance of the hotel.

Keywords: attitudes, skills, cognitive personality traits, PR department, economy hotels, reputation and performance

Introduction

Employee performance has been discussed in the literature in two dimensions: extra-role performance and in-role performance (Brief and Motowidlo 1986, Williams and Anderson 1991). Extra-role performance refers to employee activities

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that occur outside of the formal job based on their interests, whereas in-role performance refers to activities that occur within the formal job defined as the employee's actions to achieve the formal job requirements (Williams and Anderson 1991). Katz and Kahn (1978) considered the in-role performance as a score-task performance for the first time and defined it as individual tasks that affected the organizations' salary systems, which was shared by Chah et al. (2012), and Katz and Kahn (1978). According to Katz (2010), the effective behaviors leading to the organization's success can be divided into three categories including retaining unique employees, which refers to the employees' achieving or surpassing their responsibilities interdependently. However, according to Katz, the organizations' third type of behavior is a very fragile social system, which is based only on appropriate behaviors in job descriptions. In general, every factory, enterprise, and social organization is organized on cooperation, mutual aid, and suggestions, which are defined as "citizenship behavior" in academic fields. Another term proposed by Katz (1964) was "extra-role behaviors" and was characterized as the organizational citizenship in the 1980s (Zhu 2013). Extra-role performance of employees refers to the operation and organization improving efficiency throughout the organizational resources transformation and is categorized into "individual-oriented and organization-oriented organizational citizenship behavior". The "individual-oriented and organizational citizenship behavior" indicates the individual behavior that benefits the individual and in consequence the organization and marked as altruism in the organization.

For example, the interpersonal assists or helps absent colleagues complete their work, as in "when I cannot go to work, I will request leave in advance" and "adhere to the informal rules that aim to maintain work orders" (Zhu 2013). According to Sosik et al. (2011), organizational citizenship behavior can be defined as mutual compliance or agreement. Despite the fact that extra-role behavior is well known for improving organizational efficiency, it is mostly ignored or never used in assessments.

The role theory, on the other hand, is a significant social psychology theory that proposes a theoretical foundation to describe differences and consistency in individual behavior (Mead 1934).

However, certain cognitive ability, personality traits, and experience (such as training and education) were also proposed to describe the person's ability (Dobre et al. 2012, Fernández-Breis et al. 2009, Kao and Hung 2007, Zeffane and Al Zarooni 2008).

Extra-role performance and in-role performance are two different though related concepts. In many operations the in-role performance outweighs that of extra role. This is due to the managerial ideas that praise much cognitive traits and relevant attitudes. It is the aim of this paper to assess which set of skills are more important, i.e., cognitive or technical in regards to performance. This paper focuses on the PR department "where both sets of skills are highly required" to check the validity of this theory.

This paper gives a background on the importance of both cognitive and technical skills and explores the literature review relevant to both. In its methodology part this paper adopts descriptive analytical approach using

questionnaire tool that was distributed over PR managers, employees as well as economy hotel guests. The results and discussion part of this paper sheds the light over the findings of the research. This paper concludes with a final part of conclusions and implications to display the findings and set future research implications based on them.

Background of the Study

The hotel industry is one of the world's oldest commercial activities. People needed to be accommodated while on the road or away from their homes. Hotel investment activities in African countries have recently increased (Ernst & Young 2013), and new hotel developments have become the fastest growing economic activity not only in Sub-Saharan Africa, but also globally (Ernst & Young 2013). The hotel industry, as an integral part of the larger travel and tourism enterprise, provides a wide range of travel and related services, such as accommodation, restaurants, entertainment, clubs and bars, recreational activities, and other services required by modern-day travelers (Tewari 2010, CFR 2012).

Human resource allocation in hotels entails assigning hotel staff to service tasks, where staff can only be used for a limited time due to labor standard laws. Hotels in the hospitality and tourism industries that use human resources must consider appropriate and effective resource allocation to task because the hotel's success is dependent on its human resources (Kayoko et al. 2011). The needs for human resource allocation differ depending on the application area. The system's success is usually attributed to how it handles human resource management. It is a critical issue in increasing the system's satisfaction and profit. A task's skill requirements represent some special skills required to perform that task, such as accounting skills. When a task requires some skills, a human resource who deals with the task should have the skills in order to perform the task efficiently (Ernst et al. 2014). When a task is properly assigned to a human resource, the human resource's performance level on the task improves. Human resource management is critical in the hospitality and tourism industries for assisting hotels in maintaining or improving their position in the service environment. The one question that is still unanswered here is whether attitudes surpass in importance technical skills. Many human resources managers argue that attitude is the key element here and that every other skill can be inducted. This paper is devoted to debunking this myth.

Factors Determining Employee Performance

Professional Skills

The number of professional talents related to the hotel sector that a certain employee possessed and used was used to calculate the score for this variable.

Communication, human resource, food and beverage, front office, and customer service skills were recognized as part of this characteristic.

Technical Skills

Technical skill scores were calculated based on the number of skills had by each responder. Basic computer abilities, problem solving skills, self-management skills, initiative skills, and multilingual skills are the five skills listed under this independent variable

Work Experience

The number of years a person has worked in the hotel sector was used to calculate the work experience score.

Academic Qualification

Employee competences were assessed based on academic qualifications. The weighted scores of these attributes were used to measure individual's competence level under this predictor.

Relationship between Professional Skills and Work Allocation

Allocating human resources to tasks is referred to as human resource allocation. Many industries, including transportation, health care, hospitality, and tourism, have realized the necessity of human resource allocation (Ernst et al. 2014).

The effectiveness of human resource allocation is related to how to deal with human resource management, which is a critical issue for increasing employee happiness and profits.

Task allocation between different people members is significantly dependent on their skills, according to Adriana et al. (2011). According to Kayoko et al. (2011), in the hotel sector, where efficiency and customer satisfaction are the top priorities, proper human resource allocation is critical. Traditionally, human resource allocation decisions have been determined based on the institutional manager's experience. The technique of duties and human resource skills must be examined and taken into account combined, which is a significant and difficult issue. The resource that has special skills required by the task should be assigned as examined by Kayoko et al. (2011). They continue that among the service industry, in tourism and hospitality management, the allocation of hotel staff is one of the most encountered problems, the staff that has the right skills to deal with the task should be allocated without overwork.

Openness to Experience and Individual Performance

Aesthetic sensitivity, active imagination, independence, attention to inner feelings, and intellectual curiosity all contribute to openness to experience. Individuals with high openness to experience are curious, creative, question specialists, unconventional, and ready to entertain new ethical, social, and political ideas (Dong 2009, Donnelly et al. 2012, Kim et al. 2009), as well as artistically sensitive, whereas those with a low openness to experience are comfortable and conventional. Conventional people prefer the known to the unknown, and their emotional responses are muted. People are more interested in the outside and inside worlds, and they are more likely to entertain modern opinions, unconventional values, and experience positive and negative emotions than closed people. Originality, sensitivity, sophistication, artistic aptitude, curiosity, imagination, intelligence, and broad-mindedness are all associated with openness to experience (Costa and McCrae 1992). This dimension was defined by McCrae and Costa (1992) as independent judgments, absorption, intelligence, unusual thought processes, aesthetic interests, emotional sensitivity, the depth and intensity of care, and the scope of conscientiousness. Intellectual curiosity, a rich fantasy life, awareness of feelings, the need for a variety of actions, aesthetic sensitivity, and a liberal value system all influence openness to experience (Dyrenforth et al. 2010). The findings of the fundamental structure of opposite heterogeneity revealed that individuals with a high openness to experience are eager to learn, imaginative, open-minded, and value a world of beauty (Digman 1990).

According to a review of the literature, this factor is closely related to consulting jobs and education (Benita and Supriya 2016, Greengross and Miller 2009, Judge et al. 1999, Komarraju et al. 2011, Costa and McCrae 1992). Intelligence and cognitive ability are known to have a significant relationship with performance. Openness to new experiences can indicate creativity and originality, both of which have a direct impact on performance because they help to fulfil new responsibilities in order to improve personal and organizational productivity. As a result, a new method of performing duties has a direct impact on the overall performance of the organization (Shafiro 2004, Teng 2008, Zeffane et al. 2018).

Evaluation of Generic, Technical and Professionals Skills of Employees

The hotel industry's nature of work need qualified people in order to compete in the global market. Some authors characterize "technical" abilities as those that entail an element of physical exertion or technical components of completing a job as "hard" in their reviews of the literature. Technical skills are easier to learn and assess than soft skills, according to the literature; nonetheless, there is an increasing realization that both skill types are complementary and important for individual success in the workplace (Rainsbury et al. 2002, Hodges and Burchell 2003).

As a result, hard and soft skill types are considered as essential results in the development of new professionals through higher education, particularly in terms

of preparing them for the workplace (Nilsson 2010). Indeed, according to Zagonari's (2009) analysis of education and training in the hotel industry, "policies on hospitality education and training should provide a balance between professional skills, basic knowledge, and thematic specialization: students should reach professional skills in order to meet the current qualitative need of firms." However, to the best of the authors' knowledge, what these professional abilities are in the context of hospitality and tourism has not been properly addressed to far, and this is an issue of further interest in the current study.

Generic Skills

Employability skills, soft skills, and life skills are some of the terms used by researchers to describe general skills (Mohan et al. 2018). "Core skills," "key competencies," and "employability skills" are all terms used to describe generic skills (Raybould and Wilkins 2005).

Employability skills are those that are needed not just to get a job, but also to advance within a company in order to reach one's full potential and contribute successfully to the company's strategic goals (Australian National Training Authority 2003). Interpersonal skills, assistance skills, leadership skills, connection skills, information gathering skills, information analysis skills, initiative skills, behavior skills, and quantitative skills are all examples of general skills (Baum 2002).

These abilities are critical for students' advancement, particularly when they enter the workforce. They are particularly critical for employees in the hotel business, who must develop and improve their employability skills in order to comprehend and use the technical skills they learned in their undergraduate studies. Given generic abilities are more vital in establishing a person's character for the growth and development of the sector. According to Raybould and Wilkins (2005), students must do their best to acquire these talents throughout their undergraduate degrees, if they want to succeed in the hotel sector. Generic abilities are critical in assisting employees in performing their duties efficiently and effectively.

There are nine generic skills that students must possess in order to be successful in the tourism industry. According to Raybould and Wilkins (2005): "oral communication, written communication, problem solving, conceptual and analytical skills, information management, team work and leadership, interpersonal, adaptability and learning, and self-management." Students must acquire and strengthen these skills with the help of a teacher who makes the best use of his or her curriculum (Ergin 2013). The hotel business is continually evolving as a result of technological advancements and the adoption of new work methods. Hospitality brands are in fierce battle to attract customers and keep their businesses afloat.

Technical Skills

Technical skills are those that students learn in graduate programs intellectually rather than via their practical or individual ability (Raybould and Wilkins 2005).

They are only temporary and serve a specific purpose. In order to compete in their fields, employees need to establish a diversified profile as well as competent employable abilities. Graduates in the hotel and tourist business are evaluated on their ability to demonstrate the best of their abilities by adhering to humanistic, interactive, communicative, cognitive, behavioral, and general skills. Employees that work efficiently are the foundation of a great hospitality firm. Staff members must demonstrate suitable abilities at the proper times during service to ensure efficiency. Staff are expected to learn these abilities in order to produce the appropriate results. Employee competences are based on skills learned during training, and service quality is based on skill competency. Conflict resolution, self-initiative, sales and marketing, and knowing the quality of service anticipated by international guests were the talents with the highest expected competences, according to a survey conducted in Nairobi hotels by Kamau and Waudo (2012). Other required skills for someone to be regarded competent, according to the study's findings, were self-motivation, specific technical skills, solid interpersonal skills, and information technology, communication, and computer skills and good work habits are also considered. According to Eastaff (2002), skilled personnel should possess personal characteristics such as passion and the correct attitude, foresight, inventiveness, confidence, the capacity to motivate, flexibility, and respect for others.

Professional Skills

Professional skills are needed in the industry, according to the literature. For example, Ap and Wong (2001) stated that if tour guides wanted to improve their recognition, position, and career chances, they needed to strengthen their professional abilities. Indeed, Baum and Szivas (2008) point out the difficulties encountered in the tourism business, where a lack of tourism expertise among the local population has hampered the industry's development. Employees with skills and competences can keep up with changes in the workplace, such as new technology. Furthermore, Hjalager (2003) focused on Euro-business Disney's methods, which place a higher priority on language abilities and personality attributes than particular tourism-related qualifications.

A routine task necessitates technical abilities (Oener 2016). When employed properly, both soft and hard skills improve employee performance, competitiveness, and quality delivery. The hospitality sector is a service industry in which quality is achieved by combining product and service. Professional skills considered in the hospitality industry include: guest greeting skills, guest reservation skills, telephone answering, bed making skills, guest check in and out, supervision skills, guest order taking, cooking skills, cocktail making skills, food and beverage service skills, carrying multiple places, room cleaning skills, guest night auditing skills, and so on. In order to work and manage efficiently in the hotel sector, employees in the hospitality industry must have a combination of generic, technical, and professional abilities. Hotel personnel who possess the necessary skills and expertise are competent and capable of completing the tasks assigned to

them. Work experience is important for hotel staff, according to studies, because it motivates them to do their jobs.

Work Experience of Hotel Employees

Working in the hospitality sector necessitates a combination of talents, passion, and experience, since various studies show that having experienced staff may help them execute their jobs and delight their customers. Working experience in the related position, according to Karani (2011), Kwok et al. (2011), is a significant aspect that influences the recruiter's decision in the hospitality business.

Many researchers and employers overlook one important focus, the demand of internal employees, especially those who directly interact with customers, as Lings (2004) points out. Because the attitude and behavior of employees interacting with customers will influence the feeling and behavior of customers when they receive service, it is critical for managers to efficiently define and manage the demand of internal employees.

According to Kamau and Waudu (2012), hotel managers who want to provide high-quality service should focus on hiring people who can address problems and are fully qualified.

Staff must have emotional and aesthetic abilities, according to Crick and Spencer (2011), because they are constantly in contact with clients from many cultures and countries. It is possible to assign employees with the necessary skills in the appropriate positions. When a work necessitates the use of certain talents, the individuals involved in the task should have those skills (Kayoko et al. 2011). He goes on to say that if a task is properly assigned to staff, the task's performance will improve. As a result, good hotel administration and adequate human resource allocation are critical to the hotel's success.

The effective development of the hotel and tourist industry still necessitates further professionalization and alignment of education and training with the skills demands of hospitality firms. This necessitates strong coordination between industry and education training providers, which necessitates the creation of ways that include academic, apprenticeship, and traineeship programs. Hospitality education institutes are growing increasingly relevant to both students and the business. Students in hospitality management programs are encouraged to think strategically and to grasp how international hospitality firms should be managed (Enz 2011). Specific talents and competencies are expected of employees.

Because the sector is getting increasingly globalized, the demand for intercultural abilities and skills is becoming more crucial for personnel working in the industry (Sigala 2001). It is important to have specialized talents for career advancement.

When distributing work to a practitioner, team leaders must consider two groups of factors, according to Moore and Thielking (2005), in order to provide personnel an appropriate and safe workload so they may provide the greatest possible service to customers. The practitioner's level of experience and competency, the practitioner's present caseload, and the type and complexity of the difficulties

within each of the cases assigned to them are all factors to consider. Recent stressful experience in managing situations, recent similar cases, and the practitioner's training requirements and expertise are all factors to consider when allocating the task.

According to Kim (2008), a bachelor's degree in hospitality management is not regarded as a valuable qualification by students or employees, therefore job experience is more valuable than a bachelor's degree in hospitality management for a prospective employee.

According to Kayoko et al. (2011), hotels in the hospitality and tourism business must consider proper and effective resource allocation to tasks because the hotel's success or failure is determined by its human resource management. As a result, active human resource allocation is critical to the hotel's success. Some services in the hotel industry, such as meeting and welcoming a client, cannot be replaced by technology, hence smart human resource allocation is critical to the hotel sector's success.

Many studies and employers overlook one essential topic, the demand of internal employees, especially those who directly interact with consumers. Lings (2004) underlines the importance of human resource management. Because the attitude and behavior of employees interacting with customers has an impact on the customers' feelings and behavior after receiving service, it is critical for managers to effectively define and manage the way their employees provide service in order to ensure that their attitude and behavior are appropriate for providing the service. When assigning cases to a practitioner, team leaders must make sure that the workload is appropriate for the practitioner's personal and professional abilities and expertise (Moore and Thielking 2005).

When it comes to hotels, where efficiency and customer satisfaction are the top priorities, proper human resource allocation is crucial (Mitsuo et al. 2008). The decision to allocate human resources is mainly based on institutional management and expertise. The success of the hotel sector is dependent on effective hotel management and efficient human resource allocation. Increased professionalism is essential for the successful development of hospitality, and employees must possess specific skills and abilities in order to be assigned to jobs where they will perform successfully and meet customer expectations.

Cognitive Personality Traits

Since the 1980s, majority of researches have focused on accomplishing factors considered as main personality measurements. This attention has been increased due to the development of a well-accepted personality structure (Goldberg 1990, 1992). Almost all of these researches confirmed the five-factor models strength (Murugesan and Dominic 2013), and recommended experiential results based on individual differences (Goldberg 1990, 1992).

They stated that the Big Five personality traits are extremely heritable, which means that the genetic effect on the five dimensions of Big Five personality traits measured as extraversion (53%), neuroticism (41%), agreeableness (41%), openness (61%), and conscientiousness (44%), have a genetic basis (Jang et al.

1996), have remained stable over time (Costa and McCrae 1992), and can be generalized across cultures (Costa and McCrae 1995, Salgado 1997). According to Goldberg (1993), personality traits such as extraversion, neuroticism, agreeableness, openness, and conscientiousness, or the Big Five traits in another term, are intellectualized at various levels of concepts from a variety of theoretical viewpoints. Digman proposed his five-factor personality model in 1990, and Goldberg expanded it to include the highest levels of the organization in 1993.

Materials and Methods

The study's population consists of managers and employees, of PRs together with guests of the three-star hotels. The research tool is a set of questionnaire forms that were developed based on literature review and revised by a group of academics and professionals. Validity and reliability of questionnaire forms were 0.76 and 0.79 which indicates a very high value of reliability and validity for the questionnaire items and that they are clear. One hundred and forty questionnaires were distributed in 33 three stars hotel in Greater Cairo. Thirty-three forms for managers, 47 for PRs employees, and 60 for economy hotels guests. The convenient sample technique was used in the distribution of the questionnaires. The distribution and collection took place during April 2020 to January 2021 period.

In this study the researchers used both the descriptive analytical and quantitative approaches to study the case under investigation. The approach is seen to best fit to analyze the case. In addition, it reveals the relationships between its various dimensions to interpret and conclude general conclusions that may contribute to improve the performance of PR. department in three-star hotels. To analyze the data, the SPSS version 28 was used for this purpose. Statistical analysis methods used were percentages, weighted averages and Kruskal Wallis test.

Results and Discussion

What skills do attract the guest more when dealing with employees? To answer this question guests were asked to rank skills they most prefer when dealing with employees. Table 1 shows the ranking of these skills from that perspective.

Table 1. Skills Most Preferred by Guests when Dealing with Employees

Attribute Importance level	Very important		Moderately important		Not important		Weighted average	Rank
	Freq	%	Freq	%	Freq	%		
Specialized academic qualification	40	74.07	10	18.52	4	7.41	144	1
Experienced in the field of work	34	62.96	14	25.93	6	11.11	136	2
Professional appearance and well grooming	12	22.22	24	44.45	18	33.33	102	7
Communication skills	18	33.34	21	38.88	15	27.78	111	6
Languages fluency	30	55.56	16	29.62	8	14.82	130	3
Managing critical situations	28	51.85	17	31.48	9	16.67	127	4
Emotional stability	22	40.74	20	37.04	12	22.22	118	5

Table 1 reflects the responses of economy hotel guests' preferences which indicate that 74.07% see specialized academic qualification as a very important characteristics that must be available in a PR's employees, while 18.52% said that is moderately important and only 7.41% said that it is not important at all. Moreover, based on weighted average Academic qualification however came in the first rank.

Experience in the field of work came in the second rank based on weighted average. In details, 62.96% indicated that is very important, whereas 25.93% said that is moderately important and 11.11% said that it is not important at all.

Languages fluency came in the third rank with 55.56% consider it as very important, meanwhile, 29.62% said that is moderately important and 14.82% contemplate that it is not important at all.

Managing critical situations came in the fourth rank. Of guests 51.85% stated that is very important, while 31.48% indicated that is moderately important and 16.67% defined it as not important at all.

Emotional stability came in the fifth rank. 40.74% indicated is very important, while 37.04% designated that is moderately important and 22.22%) said that it is not important

Communication skills came in the sixth rank. 33.34% stated that it is very important, 38.88% said that is moderately important and 27.78% indicated that it is not important at all.

Professional appearance and well grooming came in the seventh and last rank. 22.22% designated that it is very important, whereas 44.45% indicated that it is moderately important and 33.33% said that it is not important at all.

The researchers note that the respondents' answers focused mainly on academic qualifications, practical experience, and foreign language proficiency

rather than other personal skills, traits and characteristics. The ranking based on weighted average becomes as follows:

1. Specialized academic qualification.
2. Experienced in the field of work.
3. Languages fluency.
4. Managing critical situations.
5. Emotional stability.
6. Communication skills.
7. Professional appearance and decent smile.

To further investigate the case Kruskal Wallis test was performed to detect differences between managers and guests' viewpoints (Table 2).

Table 2. *Kruskal Wallis Rank Comparison of Skills between Managers and Guests*

Calculation Summary
$H = (12/(N(N+1))) * (\sum T^2/n) - 3(N+1)$
$H = 0.057 * 788.643 - 45$
$H = 0.0653$ The p-value is 0.7983. The result is not significant at $p < 0.01$

According to Kruskal Wallis test that compares ranks between groups aside from frequency, the test result is ($H=0.0653$, $p=0.7983$) which indicates non significance among the two groups investigated, i.e., PR managers from one side and guests from the other side. This means that both managers and guests agree to the set of skills proposed and also to their ranking according to importance from both sides aforementioned.

To assess the difficulties that deter the performance of PR department in economy hotels, guests were asked to weigh them according to the severity of impact. Table 3 represents these hindrances and their impacts.

Table 3. *Obstacles that Hinder the Performance of PR Department According to Guests*

Obstacles hindering the performance of PRs from guests point of view	Frequency	Percentages	Rank
Deficiency in adapting new technology and applications to keep connected to the guest	30	25	2
Bureaucracy and routine	12	10	4
Unqualified employees recruitment	28	23.33	3
Limited budget due to lack of owners awareness on PR importance	50	41.67	1
Total	120	100	

Table 3 shows the answers of economy hotels' guests on the impediments that deter the performance of PR. department. The researchers note that in this question the number of frequency exceeded 54 because some guests checked more than one

answer, therefore 120 answers were checked by guests of which 41.67% went for limited budget, 25% chose deficiency in adapting new technology and applications to connect with the guests, 23.33% selected unqualified employees recruitment and 10% picked bureaucracy and routine. The researchers concluded from the responses that the ranking of obstacles that deter the PR department performance in economy hotel is as follows:

1. Limited budget due to lack of owner's awareness of PR importance.
2. Deficiency in adapting new technology and applications to connect with the guest.
3. Unqualified employee's recruitment (absence of educational background and/or experience).
4. Bureaucracy and routine.

Guests' suggestions to enhance the role of the PR.s management in economy hotel were investigated. Table 4 reflects guests' suggestions.

Table 4. *Guests Suggestions to Enhance the Role of PRs in Economy Hotels*

Guest's suggestions to enhance the role of PRs in economy hotels	Respondents answers		Rank
	Frequency	Percent	
Using advanced technology in PR.s activities and tools	22	40.75	1
Maintain guest data and keep contact with them constantly	20	37.03	2
Recruitment of the appropriate academic Qualified and experienced employees	12	22.22	3
Total	54	100	

Table 4 shows the answers of the guests and their suggestions to improve the role of PR department in economy hotels as follows; 40.75% suggested using advanced technology in PR. activities, 37.03% proposed maintaining guest data and keeping constant contact with them while 22.22% advised the recruitment of the appropriate academically qualified and experienced employees.

The researchers summarized the impediments that deter the PR department performance according the point view of both managers, employees and guests in Table 5.

Table 5. *Obstacles Facing PR Department Performance Comparison from the Point View of Managers, Employees and Guests*

Mangers point view	Employees point view	Guest point view
Not using modern technological applications to communicate with customers	Insufficient P budget	Limited PR budget due to lake of owner's awareness
Limited budget allocated to PR.s activities	Not using advanced technology in PR activities	Deficiency in adapting new technology and applications to connect with guests
No interest in training	Use of ineffective tools and methods	Unqualified employees' recruitment (without educational background-without experience)
Routine, bureaucracy, centralization of decision	Unqualified employment or poor performance of PR workers	Bureaucracy and routine
Favoritism in selecting employees since owners and managers. retain these job for their favors	Inefficient planning or poor execution	
	Lag of internal working procedures	
	Lack of follow-up	

To further investigate the case, Kruskal Wallis test was performed to statistically compare answers of guests, managers and employees in regards to impediments detected. Table 6 displays the results of this analysis.

Table 6. *Kruskal Wallis Rank Comparison between Managers and Employees Regarding Impediments that Deter PR Department Performance*

Calculation Summary
$H = (12/(N(N+1))) * (\sum T^2/n) - 3(N+1)$
$H = 0.109 * 307.4 - 33$
$H = 0.5345$. The p-value is 0.4647. The result is not significant at $p < 0.01$.

As the results of Kruskal Wallis test indicate ($H=0.5345$, $p=0.4647$), therefore, it can be concluded that there are no significant variances detected among managers and employees regarding obstacles that hinder the performance of PR department. In other words they both agree on obstacles found and their ranking.

To further investigate the case a weighted average calculation for ranking of viewpoints of both employees and managers was carried over. The calculations were done based on adding the weights of both employees and managers "according to relevant scale of each variable" and resulted in the following order:

- 1- Favoritism in recruitment with 24 points.
- 2- Bureaucracy and centralization with 20 points.
- 3- Insufficiency of training with 16 points.
- 4- Limited PR budget with 15 points.
- 5- Not using modern technology to connect with guests with 13 points.

To deeply explore the case, the weights of the same variables that belonged to guests were added to the previous calculation using the relevant scale for guests and resulted in the following ranking:

- 1- Favoritism in recruitment with 30 points.
- 2- Bureaucracy and centralization with 24 points.
- 3- Insufficiency of training with 22 points.
- 4- Limited PR budget with 19 points.
- 5- Not using modern technology to connect with guests with 17 points.

Since the calculated mean ($m=22.4$) therefore, Favoritism in recruitment (30 points), Bureaucracy and centralization (24 points) and Insufficiency of training (22 points) can be considered the main obstacles that hinder the performance of PR. department as agreed by managers, employees and guests. It is worth noting here that all factors are internal operational issues. It is worth noting also that what was thought to be major obstacles like limited budget and not using modern technology means of communication with guests' means were less than the calculated average mean and came at the bottom of the list of obstacles.

To further explore the case, guests' points of view were added to those of managers and employees to give a full picture. A summary of managers, employees and guests' viewpoints is shown in Table 7.

Table 7. Comparison of Suggestions Recommended by PR Department Managers, Employees and Guests in Economy Hotel

Mangers point view	Employees point view	Guest point view
Using modern technological applications to communicate with customers	Increasing the PR budget	Using advanced technology in PRs activities and tools
Increasing the budget allocated to PR. activities	Using advanced technology in PRs activities and tools	Maintain guest data and keep contact with them constantly
Increasing training program	Recruitment of qualified academic calibers with the required experience	Recruitment of the appropriate academic qualified and experienced employees
Selecting and hiring employees with specialized qualifications and experience	Increasing training program	
Flexibility in decision-making and decentralization	Setting an annual plan for the activities for PR.s and follow up on implementation	

To further investigate the case, Kruskal Wallis test was performed to statistically compare answers of guests, managers and employees. Table 8 displays the results of this analysis.

Table 8. *Kruskal Wallis Comparison between Managers and Employees on Suggestions to Improve PR Department Performance*

Calculation Summary
$H = (12/(N(N+1))) * (\sum T^2/n) - 3(N+1)$
$H = 0.091 * 453.292 - 36$
$H = 5.2083$. The p-value is .02248. The result is significant at $p < .05$.

According to aforementioned table, Kruskal Wallis test results ($H=5.2083$, $p=0.02248$) which means there is a significant difference among managers and employees viewpoints in regards to their suggestions and their relevant ranking on how to improve PR department performance. PR managers focused on using modern technology followed by increasing budgets. In other words, they focused their suggestions primarily on employees and technology “operational issues”. Whereas, employees focus was different, suggesting the increase of budgets first and use of modern technology second. In other words, they related their suggestions to “financial issues” other than “operational” ones.

To further explore suggestions a weighted average calculation for ranking of viewpoints of both employees and managers was carried over. The calculations were done based on adding the weights of both employees and managers “according to relevant scale of each variable” and resulted in the following order:

- 1- Increase training with 17 points.
- 2- Recruitment of qualified experienced employees 17 points.
- 3- Increasing PR budget allocation with 13 points.
- 4- Use of modern technology to contact guest with 13 points.
- 5- Flexibility in taking decisions with 2 points.
- 6- Planning with 1 point.

To deeply explore the case, the weights of the same variables that belonged to guests were added to the previous calculation using the relevant scale for guests and resulted in the following ranking:

- 1- Recruitment of qualified experienced employees 20 points.
- 2- Increase training with 17 points (no guest weight).
- 3- Use of modern technology to contact guest with 16 points.
- 4- Increasing PR budget allocation with 13 points (no guest weight).
- 5- Flexibility in taking decisions with 2 points.
- 6- Planning with 1 point.

Since the calculated mean for the first four variable “excluding the irregular values of 5 & 6” ($m=16.5$) therefore, recruitment (20 points), training (17 points) and use of modern technology (16 points) can be considered the main suggestions to improve the performance of PR department as agreed by managers, employees and guests. It is worth noting here that all factors are internal operational issues. It is worth noting also that what was thought to be an important suggestion like increasing budget and flexibility in decision making together with planning were less than the calculated average mean and came at the bottom of the list of suggestions.

Conclusions and Implications of Research

Many findings were driven from this research. First, PR managers as well as their employees agree to obstacles that deter the performance of the PR department. Second, that managers and employees tend to relate difficulties to financial deficits rather than operational shortfalls. Third, significant differences were detected among guests from one side and managers and employees from the other side in reference to how to overcome these obstacles.

From guests’ viewpoint the most important attributes were academic qualification, experience in the work place, communication skills, language fluency “all are technical skills”, followed by managing situations and emotional stability “cognitive skills”. This clearly gives evidence to the idea of this research that technical skills surpass cognitive ones and debunking the myth that attitude is the most important attribute that should be searched during recruitment of new employees or retaining old ones. This also gained another proof taking managers viewpoint into consideration since statistical tests showed no significant difference among guests’ viewpoints and those of managers.

Based on final ranking of attributes investigated recruitment of qualified experienced employees was the most important attribute, followed by increasing PR training, use of modern technology to contact guest, increasing PR budget allocation, flexibility in taking decisions and planning for PR activities. It should be noted here that favoritism was pronounced as an important problem that leads to recruiting unqualified PR employees. In other words favoritism whether from the side of managers or owners causes the most irritating problem in the PR department and led to the most important suggestion to improve the department performance i.e., hiring qualified employees.

Many hospitality managers tend to overestimate staff attitude as well as they do with financial resources while at the same time underestimate the value of technical skills in performing work. It’s been heard all the time that the most important values are those related to attitude of employees. It is also a common say that employees can be taught everything but attitude. This research debunks such a myth. The finding of this research gives evidence that technical skills overweigh cognitive ones and that financial deficits are not the deciding factors that contribute to performance but rather; technical skills do. This research was conducted on PR department employees. More research is needed on other

departments to detect whether the same findings apply. Simultaneously, more research is also inevitable on other types of hospitality operations like four and five star hotels, independent versus chain hotels and so forth.

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Tourism and Biodiversity: A Paradoxical Relationship

By Peter Jones^{*}

Biodiversity has a vital role to play in tourism and yet a paradox lies at the core of the relationship between tourism and biodiversity. On the one hand, biodiversity is at the heart of what drives the tourism industry, while on the other hand tourism activities contribute to the continuing loss of biodiversity. This commentary paper explores the relationships between tourism and biodiversity, and includes an outline of the basic characteristics of biodiversity, and of tourism, a short review of some of the project and policy reports and the academic literature on the relationship between tourism and biodiversity, a cameo case study of the recent United Nations World Tourism Organisation's (2020) 'One Planet Vision for a Responsible Recovery of the Tourism Sector', and some concluding reflections.

Keywords: *tourism, biodiversity, tourism industry, sustainability, COVID-19 pandemic*

Introduction

Tourism is beginning to show some important signs of recovery following the ravages of the COVID-19 pandemic, and looking to the future the focus is on building a more sustainable tourist economy. The 'One Planet Vision for a Responsible Recovery of the Tourism Sector' (United Nations World Tourism Organisation 2020a), which calls for a 'responsible recovery of the tourism sector from the COVID-19 crisis', is 'founded on sustainability', and emphasises the importance of a healthy environment and, more specifically, the role of 'biodiversity conservation', in the recovery process. That said, a paradox lies at the core of the relationship between tourism and biodiversity.

On the one hand, the Convention on Biological Diversity (2021), part of the United Nations Environment Programme, argued 'biodiversity is at the heart of what drives the tourism industry. Tourist destinations such as tropical forests, beaches, national parks and even urban areas depend on their natural beauty to attract visitors and enchant them during their stay.' On the other hand, there is an explicit recognition that 'this sector contributes to biodiversity loss through the clearing of land for tourism development and through physical disturbance to sensitive areas caused by tourism activities. For example, coral reefs are at high risk of damage from activities like scuba diving, if not properly managed. This can impact fisheries and undermine the livelihoods of communities dependent on fishing for food and income' (Convention on Biological Diversity 2021). This commentary paper explores the relationships between tourism and biodiversity, and includes an outline of the basic characteristics of biodiversity, and of tourism, a short review of some of the project and policy reports and the academic literature

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on the relationship between tourism and biodiversity, a cameo case study of the recent United Nations World Tourism Organisation's (2020) 'One Planet Vision for a Responsible Recovery of the Tourism Sector', and some concluding reflections.

Biodiversity and Tourism

Biodiversity, or more accurately, biological diversity, can be simply defined as the variety of plant and animal life in the world, or in a single habitat, and it is essential for the processes that support all life, including humans, on Earth. Without a wide range of animals, plants and microorganisms, we cannot have the healthy ecosystems that we rely on to provide us with the air we breathe and the food we eat. That said, the Earth's biodiversity has been in decline for many years and according to the Secretariat for the Convention on Biological Diversity (2020), 'biodiversity is declining at an unprecedented rate, and the pressures driving this decline are intensifying', and 'the COVID-19 pandemic has further highlighted the importance of the relationship between people and nature, and it reminds us all of the profound consequences to our own well-being and survival that can result from continued biodiversity loss and the degradation of ecosystems.'

Tourism can be defined 'a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure' (United Nations World Tourism Organisation n.d.). Defining the tourism industry is not straightforward, in that it embraces many industries and activities including accommodation, transport, attractions, and travel companies. The tourism industry employs some 290 million people, and makes a major contribution to the overall economy of many countries. In 2019, prior to the COVID-19 pandemic, the market size of the global tourist industry was 1,868 billion US\$, and though this figure had fallen by 40% the following year, some recovery to 1,311 US\$ was forecast for 2021 (Statista 2022).

Tourism and biodiversity are intimately interlinked. On the one hand, biodiversity, as seen as the variety of life on earth, often underpins tourism and tourist destinations, such a tropical forests, coastal environments, and national parks depends, in large part, on their natural characteristics and beauty to attract tourists. On the other hand, tourism can have a damaging impact on biodiversity. Here, habitat destruction, pollution, increasing numbers of visitors, and the unchecked exploitation of natural resources for commercial gain, can all harm plants, animals, and natural ecosystems, and reduce biodiversity. The use of natural resources in the provision of new tourist accommodation and facilities, and the development of associated infrastructure on coastal wetlands, for example, can be particularly damaging. More positively, tourism can play an important role in biodiversity conservation, but this requires careful and sensitive planning and

management in order to avoid negative impacts on biodiversity, and such approaches may run directly counter to commercial tourism development pressures.

Project and Policy Reports and Academic Literature Review

The literature on the relationship between tourism and biodiversity includes both project and policy reports and academic research papers, and some examples drawn from this literature provide some illustration of the flavour of work in the field. While many of the project and policy reports are dated, they focus on a number of important elements in the relationship between tourism and biodiversity, that have stood the test of time. Some twenty years ago, 'Tourism and Biodiversity: Mapping Tourism's Global Footprint' (Christ et al. 2003) was published following a joint United Nations Environment Programme/Conservation International project which looked at the overlap between tourism development and biodiversity hotspots. The aim of the project was to highlight nature-related opportunities and threats for biodiversity conservation and improved human welfare, and it made a series of recommendations designed to enhance the contribution of tourism to biodiversity. The authors concluded that 'biodiversity is essential for the continued development of the tourism industry', but claimed that there was 'an apparent lack of awareness of the links-positive and negative-between tourism development and biodiversity conservation' (Christ et al. 2003).

In 'Tourism and Biodiversity', the United Nations World Tourism Organisation (2010a) examined the relationship between tourism and biodiversity, and looked to assess the way in which tourism can contribute to the protection of biodiversity, and enhance its role as a main resource for tourism destinations. This report clearly demonstrated 'the high value of biodiversity for tourism' but emphasised that biodiversity 'needs to be protected for the long-term success of tourism', and argued for the 'effective application of land use planning and development controls in destinations to influence new and existing tourism activities, and to prevent potentially harmful developments' (United Nations World Tourism Organisation 2010a). Recommendations by the United Nations World Tourism Organisation (2010a) included integrating biodiversity considerations into national and local sustainable tourism plans and in planning decisions on tourism development; promoting investment in ecological infrastructure that protects and supports tourism; and promoting sustainable tourism products and activities linked to the protection of biodiversity.

The 'Practical Guide for the Development of Biodiversity-based Tourism Products', published by the United Nations World Tourism Organisation (2010b) argued that the continued growth of the tourism industry was being accompanied by increasing consumer pressures for more environmentally friendly tourism destinations. This was, in turn, seen to be leading to the need to develop and manage sustainable and biodiversity-based tourism products, linking tourism with the sustainable use of natural resources and conservation management. However, the Guide suggested that in many potential tourism destinations there is insufficient local expertise to create tourism that not only benefits the local

community, but also maintains local biodiversity. The Guide's aims were to 'raise awareness on the issue of biodiversity conservation with tourism operations and to give ideas on planning, management, marketing and monitoring of such biodiversity-based tourism products', and its two target groups were tour operators and their product developers and tourist agencies, and non-governmental organisations (United Nations World Tourism Organisation 2010b).

'Tourism Sector and Biodiversity Conservation' (European Commission 2010) looked, *inter alia*, to guide companies towards the most appropriate tools and methods for integrating biodiversity conservation into their business activities, and was designed for small and medium-sized enterprises, independent hotel owners, as well as senior executives and local managers in large international tourism companies. That said, the European Commission (2010) concluded that although small and medium-sized enterprises account for 80% of tourism companies, reaching them to provide guidance on integrating biodiversity into their activities was a cause for concern. However, the European Tourism Going Green 2030 project (European Commission 2021), which offered a 'review and analysis of policies, strategies and instruments for boosting sustainable tourism in Europe', recommended that capacity building, tailored to the demands of small and medium-sized enterprises, should address a range of topics, including biodiversity, and should focus on activities which could be easily applied and implemented in day-to-day business operations.

The United Nations Environment Programme and the Convention on Biological Diversity (2015) published 'Tourism Supporting Biodiversity', designed as a manual on 'Applying the Convention on Biological Diversity Guidelines on Biodiversity and Tourism Development.' The manual looked to provide 'information for planners, developers, managers and decision makers involved with tourism development and resource management in areas of sensitive biodiversity', its aim was 'to help them to mainstream biodiversity concerns and ecosystem services within sustainable tourism development', and its primary target audience was 'public authorities and other agencies in a position to influence tourism impacts, while also being relevant to potential developers of tourism projects' (United Nations Environment Programme and the Convention on Biological Diversity 2015).

On the academic side, work on the relationship between biodiversity and tourism can be traced back over two decades, and here again a number of themes endure. van der Duim and Caalders (2002), for example, argued that tourism occupies an important position in policies designed to encourage the conservation of biodiversity and provided a framework for intervention in the relationship between tourism and biodiversity. The authors looked to reconstruct some of the theoretical discussions about the relationships between tourism and the conservation of biodiversity and the possibility of measuring impacts. More specifically, the authors argued that measuring the impacts of tourism on biodiversity is both 'highly complex and costly', that 'setting priorities for interventions is not just a matter of knowledge on impacts', and that such priorities 'should also be based on considerations of legitimacy, feasibility, and effectiveness' (van der Duim and Caalders 2002). In their conclusion the authors

argued that ‘the legitimacy of many proposed interventions can also be questioned as they disproportionately represent the various interests and seem to benefit particularly large-scale international enterprises’ (van der Duim and Caalders 2002).

Hall (2010) outlined some of the main themes in the relationship between biodiversity and tourism, and while he suggested that tourism was increasingly recognised as ‘a significant beneficiary of tourism’, at the same time he also argued that ‘the five principal pressures driving biodiversity loss – habitat change, overexploitation, pollution, invasive species and climate change – are all factors to which tourism is a significant contributor.’ Perhaps more tellingly, Hall (2010) also claimed that the ‘balancing act’ between positive and negative contributions ‘is often never fully accounted for in the assessment of the costs and benefits of tourism, particularly in relation to the supposed benefits of tourism as a means of pro-poor and sustainable development.’ Hall (2010) concluded that while ‘undoubtedly tourism can make a contribution to the conservation and maintenance of biodiversity, in reality success stories are few and far between and are generally isolated to individual species and relatively small areas of habitat rather than a comprehensive contribution to conservation.’

A number of studies had a specific area focus, albeit at different scales. Sinna and Bushell (2002), for example, explored the linkage between biodiversity conservation and tourism through a case study of a village-based tourism venture at a remote location on Vanua, the second largest island in Fiji. The case study revealed that ‘the ecological systems upon which the villagers depend for subsistence are the very same resources that support tourism’, and the authors suggested that ‘understanding the linkage between biodiversity and tourism could provide the basis for the promotion of biodiversity conservation and ecotourism’ (Sinna and Bushell 2002). Worku (2021) looked to assess the role of forest biodiversity conservation for tourism development in Tara Gedam monastery in Ethiopia, and the results demonstrated that ‘biodiversity contributes to sustainable tourism development on the grounds that it has less impact on the environment than other industries, based on an enjoyment of the natural and cultural environment.’

Echeverri et al. (2022) acknowledged that nature-based tourism has the potential to sustain biodiversity and economic development, yet the degree to which biodiversity drives tourism patterns, especially relative to infrastructure, is poorly understood. In an attempt to explore this relationship, the authors looked to examine the relationships between different types of biodiversity and different types of tourism and infrastructure in Costa Rica, and their results revealed more biodiverse places tend to attract more tourists, especially where there is infrastructure that makes these places more accessible. Nunes et al. (2020) examined the main impacts of the development of coastal tourism on the natural environment in the Algarve in southern Portugal and presented a set of mitigation and restorative measures designed to emphasise the protection of biodiversity and the recovery of ecosystems.

On a larger scale, in their study in northern Fennoscandia, Tolvanen and Kangas (2016) reported that the direct impact of tourism on biodiversity was

negative, on a range from the individual to the ecosystem level, and that as the most sensitive plants, birds and mammals decline, or disappear, from disturbed sites, so the species composition shifts from wild species to cultural and human associated species. Pickering and Hill (2007) reviewed research into the impact of tourism and recreation on plant biodiversity in Australia, and made a number of recommendations for future research agendas. These agendas included research into a range of visitor activities with a focus on levels of resistance and resilience, into indirect impacts of tourism and recreation, such as the spread of weeds and pathogens, and into the impact of tourism infrastructure, including comparison of the ecological costs and benefits of various types on infrastructure. The authors concluded there were ‘many threats to vegetation in Australian protected areas from tourism’, and ‘greater recognition needs to be given to this by protected area managers’ (Pickering and Hill 2007).

In reviewing ‘Current Trends and Issues in Research on Biodiversity Conservation and Tourism Sustainability’, Jurkus et al. (2022) identified seven ‘trending research themes on biodiversity conservation and tourism sustainability’, namely community-based tourism, national park management, sustainable tourist motivation, biodiversity conservation and ecotourism, landscape and land use changes, visitor satisfaction monitoring, and ecotourism modelling. More specifically, Jurkus et al. (2022) argued that ‘a current critical strand of research on biodiversity conservation and tourism sustainability deals with transformations of the strict top-down, prescriptive approach, particularly in countries with strong traditions of centralized planning.’ Further Jurkus et al. (2022) suggested that ‘in many countries with top-down biodiversity conservation, nature-based tourism is often developed by larger tourism companies’, and that such companies ‘are more advantageous regarding lobbying and bending the conservation restrictions but ignore local socio-economic conditions.’

Cameo Case Study: One Planet Vision for a Responsible Recovery of the Tourism Sector

The ‘One Planet Vision for A Responsible Recovery of the Tourism Sector’ (United Nations World Tourism Organisation 2020a) looked to build upon the ‘Global Guidelines to Restart Tourism’ (United Nations World Tourism Organisation 2020b) released in May 2020. These guidelines were designed to help the tourism sector to ‘emerge stronger and more sustainably from COVID-19’, and they highlighted not only ‘the need to act decisively to restore confidence’, but also to ‘support governments and the private sector’, in order ‘to recover from an unparalleled crisis’ (United Nations World Tourism Organisation 2020b). The guidelines were seen as providing businesses and governments with a comprehensive set of measures to help the recovery of tourism in a safe and responsible manner.

The One Planet Vision recognises that tourism had been one of the sectors of the economy hardest hit by the COVID-19 pandemic, that that there were ‘additional impacts, which are still difficult to quantify, such as pollution, or

threats to the conservation of wildlife and biodiversity, all directly linked to tourism' (United Nations World Tourism Organisation 2020a). Here, the One Planet Vision emphasised that the pandemic had highlighted the fragility of the natural environment and had brought the need to protect it into sharp focus. More specifically, One Planet Vision, argued that the pandemic had raised awareness of the importance the role that sustainability had to play in both economic activities and everyday life, and stressed the need for 'long term and holistic thinking with regard to the challenges to our world and thus connects with the need to transition to a more sustainable tourism based model based on social inclusion and the restoration and protection of the environment' (United Nations World Tourism Organisation 2020a). At the same time, the One Planet Vision looked to support the development and the implementation of recovery plans which contribute to the achievement of the United Nations' Sustainable Development Goals.

Three set elements of responsible recovery, namely for people, for the planet, and for prosperity, are central to the vision. Responsible recovery for people is seen to include public health and social inclusion, responsible recovery for prosperity is seen to embrace the circular economy and governance and finance, while that for the planet is focused on biodiversity conservation and climate action. In addressing biodiversity conservation, the One Planet Vision (United Nations World Tourism Organisation 2020a) emphasised that 'a healthy environment is directly connected with the competitiveness of the tourism sector and that in many destinations conservation efforts largely depend on tourism revenue', and that 'supporting such conservation efforts can enable a greener recovery.'

More specifically, the One Planet Vision (United Nations World Tourism Organisation 2020a) focused on three issues, namely the need to 'capture the value of conservation through tourism', the need to 'support conservation efforts tourism', and the need to 'invest in nature-based solutions or sustainable tourism.' The first of these goals highlighted the fact that there are many tourist destinations where the conservation of both marine and terrestrial ecosystems depends on tourism revenue and operators, and stressed the need for monitoring mechanisms that would capture the value of biodiversity conservation and the value of ecosystem services, which would, in turn, enable the tourism sector to capitalise on its conservation efforts.

Secondly, in many tourist destinations, the risks of poaching, encroachment, or overexploitation are increasing, which in turn threatens the natural assets which will be vitally important in facilitating and encouraging the recovery of the tourism industry. Here, it was argued not only that the role of tourism in sustaining conservation, and where necessary in looking to combat the illegal trade in wildlife, should be explicitly acknowledged in recovery plans and programmes, but also that it will be important for stakeholders in the tourism industry to contribute financially to such plans and programmes. Thirdly, investment in nature-based tourism is seen to have the potential to drive innovation in tourism towards sustainable solutions. Such solutions could not only help to mitigate the environmental impacts of tourism activity, but could also result in the better

management of a range of natural resources including water, coral reefs, wetlands, mangroves, and coastlines.

The following year, the United Nations World Tourism Organisation (2021) revisited the same three issues in 'Recommendations for the Transition to a Green Travel and Tourism Economy', which were seen to 'lay the foundations for more balanced, sustainable, and resilient models of tourism development.' Here, the aim, *inter alia*, was to showcase initiatives drawn from destinations, tourism businesses, and civil society, which were leading by example in integrating sustainability in their tourism recovery plans and strategies. On the issue of supporting conservation through tourism, for example, there was a brief report of a programme in Italy designed to raise public awareness about the introduction of alien species and to enlist the active participation of citizens to prevent the spread of such invasive species. In focusing on investing in nature-based solutions for more sustainable tourism, illustrative examples were offered of the Saudi Arabian Red Sea Project and centred on the role of coral reefs and beaches in a major new tourism development, and of an Ibeostar strategy to offset its carbon footprint by protecting and restoring nature in resorts in Mexico, where the company are operating. In addition, the One Planet Network's Annual Programme Report for 2021 (One Planet 2022) highlighted some examples of good practice of biodiversity communication by the Pacific Asia Travel Association, Center Parcs and the TUI Group, and of the development of a guide to sustainable consumption for biodiversity and ecosystem services communication.

Concluding Reflections

There is a broad consensus of opinion that biodiversity has a vital role to play in the responsible recovery of tourism following the ravages of the COVID-19 pandemic, and more generally, in building a more sustainable tourism economy. A range of tourism organisations and policy makers have taken a positive stance in emphasising the importance of biodiversity, and biodiversity conservation, in the sustainable development of tourism. The cameo case study of the One Planet Vision for the responsible recovery of tourism illustrates this positivity. At the same time, academic researchers have taken a more measured approach, stressing the need to explore the varied relationships between biodiversity and tourism development more fully, and more negatively suggesting that the direct impact of tourism on biodiversity can be damaging, and questioning the legitimacy of biodiversity conservation projects that were seen to favour the business interest of large tourism enterprises. In many ways, such contrasting positions can be seen to reflect the paradox at the core of the relationship between biodiversity and tourism. More generally, a number of wider sets of issues merit concluding reflection.

There are a set of issues surrounding the notion of sustainable tourism and here it is important to recognise that sustainability carries a range of meanings, and that it is a contested concept, which have implications for how sustainable tourism is understood. On the one hand, there are definitions that are essentially based in ecology, which would privilege biodiversity and natural capital, and there are

broader definitions, which embrace economic and social, as well as, environmental, goals, which would embrace the income generation and the creation of employment opportunities tourism activity and development brings. At the same time, a conceptual distinction is often made between strong and weak sustainability, with the former giving priority to economic growth and the latter recognising the environmental limits to such growth. Here again this distinction can be seen to generate differing interpretations of sustainable tourism. This complicates, and arguably obfuscates, how sustainable tourism might be defined and how interpretations of the relationships between tourism and biodiversity are played out. Nevertheless, however sustainable tourism is defined, Peeters and Landre's (2012), claim that 'the current development of tourism is environmentally unsustainable', resonates.

Tourism organisations, supranational political bodies, and national governments have seen the development of what is often described as a more sustainable tourism economy, as providing the key to recovery in the wake of the COVID-19 pandemic. However, Ioannides and Gyimothy (2020) looked to turn such arguments on their head, seeing 'the COVID-19 crisis as an opportunity for escaping the unsustainable global tourism path', arguing that 'although policymakers seek to strengthen the resilience of post-pandemic tourism, their subsidies and other initiatives serve to maintain a fundamentally flawed market logic', and that 'COVID-19 offers public, private, and academic actors a unique opportunity to design and consolidate the transition towards a greener and more balanced tourism.'

Further, Ioannides and Gyimothy (2020) suggested that 'the crisis has, therefore, brought us to a fork in the road – giving us the perfect opportunity to select a new direction and move forward by adopting a more sustainable path. Specifically, COVID-19 offers public, private, and academic actors a unique opportunity to design and consolidate the transition towards a greener and more balanced tourism.' However, identifying the major features of such a more sustainable tourism economy, and the route towards it, may be much easier said than done. Ioannides and Gyimothy (2020), for example, shy away from sketching out what a greener and more balanced tourism economy might look like, preferring instead to simply suggest that 'as a beginning we must seriously think about redesigning our curricula and educational activities in order to train students to gain skills in complexity-thinking, knowledge of post-capitalist economies and collaborative business models.'

More generally, the COVID-19 pandemic has exposed some of the fragilities at the boundary between people and nature, and highlighted the environmental limits that ultimately proscribe not only tourism, but all human activities, and this raises the elusive spectre of sustainable consumption. Almost two decades ago, Cohen (2005) claimed that sustainable consumption posed the most difficult challenge to sustainable development agendas. That said, Cohen (2020) claimed that the COVID-19 crisis offered an important opportunity to step back from the pursuit of conspicuous consumption, and the increasing depletion of the earth's finite resources, on which such patterns of consumption ultimately depend. Further Cohen (2020) emphasised the importance of looking to ensure that the pandemic

informs and contributes to policies designed to promote a transition to more sustainable patterns of consumption. Any such transition would need to see the major players within the tourism industry making fundamental changes to their traditional business models, often built around the virtually unregulated use of natural resources and low-cost labour. However, while the United Nations World Tourism Organisation and the United Nations Environment Programme (2020) suggested that ‘unsustainable consumption and production practices represent one of the major barriers to sustainable development’, they argued that ‘the concept of sustainable consumption and production is not commonly used by tourism policy makers.’

The author realises that this paper has a number of limitations, not least that it draws exclusively on secondary internet source material and it that does not look to offer a comprehensive review of the relationships between biodiversity and tourism. However, as a commentary paper it provides a platform for future research, and a number of conceptual and empirical research issues merit attention. On the conceptual side, two sets of agendas suggest themselves. Firstly, work on how relationships between tourism and biodiversity, and more specifically between tourism development and biodiversity conservation, are played out within the tourism industry can contribute to how scholars conceptualise and analyse power in sustainability research. Secondly, the relationship between tourism and biodiversity also provides an important opportunity to examine if, and how, the interests of a range of stakeholders are accommodated in a range of situations and environments. More generally, work on both these sets of agendas can help to provide a more comprehensive theoretical approach to sustainable development.

At the empirical level, there are a wide range of research opportunities but some simple examples serve to illustrate the potential scope for work on the relationship between biodiversity and tourism. Primary investigations of planning for new tourism development in a variety of areas, including coastal, wetland, forests, and protected environments, and of how the tensions between tourism and biodiversity conservation are managed in such environments, offer fertile territory for future research. Research might be profitably directed to measurement and monitoring, for example in examining the impact of tourism on biodiversity over time, the long-term impact of biodiversity conservation initiatives, and the impact of increased visitor numbers in a range of tourism environments. Here digital technologies may have an important role to play in continuous monitoring programmes. Research into if, and how, tourism companies and organisations communicate information on biodiversity and biodiversity conservation to customers, and if, and how such communications influence patronage, also merits empirical investigation

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Law and Business Ethics Education for Tourism and Hospitality “Knowledge Development and Awareness Dissemination”

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A tourist experience has been found to be formulated out of the sequence of events and encounters lived over the experience duration. But rarely has the element of legal knowledge and awareness been considered as a formulating/shaping factor. There is no such thing as a tourist bubble in an authentic tourism experience. Actions and interactions between tourists and the host community sometimes would lead to frictions, in most cases these frictions are initiated by culture differences, communications problems, and at a distance not so far comes the legal perceptions differences and in many cases ignorance. Hence, stands out the role of tourism affiliates in protecting tourists, host community, and country's assets and heritage. The study aims to develop the legal knowledge of tourism and hospitality students and industry affiliates. To achieve the study aim the following objectives were proposed:

- *To assess the current status of law/legislations courses offered to tourism and hospitality students*
- *To develop the law/legislations course syllabus and teaching approach*
- *To propose a means of law/legislations knowledge dissemination among industry affiliates*

Keywords: *education, Egypt, ethics, hospitality, law, legislations, Oman, tourism*

Introduction

The law is intended as a set of mandatory rules governing the conduct of individuals within their communities, which they must observe and respect. These rules are the regulators of individuals behaviors, whether social, professional, commercial, civil, criminal and many others, in order to ensure an organized/effective system of living in societies (Hosni 1989, Al Qasim 2003).

The tourism law regulates corporate and individual relations in the tourism and hospitality industry. It reflects the rules governing tourism in the state and all the related issues and is usually aimed at promoting tourism, regulating investments,

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and developmental activities in this vital sector of a country's economy. Furthermore, it establishes controls and guidelines related to hospitality facilities, the organization of travel and tourism companies operation, the process of tourism guidance, and the development of appropriate mechanisms to ensure the application of such controls (Barth 2012).

Article 1 of Oman's tourism law, decree No. 33/2002, states: "This law aims to encourage, promote and develop tourism in Oman and develop its resources and investments to increase its contribution to the national economy by regulating the establishment and utilization of the country's tourism resources and creating the administrative regulations and manpower necessary to encourage and promote tourism activity in order to support cultural and intellectual communication between the citizens of Oman and other peoples of other countries" (Royal Decree No. 33/2002 2002).

The Omani tourism law addresses natural and juristic persons, whose activities are related to the utilization and management of touristic sites, establishment of hospitality properties, conducting touristic transportation, travel offices, and tour guides in order to set appropriate regulations and controls. The Ministry of Heritage and Tourism is the official body responsible of the tourism and hospitality industry related activities in the Sultanate of Oman, and it is in charge, with other relevant bodies, of the marketing activities of tourism in Oman (Al Barwani 2019).

This study aims to develop the legal knowledge of tourism and hospitality students and industry affiliates. To achieve the study aim the following objectives were proposed:

- To assess the current status of law/legislations courses offered to tourism and hospitality students.
- To develop the law/legislations course syllabus and teaching approach.
- To propose a means of law/legislations knowledge dissemination among industry affiliates.

The study comprises four sections: a review of the investigated topic related literature, followed by the methodology section which demonstrates the approach followed by the researchers and the methods applied. In the results and discussion section, the study findings are analyzed, interpreted, and discussed, several courses of actions are proposed. Then, a conclusions section to sum up the study main points.

Literature Review

Tourism can be defined as the experiences created from the actions and the interactions between visitors and the host communities (individuals - local businesses - Government - Environment) (McIntosh and Goeldner 1986, Goeldner and Ritchie 2012). It is the movement out of the usual place of residence to a destination to practice any tourism related activity, for a period of 24 hours or more (Cooper 2004).

The United Nations World Tourism Organization (UNWTO) has defined tourism based on the movement of a person(s) away from the normal place of residence to practice any of the tourism related activities spending money to that end (UNWTO 2010).

Tourism is a combination of elements that work together in harmony to create a memorable experience for tourism activities seekers, the key elements/industries involved in the experience creation are (Leiper 1990, Goeldner and Ritchie 2012, Kasavana 2013):

- Accommodations/Lodging
- Food and Beverage
- Transportation
- Retail Stores
- Activities and Entertainment

Tourism embraces virtually all aspects of our society and has proven to be an effective economic resource involving many people and industries, a fact that attracted the attention of legislative bodies, which created the laws, regulations, and legal environment within which the tourism industry must operate (Goeldner and Ritchie 2012).

There are reports by researchers claiming that the growth in tourism has also led to increased crime cases and that a particularly important phenomenon in places attracting tourists is crime. The linking between tourism and the growth of crime existed for several reasons (Fujii and Mak 1980, Pelfrey 1998, Harper 2001, Lisowska 2017):

- Tourists are assumed to carry money.
- Tourists are likely to be relaxed and sometimes careless.
- Tourists are often less likely to report crimes to avoid problems, extra expenses, and waste of time.

Crimes against tourists negatively affect a destination's reputation and image. Destinations that are perceived as being unsafe or dangerous suffer from decreased tourist arrivals and consequently lose the anticipated tourism revenues (Moore and Berno 1995, Glensor and Peak 2004).

Sometimes instead of being the victims tourists tend to be the culprits. The tourist background and set of values in addition to the fact of being away from the usual place of residence can trigger many irresponsible behaviors and actions. The following are some of the problems tourists might face or get involved in (Brunt and Hambly 1999, Glensor and Peak 2004):

- Fencing of stolen property
- Fraud
- Pickpocketing
- Robberies at food and beverage outlets

- Smuggling
- Terrorism

As part of its efforts to encourage and promote responsible and sustainable tourism, the United Nations World Tourism Organization (UNWTO) created the Global Code of Ethics for Tourism in 1999, which was acknowledged by the United Nations two years later. Addressed to all stakeholders (governments, the industry, communities/destinations, tourists), the Code's ten articles cover the economic, social, cultural, and environmental components of travel and tourism. The following is a quote of the code's first article (item number 5) (UNWTO 1999):

“...When travelling, tourists and visitors should not commit any criminal act or any act considered criminal by the laws of the country visited and abstain from any conduct felt to be offensive or injurious by the local populations, or likely to damage the local environment; they should refrain from all trafficking in illicit drugs, arms, antiques, protected species and products and substances that are dangerous or prohibited by national regulations...”

In order to simplify the principles of the Global Code of Ethics for Tourism and make it comprehensible by tourists the “Responsible Tourist and Traveler” brochure was prepared in 2005 by the World Committee on Tourism Ethics. In 2020 as a response to the COVID-19 pandemic the World Committee on Tourism Ethics revised and updated it to ensure safe and secure travel (UNWTO 2020).

Another step was taken as part of the post COVID-19 era, the “International Code for the Protection of Tourists” provides a set of global rules and guidelines for the protection of tourists in emergency situations and to preserve the tourists’ consumer rights. Directed to governments, public and private stakeholders, and tourists themselves, the code provides practical guidance as to policies, legislations and regulatory practices for all concerned parties (UNWTO 2022).

The tourism/hospitality industry is keen to promote and adopt environmental and business ethics codes (Goeldner and Ritchie 2012). Burke and Logsdon (1996) claim that through a strategic continuous implementation of the concept of “Corporate Social Responsibility” an operation would assure customer loyalty, community satisfaction and consequently a larger market penetration achievement. “Corporate Social Responsibility” is a standing commitment of the business to assure the welfare of its employees and to contribute to the economic and social development of the host community, while at the same time preserving the surrounding environment and its resources, minimizing its operations negative effects and maximizing its contribution to the concerned and affected parties (World Business Council for Sustainable Development 2000, Commission of the European Communities 2001, Shahin and Zairi 2007, Kucukusta et al. 2013).

Business ethics is important for the field academics and the tourism/ hospitality industry affiliates (Damitio and Schmidgall 1993, Dunfee and Donaldson 1999). Controversial ethical situations face all employees, especially those working in tourism, they have to take decisions based on their moral and ethical codes where there are no clear laws or formal guidelines (Arnaudov and Koseska 2012). There

is a grey area where some activities nature is not clear, an activity might be legal but still be the wrong thing to do. Consistently choosing the ethical behavior is the only path to avoiding unfavorable legal consequences (Barth 2012).

Law and ethics were defined and explained by scholars. Law is defined as “a collection of rules proposed by the government, enacted by the legislature with any breaches remedied by the courts” (Srivastava 2012). Ethics refer to the conduct of individuals or groups within or towards others. A behavior is considered ethical if it is within the norms of righteousness. Hall (1992) explained ethics as “knowing what ought to be done, and having the will to do it”, and Lieberman and Nissen (2008) stated that ethics is the study of moral principles concerning rightful conducts based on the most deeply held values.

Tourism and hospitality students must be prepared to the ethical challenges that they might face as part of their professional life day to day activities, grasping the proper set of ethical guidelines and supported with the knowledge of roles, codes, and legislations, would help future industry joiners to perform their duties as dedicated service providers and honest law-abiding citizens. Doing things right leads to doing the right things when faced with unprecedented situations (Vallen and Casado 2000, Jaszay 2002, Yeh et al. 2005, Yeh 2012).

Wood (2003) identified and put in order of importance the skill sets needed for a hospitality management educational setting, out of eighteen skill sets “hospitality law” was ranked second after “research skills”.

According to students who studied law within the field of hospitality in the United States, the top ranked topics were: “protection of the person and property of guests”, “the legal duties and responsibilities of innkeepers and restaurants”, besides, “employment law” (McConnell and Rutherford 1988). In the same vein, a study by Dopson and Nelson (2003) revealed that ethics was ranked the highest among thirty-seven program content areas for graduates of the United States hospitality programs.

The Hong Kong Polytechnic University and The Chinese University of Hong Kong both offer law and ethics subjects as compulsory subjects. The major study areas include (Ko and Tavitiyaman 2015):

- Hospitality and supporting tourism services
- Employment law
- Ethical issues in the hospitality industry (theory and practice)
- Hospitality and tourism licensing and regulations
- Hospitality and tourism contract laws
- Legal procedures
- Passenger transport licensing and regulations
- Principles of negligence, negligence and hospitality and tourism practices
- Protecting guests' properties
- Rights of guests and innkeeper, liability and sales of food and beverage
- Tour operations and airlines rights and liabilities
- Visitor attractions and visitor management

In terms of instructional technique, several studies have found that discussing business ethics scenarios (case studies) was the most effective method to enhance students' abilities to identify ethical situations and to develop skills in ethical judgment (McMinn 1988, Weber 1990, Burton et al. 1991, Murphy and Boatright 1994, Vallen and Casado 2000, Jaszay 2002). Watras (1986) suggested that teaching materials should be based on some real-life dilemmas, and group discussions are effective in learning ethics. Bishop (1992) believed that in order to make business ethics education relevant; speakers from industry, government, and other sectors of society may be invited to speak before students on ethical issues.

Methodology

The current study is a comparative case study of three tourism and hospitality education institutions:

- The Faculty of Tourism and Hotels - Sadat City University - Egypt
- The Tourism Department - College of Arts and Social Sciences - Sultan Qaboos University - Sultanate of Oman
- The Faculty of Tourism and Hotel Management - Helwan University - Egypt

Comparative case studies help researchers study the effect of policies and applications in social studies, including education (Bartlett and Vavrus 2017a).

Goodrick (2014, p. 1) defines comparative case studies to "...involve the analysis and synthesis of the similarities, differences and patterns across two or more cases that share a common focus or goal...in a way that produces knowledge that is easier to generalize about causal questions - how and why particular programs or policies work or fail to work...".

Bartlett and Vavrus (2017b) propose a definition that depends on three axes of comparison:

- Horizontal, which compares similarities
- Vertical, which traces phenomena across scales
- Transversal, which is time related comparisons

The three universities were chosen for comparison based on the following facts:

- Two researchers are faculty members at the Faculty of Tourism and Hotels (Founded in 1997) - Sadat City University and The Tourism Department (Founded in 2001) of Sultan Qaboos University
- The Faculty of Tourism and Hotel Management - Helwan University is the first and oldest tourism and hospitality education institution in the middle east. It started as the Institute of Tourism and Hotels in 1962, then in

1975, became the Faculty of Tourism and Hotels affiliated to Helwan University.

Content analysis was applied on the files of the law/legislation courses taught at the three institutions undergraduate programs as they stand in Spring 2022. The courses files were acquired from the quality and accreditation offices at the Faculty of Tourism and Hotel Management of Helwan University and at the Faculty of Tourism and Hotels of University of Sadat City, and from the quality and accreditation committee of the Tourism Department of Sultan Qaboos University. Files were critically reviewed, analyzed and interpreted, then courses topics were cross examined and compared. The following step was the compilation/structuring of a preliminary syllabus model.

Content analysis allows for close, careful, and critical analysis of the material under investigation/study leading to categorization, deduction, clarification, and interpretation of ideas, themes, biases, and ambiguities (Kolbe and Burnett 1991, Berg 2004).

Focus group method was applied. A group of four tourism and hospitality academics, a law academic, and a law practitioner discussed the topic under investigation. The focus group discussions lasted for five meetings and rendered recommendations to develop the course syllabus and teaching approach.

Focus group method allows for the interaction and exchange of opinions and ideas on a certain topic in a non-structured way, allowing for a thorough study and analysis by a group of concerned experts, rendering recommendations and courses of action. The researcher acts as the maestro who keeps the panel discussions on the right track (Bosco and Herman 2010, Cater and Low 2012).

Results and Discussion

Description and Content Analysis of the Courses Files

The three academic institutions offer tourism and hospitality legislations related courses, but at different levels of their study plans (See Table 1).

Table 1. *The Courses Status and Basic Information*

Institution	Sultan Qaboos University (SQU)			Helwan University			University of Sadat City		
Specialization	Tourism	Hospitality	Guidance	Tourism	Hospitality	Guidance	Tourism	Hospitality	Guidance
Course Name	Tourism and Hospitality Legislation	Tourism and Hospitality Legislation	Tourism and Hospitality Legislation	Tourism Legislations	Tourism and Hospitality Legislations	Tourism and Hospitality Legislations	Tourism and Hospitality Legislations	Tourism and Hospitality Legislations	Tourism Legislations
Course Code	TOUR2010	TOUR2010	TOUR2010	T3007	H3011	TG2001	1411	2411	3426
Year/Semester	2	2	2	3	3	2	4	4	4
Study Weeks	15	15	15	15	15	15	15	15	15
Course Content	Same	Same	Same	Different	Different	Different	Same	Same	Same
Teaching Language	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic	Arabic
Teaching Method	Lecturing	Lecturing	Lecturing	Lecturing Discussions Case Study Assignments	Lecturing Discussions Case Study	Lecturing Discussions	Lecturing Case Study Assignments	Lecturing Assignments	Lecturing Case Study

Note: Adapted from: Tourism Studies Department (2012-2013); Hotel Studies Department (2012-2013); Tourism Guidance Department (2011-2012); Tourism Department (2015-2016); Tourism Studies Department (2016-2017); Hotel Management Department (2018-2019); Tourism Guidance Department (2016-2017).

At Helwan University the course name for the hospitality and guidance specializations is the same with different course codes (the three specializations offered courses have different codes) and noticeably with different contents. The guidance specialization offers the course at the student second academic year despite the fact that the other two specializations offer it at the student third academic year.

For Sultan Qaboos University the course is offered at the same academic level for the three specializations with the same course contents as it is only one course (TOUR2010) offered to all specializations students.

University of Sadat City offer the course at the same academic level for the three specializations, but under different course codes although the contents are the same, furthermore, the hospitality and tourism specialization have the same course name but different from that offered to the guidance specialization.

The three institutions course teaching methods relies basically on “Lecturing”, while “Case Study” and “Discussions” came on the second and third places respectively.

The course offered at Sultan Qaboos University deals with general law and its theories, concepts, rules, and sections (See Table 2). The topics related to the UNWTO efforts and codes are not mentioned nor the laws pertaining to the environment and antiquities. There is neither a linking between the course and the creation of successful/safe tourist experience nor the industry affiliates role in protecting the country’s assets and heritage. The courses offered at University of Sadat City share the same remarks and comments of Sultan Qaboos University, but the topics are characterized by being more specific and operations oriented rather than being generic and theory oriented as in the case of Sultan Qaboos University offered course. The topic of “Real Estate Ownership System in Integrated Tourism Complexes” is unique to the Sultanate of Oman, as the Omani law allows for foreigners to own a residential unit (house - apartment) in these complexes and get granted residency privilege as long as the ownership status continuous. Laws pertaining to such issue is discussed as part of the course.

Helwan University tourism and hospitality specialization courses include the generic topics of law and tourism and hospitality laws with an operation-oriented law/legislations topics (See Table 2). The tourism specialization deals with “Laws and Treaties Pertaining to Cultural Heritage Preservation and the Repossession of Stolen Antiquities” but the hospitality specialization does not, instead it offers a section on “Vocabulary of Egyptian Law No. 4 of 1994 on Environmental Protection and its Relationship to Tourism Activity”. But in both specializations courses there is no motioning of the UNWTO efforts and codes. The guidance specialization offers the following four topics all through the semesters, as seen it is so limited and does not tackle the same topics as the other two specialization and of course too far of the courses offered by the other two institutions:

- Tourism and Hospitality Legislations
- Aspects of Tourism Activities
- Tourist Centers
- Tourism Companies

Table 2. *The Courses Contents at the Three Studied Institutions Based on Specializations*

Department / Specialization	Tourism Department – Sultan Qaboos University (SQU)	Faculty of Tourism and Hotel Management – Helwan University	Faculty of Tourism and Hotels – University of Sadat City
Tourism	<ul style="list-style-type: none"> • The theory and concept of law • Characteristics of the legal rule • Legal and social rules • Sections of law and its branches (public and private law - branches of common law) • Constitutional Law - Administrative Law - Financial Law • Civil Law - Commercial Law - Maritime Law - Air Law • Legal Rules • Application of legal rules • Tourism legislation in Oman • Laws, regulations and decisions governing tourism and hotel activities • Basic Principles of Tourism Law 	<ul style="list-style-type: none"> • Laws regulating the operations of tourism companies • Categorization of tourism companies • Tourism companies permit/license to practice conditions • Tourism company place/location specifications • Laws regulating the operation of maritime and land means of transportation • Cancellation of tourism companies Permit/License to practice • Foreign tourism companies operation regulating conditions • Tourism guidance law and permit/license of practice conditions • Cancellation of tourism guidance Permit/License to practice conditions • Laws and treaties pertaining to cultural heritage preservation and the repossession of stolen antiquities 	<ul style="list-style-type: none"> • Definition of the legal rule • Characteristics of the legal rule • Legal rule sources • Legal regulations of the tourism and hotel establishments • Hotel accommodation contract • Characteristics of the hotel accommodation contract • Pillars of the hotel accommodation contract • Obligations and rights arising from the hotel accommodation contract • Tourism Transport Contract • Commitments of the tourism transport contract

Hospitality	<ul style="list-style-type: none"> • Real estate ownership system in integrated tourism complexes • Travel and tourism companies regulations • Tourism transport regulations 	<ul style="list-style-type: none"> • The concept of law and the legal rule • Laws of tourism and hotel activity • Definition of the tourism establishment, its conditions, and obligations • Laws and legislations of establishing hotel facilities • Legislations of hotel and tourism establishments and accommodation contract with guests • Tourism Development Authority: its terms of reference and commitments • Tourism and hotel chambers and the organization of their unions • Tourism specifications for various hotel facilities • Ministerial decrees to regulate time-sharing and tourism guidance profession • Vocabulary of Law No. 4 of 1994 on environmental protection and its relationship to tourism activity 	
Guidance		<ul style="list-style-type: none"> • Tourism and Hospitality Legislations • Aspects of Tourism Activities • Tourist Centers • Tourism Companies 	

Note: Adapted from: Tourism Studies Department (2012-2013); Hotel Studies Department (2012-2013); Tourism Guidance Department (2011-2012); Tourism Department (2015-2016); Tourism Studies Department (2016-2017); Hotel Management Department (2018-2019); Tourism Guidance Department (2016-2017).

A Preliminary Proposed Course Contents

The tourism and hospitality student is prepared through education to join the industry workforce. Regardless of the study specialization has to deal directly with tourists, take part in creating their tourism experience and at the same time protect the tourism resources and assets of the host country. Being knowledgeable of the tourism and hospitality laws/legislations as a whole is a must, dealing with ethical situations is a part of the job burdens, based on this “A Preliminary Proposed Course Contents” was formulated out of the three institution offered courses (See Table 3), which will at the end of the current study be enhanced and amended based on the focus group reached results and proposed recommendations.

Focus Group

Based on the necessity of different law branches knowledge/awareness to tourism and hospitality students/affiliates and guided by the reviewed literature and the UNWTO tourism conceptions, regulations, and codes of ethics; the starting point for the panel was the following question: “Are the current courses topics sufficient to provide tourism and hospitality students with the required law and business ethics knowledge and mindset?”.

The panel started with a review of the courses topics as they stand. Then came the stage of discussing the courses contents, teaching approaches, and the means of disseminating legal and business ethics knowledge among industry affiliates. In this context, the focus group/panel contributes the following structural and procedural amendments, recommendations and courses of action on various levels:

Education

Current Courses Status

In general, the reviewed courses cover the definitions, principles, and theory of law. The national tourism laws/legislations are stressed, topics related to tourism and hospitality business startup requirements, regulations, procedures, and documentations are approached in detail. But lack other critical topics that would be of great value if added. These issues are treated in the following sections of this study.

Table 3. A Preliminary Proposed Course Contents

Tourism Department – Sultan Qaboos University (SQU)	Faculty of Tourism and Hotel Management – Helwan University	Faculty of Tourism and Hotels – University of Sadat City	Preliminary Proposed Course
<ul style="list-style-type: none"> • The theory and concept of law • Characteristics of the legal rule • Legal and social rules • Sections of law and its branches (public and private law - branches of common law) • Constitutional Law - Administrative Law - Financial Law • Civil Law - Commercial Law - Maritime Law - Air Law • Legal Rules • Application of legal rules • Tourism legislation in Oman • Laws, regulations and decisions governing tourism and hotel activities • Basic Principles of Tourism Law • Real estate ownership system in integrated tourism complexes • Travel and tourism companies regulations • Tourism transport regulations 	<ul style="list-style-type: none"> • The concept of law and the legal rule • Tourism and Hospitality Legislations • Laws regulating the operations of tourism companies • Definition of the tourism establishment, its conditions, and obligations • Categorization of tourism companies • Tourism companies permit/license to practice conditions • Tourism company place/location specifications • Laws regulating the operation of maritime and land means of transportation • Cancellation of tourism companies Permit/License to practice • Foreign tourism companies operation regulating conditions • Laws and legislations of establishing hotel facilities • Tourism specifications for various hotel facilities • Legislations of hotel and tourism establishments and accommodation contract with guests • Tourism guidance law and permit/license of practice conditions • Cancellation of tourism guidance Permit/License to practice conditions • Tourist Centers • Tourism Development Authority: its terms of reference and commitments • Tourism and hotel chambers and the organization of their unions • Ministerial decrees to regulate time-sharing and tourism guidance profession • Vocabulary of Law No. 4 of 1994 on environmental protection and its relationship to tourism activity • Laws and treaties pertaining to cultural heritage preservation and the repossession of stolen antiquities 	<ul style="list-style-type: none"> • Definition of the legal rule • Characteristics of the legal rule • Legal rule sources • Legal regulations of the tourism and hotel establishments • Hotel accommodation contract • Characteristics of the hotel accommodation contract • Pillars of the hotel accommodation contract • Obligations and rights arising from the hotel accommodation contract • Tourism Transport Contract • Commitments of the tourism transport contract 	<ul style="list-style-type: none"> • The theory and concept of law • Legal rules • Characteristics of the legal rule • Legal rule sources • Application of legal rules • Legal and social rules • Sections of law and its branches • Tourism and Hospitality Legislations • Legal regulations of the tourism and hotel establishments • Hotel accommodation contract • Tourism transport regulations • Foreign tourism companies operation regulating conditions • Tourism guidance law and permit/license of practice conditions • Tourist Centers • Real estate ownership system in integrated tourism complexes (Ownership of foreigners in tourism projects) • Tourism Development Authority: its terms of reference and commitments • Tourism and hotel chambers and the organization of their unions • Ministerial decrees to regulate time-sharing and tourism guidance profession • Law on environmental protection and its relationship to tourism activity • Laws and treaties pertaining to cultural heritage preservation and the repossession of stolen antiquities

Note: Adapted from: Tourism Studies Department (2012-2013); Hotel Studies Department (2012-2013); Tourism Guidance Department (2011-2012); Tourism Department (2015-2016); Tourism Studies Department (2016-2017); Hotel Management Department (2018-2019); Tourism Guidance Department (2016-2017).

Topics Blending

It is imperative to educate tourism and hospitality students about tourism law complemented by the UNWTO international code for the protection of tourists (<https://www.unwto.org/international-code-for-the-protection-of-tourists>), the ethics, culture, and social responsibility policies and regulations of the UNWTO (<https://www.unwto.org/ethics-culture-and-social-responsibility>), and of course the global code of ethics for tourism (<https://www.unwto.org/global-code-of-ethics-for-tourism>).

Tourism and hospitality students should be acquainted not just with the tourism laws and legislations but also be provided with an overall “go by” knowledge of various laws and legislations, this is particularly important in protecting national assets and resources. Furthermore, students should be educated and made aware of the tourism and hospitality properties/affiliates safety and security obligations towards guests while on/off premises.

The culture aspect and perceptions form the tourist interpretation of a host country laws/legislations and traditions. All tourism affiliates work in a multi culture environment, consequently, they have to appreciate the delicate nature of the industry through a refined practice of tact, professionalism and business ethics. To provide an integrated course with an overall global perspective it is recommended to include topics related to business ethics and human rights. These issues could be proposed as a track within the law/legislations course (as proposed) or as a full dedicated course.

Teaching and Learning

The incorporation of a more wholistic, comprehensive, dynamic, and daily life law/business ethics related content as previously suggested, requires the application of more practical, interactive, and critical thinking stimulating teaching methods (Debates - Reflective Discussions - Problem Solving Activities - Role play - Guest speaker...).

Syllabus

A proposed modified course syllabus is an outcome of the current study, which was based on the model formulated as part of the courses content analysis phase (Preliminary Proposed Course Contents - Table 3) (See Table 4).

Table 4. Proposed Tourism and Hospitality Law and Business Ethics Course Structure

Course Title	Tourism and Hospitality Law and Business Ethics
COURSE AIM	
The course aims to develop the legal knowledge and business ethics awareness of tourism and hospitality students.	
COURSE OBJECTIVES	
The course intends to:	
<ol style="list-style-type: none"> 1. Explain theory, concept, and sections of law 2. Demonstrate the tourism and hospitality law and regulations 3. Review the tourism and hospitality companies obligations towards clients 4. Acquaint the students with the roles of tourism and hospitality activities regulating bodies 5. Emphasize the concepts and definition of ethics in tourism and hospitality 6. Familiarize the students with the UNWTO role and fundamental publications 7. Discuss the laws and treaties pertaining to environmental protection, cultural heritage, and antiquities 	
COURSE INTENDED LEARNING OUTCOMES	
Upon completion of this course the student will be able to:	
<ol style="list-style-type: none"> 1. Identify the basics and sections of law 2. Review the tourism and hospitality legal regulations 3. Explain tourism and hospitality companies obligations towards clients 4. Recognize the roles of tourism and hospitality activities regulating bodies (ministries - chambers - associations - organizations) 5. Interpret ethics in tourism and hospitality 6. Identify the UNWTO fundamental codes, policies, and publications 7. Discuss the importance of tourism and hospitality affiliates role in protecting national assets and resources (environment) 	
COURSE TOPICS	
1	The theory and concept of law
2	Legal rules
3	Characteristics of the legal rule
4	Legal rule sources
5	Application of legal rules
6	Legal and social rules
7	Sections of law and its branches
8	Forms of business and ownership
9	Tourism and Hospitality Law/Legislations
10	Legal regulations of tourism companies
11	Legal regulations of hospitality establishments
12	Legal regulations of tourism guidance
13	Legal regulations of tourism transport companies
14	Legal regulations of foreign tourism and hospitality companies
15	Tourism companies obligations towards clients
16	Hospitality establishments obligations towards clients
17	Tourism guides obligations towards clients
18	Tourism and hospitality activities regulating bodies (Ministries - Chambers - Associations - Organizations)
19	Tourism and hospitality affiliates role in protecting national assets
20	Law on environmental protection and its relationship to tourism activity
21	Laws and treaties pertaining to cultural heritage and antiquities
22	Human rights
23	Concepts and definition of ethics
24	Business ethics in tourism and hospitality
25	Corporate social responsibility
26	Work environment and employee/labor relations
27	The global code of ethics for tourism
28	The UNWTO international code for the protection of tourists
29	The responsible tourist and traveler

30	The creation of successful/safe tourist experience	
TEACHING STRATEGIES AND TECHNOLOGY APPLICATION		
Teaching Method	Teaching Media	
<ul style="list-style-type: none"> • Lecturing • Case Study • Guest Speakers • Tutorial Discussions • Assignments 	<ul style="list-style-type: none"> • PowerPoint • Movies • Handouts • Text books • Web sites 	

Information and Knowledge Dissemination (Booklets - Web Based...)

Simplifying and publishing the “day to day - go by” national laws/legislations dos and don’ts, rights and obligation through such means as: “Booklets - Web Sites - Social Media - Tourist Information Offices etc.”, besides the knowledge dissemination of the national tourism and hospitality law and the UNWTO policies, codes, and regulations would go a long way in avoiding misunderstandings emerging from differences of legal cultures and perceptions. This is proposed to be done for both industry affiliates and tourists.

Conclusions

Through the study phases it became clear that law education for tourism and hospitality students should be complemented with the study of ethics/business ethics in order for the students to stand on solid grounds and grasp a wholistic overview of the legalities and controversial situations they might face later on upon joining the industry. Being a tourism and hospitality student is a preparatory step to join the industry which means meeting tourists/foreigners who do not know about the rules and laws of the country.

The legal knowledge of the tourism and hospitality industry affiliates should not be limited only to the tourism law and regulations, but must include other laws, including but not limited to: the penal or criminal law, cultural heritage law, and the environmental protection and pollution control act. Legal knowledge is an important factor in protecting national assets and the creation of a safe tourism experience.

There is a necessity of disseminating legal and business ethics knowledge among industry affiliates. The role placed on the tourism and hospitality affiliates is vital and crucial, tourists perceive them as the unofficial representatives of the state, therefore, must be familiar with the laws of tourism and other complementary decrees related to them and be guided by strong ethical codes.

Based on the rule of “no one is excused for ignorance of the law”, the tourist is bound by the rules and laws of the country even if he/she does not know about it, based on the principle of justice in law application. The role of industry affiliates lies in educating tourists/foreigners of the most important legal issues and rules to protect them from falling into any violation, the simplest of which is to inform them of traffic rules that vary from country to country and whose violation

entails criminal penalties. Tourism and hospitality affiliates have human, morale, and professional obligations to safeguard tourists and foreigners on their watch.

Tourism is a global multi culture industry, and so industry affiliates should be familiarized of the UNWTO efforts for better tourism and the fundamental publications on:

- The global code of ethics for tourism
- The UNWTO international code for the protection of tourists
- The responsible tourist and traveler

Tourism affiliates/professionals have a trifold role: They are considered as tourism experience creators, tourists' protectors, and national tourism assets and heritage keepers. Law and business ethics education/knowledge supports these professional roles.

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Tourist's Segmentation Based on Culture as their Primary Motivation

By Soukaina Sayeh*

In a crowded global marketplace, destinations are competing against each other to attract tourists; and culture is one of the most important elements in the tourism product, as it offers an authentic and distinctive trait to the destination. Not only does it trigger the tourist's "visitability", but also encourages the local people and investors for profitability objectives. Therefore, public authorities and private actors capitalize on cultural resources to enhance the region's attractiveness. Research in the field has revealed the importance of the tourist's motives and their behaviors for a better adjustment of the touristic offer, and the urge to identify the different cultural tourist's segments to adapt the cultural offer to each segment. This paper provides a review of the existing literature, and examines the tourist's motivation for the choice of a destination characterized by its cultural assets. It also revolves around exploring the different cultural tourist's segments based on the theoretical background review. Dealing with the reasons behind the choice of a destination has been discussed over the years. Culture on the other hand has been explored from different perspectives. In this paper, we consider culture as a product in order to investigate the different cultural tourists' segments. Although culture and tourism are distinct sectors with separate strategies, together combined serve the same goal, which is to promote and enhance the attractiveness of a destination in order to lead to its development. Given the importance of understanding tourist's motivations in one's economy, we have chosen to direct our attention in this paper to the theoretical underpinnings of cultural tourism and the motivations that incite tourists to choose a cultural destination.

Keywords: *tourist's motivation, choice of a destination, cultural assets, cultural tourists' segments*

Introduction

Literature review about cultural tourism, offers an abundance of studies on motivational theories to a better understanding not only of what drives individuals to travel and to choose a certain destination but also the most important attributes that attracts tourists.

Marketers and decision makers in the tourism industry consider understanding the motives driving the desire behind the decision to travel to a destination, and the different segments of cultural tourists, in order to adapt the destination to its visitor's preferences and design the right promotional programs.

In general, the literature review offers an objective overall exploration of the foremost previous researches, in order to establish a theoretical background of

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everything said and known on a certain field or topic, and coming up with potential future research directions (Baker 2016, Green et al. 2016). With that being said, the papers used in this review start from the 70s, since the emergence of most famous tourist's motivation's theories, up to recent studies, in order to have a close scrutiny of the different cultural tourist's typologies and the tourist motives to travel.

As a matter of fact, this paper provides a theoretical literature review on the tourist's motivation, and the different cultural tourists' profile. As a result, many questions can be addressed that could eventually enhance scientific research in the field of cultural tourist's motives and typologies.

The research question dealt with in this paper is: what makes tourists travel? And what are the different segments of tourists with culture as their primary motivation? In order to answer these questions, we have reviewed over 40 articles discussing the major theories and the different segmentation methods for this theoretical reading.

Therefore, this article addresses the theoretical gap, by combining tourist's motivation and segmenting cultural tourists based on their motivational drivers.

Travel Motivations

Over the last century there has been a huge increase in the number of publications and studies conducted to understand the motivations behind traveling. Research into the reason why tourists choose to travel has gained pace in the recent years, especially since the tourism industry is continuing to grow every year-despite the unfortunate pandemic travel restrictions-.

There is a huge amount of research being conducted in this area in various academic fields and disciplines, such as psychology, sociology, anthropology etc. it is highly acknowledged that motivation is multi-dimensional construct.

In the light of the complicated nature of motivation, the tourism motivation researchers have proposed an exhaustive number of theories and framework, explaining its multi-dimensional aspect. As a matter of fact, in order to gain a better understanding of tourist's motivations, we have identified four major theories frequently used in the psychology and marketing discipline, relevant to our research objectives; push and pull theory (Crompton 1979, Baloglu and Uysal 1996, Gnoth 1997, Chang et al. 2014), travel career ladder theory (Pearce and Lee 2005), Anomie and ego enhancement theory (Dann 1977) and two-dimensional tourist motivation theory (Iso-Ahola 1980).

One of the most known theories in the tourism motivation field is the "push and pull" theory, explaining the motives that drive individuals to travel and to choose a certain destination. Studies have shown that individuals are pushed to make the decision of traveling based on their own internal motivations and needs, and pulled by destination's attributes (Dann 1977, Crompton 1979, Baloglu and Uysal 1996, Gnoth 1997, Chang et al. 2014, Guo and Sun 2016).

The concept of push factors refers to the various attributes that people consider when they decide to travel. On the other hand, pull factors are those that

are related to the destination's attributes such as weather, infrastructure, and natural resources, which is generally a reflection to the destination attractiveness (Kamata and Misui 2015).

The individual's decision to visit a destination or choose a travel package is "consequent to his prior need for travel" (Dann 1977), which explains the relation between the two variables, as push factors are often antecedent of pull factors.

In the same context, Pearce and Lee (2005) confirm that travel motivations reflect the needs and wants of tourists, as they propose a "travel career ladder". Stating that individuals progress and change as tourists throughout the different stage of their life cycle. Therefore, their travel motivations change and progress according to money, time, health, family (Pearce 1993, Cohen 1972). The term "ladder" imparts that individuals "systematically move through a series of stages or have predictable travel motivational patterns" (Pearce and Lee 2005), TCL is partially inspired by Maslow's (1943) hierarchy of needs, extending it to meet the tourist's needs, they showing that the tourist's motivations consist of five different levels: in the lowest level of the hierarchy, we find relaxation, then safety and security needs, followed by relationship needs, self-esteem and development needs and lastly at the top of the ladder, fulfillment needs. Nevertheless, if Maslow's theory is based on the fact that individuals must fulfill basic needs before moving upward to the next needs, the TCL foundation is different, as the tourists may have one dominant set of needs, according to their life cycle and travel experience accumulations.

According to Dann (1977), in his attempt to give an answer to the so long asked question: "what makes tourists travel", he contended that it can only be done by focusing on the push factors, by building a theoretical framework based on two concepts; anomie and ego enhancement to explain reasons why tourists make a decision of travelling.

"Anomie" is defined as the desire to transcend the feeling of isolation obtained in everyday anomic life, arousing the need to "get away from it all", also called self-actualization by Gnoth (1997), As for "ego enhancement", it is derived by the need of being seen and the desire of an ego boost from time to time. Therefore, traveling is the only way to reinforce self-recognition and the feeling of superiority. Similarly, Richard (2021) highlights that tourist's behavior is influenced by the social grade to which they belong or aspire to belong, determined by their occupation, income, level of education and lifestyle.

On the other hand, Iso-Ahola's (1980) two-dimensional tourist motivation theory, consists of the primary motivations of travelers, as tourists tend to not only escape the daily routine but otherwise, to discover something new. The escape is the desire to leave behind the familiar environment in which one lives, while discovery is the desire to seek psychological rewards by visiting new environments.

Mahika (2011) summarizes the most accepted tourist's motivations when choosing a destination, which are, psychological motivations showing a desire for relaxation, having a healthy mindset, getting tan..., emotional motivations are usually expressed by escaping daily routine, and looking for new emotional stimulators such as romance, adventure, fantasy..., personal motivations are associated with visiting relatives, or reinforcing the kinship relationships, personal

development motivations such as learning a new skill, status motivations as in ego enhancement and getting exclusivity (Gnoth 1997), and cultural motivations consisting of experiencing other cultures and educational purposes, which is consistent with the work of Crompton (1979), he identifies tourist's motivations through a content analysis as a foundation to his conceptual framework, and suggests that if the choice of going on a pleasure trip was taken, the motives for travelling are either socio-psychological or cultural. Socio-psychological motives include; escape from a perceived mundane environment, exploration and evaluation of self, relaxation, prestige, regression, enhancement of kinship relationship, and facilitation of social interaction. Furthermore, cultural motives are illustrated by novelty and education. Shi et al. (2019) have employed Crompton's motive's factors but altered the motive "education" with "learning traditional history and culture" in order to examine tourist's motivations for visiting the heritage sites in China.

In the context of cultural motives, Kaufman and Scantlebury (2007) state that the cultural tourist has different motivations for travel than other type of traveler, as they are looking for a deep level of experience, and generally a need to recapture the past and being nostalgic. Nevertheless, not all cultural tourists are the same, some can be highly motivated by culture and can be part of several cultural activities experiencing deep level of engagement, and others can have the same level of motivation but rather have a shallow experience in the site. Which is why it is important to define the different cultural tourists' segment to understand their motivations, behaviors and preferences.

Cultural Tourism and Cultural Tourist's Segments

Cultural tourism has evolved drastically over the last century (McKercher 2002, Chen and Huang 2017) as a new form of promising tourism, and numerous studies have shed the lights on the importance of this market, and the urge to define the profile of the cultural tourist and their preferences, to best match their needs, leading to the destination' cultural and heritage development (Weaver et al. 2001).

Cultural tourism has been discussed in the literature from various perspectives, it is differently perceived from a person to another (Özel and Kozak 2012, McKercher and Du Cros 2003), and that's the reason why it is difficult to encompass it in one definition (Hausmann 2007, Vong 2016) A substantial body of literature considers that "culture" is a very complex term to define (Richards 1996, 2018, Niemczyk 2013, Zadel and Bogdan 2013, Pandora 2009), and its meaning is changing and evolving at a rapid rate (Richards 2018), which explains the absence of a single broadly accepted definition. While tourism is much more easily delimited, Cultural tourism is mainly focused on the cultural aspects of a destination.

For instance, Richards (1996, 2018) describes cultural tourism as the consumption of art, heritage, folklore, the way of life of residents and a whole range of other cultural manifestations by tourists, this definition gives us an insight

of the cultural products a tourism might consume while visiting a destination, both its past and contemporary dimension (Niemczyk 2013). Additionally, He suggests in his book that and I quote: “the clear challenge posed in defining cultural tourism... is to conceptualize both the cultural products presented for tourist’s consumption and the cultural process which generate the motivation to participate in cultural tourism” (Richards 1996), this statement confirms that the definition of cultural tourism is unique to each destination, not only by the cultural products it offers to its visitors, and also how important the cultural tourism was in the formation of their decision to travel to a certain destination.

Niemczyk (2013) describes cultural tourism as a voluntary departure from one’s location of residency to a destination in which culture plays a major role in the decision to travel, for a period of time not more than 12 months, requiring from the tourist a certain awareness to some extent of the place of visit. This definition is oriented towards becoming acquainted with the cultural wealth of the chosen destination and the level of reception of culture at the destination.

Moreover, Hausmann (2007) and Silberberg (1995) share the same definition of cultural tourism accentuating on the motivational aspect, define it as “visits by people from outside the host community, motivated either entirely or to a certain degree by the cultural offerings and values (aesthetic, historical, etc.) of a particular destination”, in the same direction, the United Nations’ World Tourism Organization (2017) adopted a similar definition, stating that cultural tourism is a form of tourism activity in which the tourist’s motivation is to learn, discover, experience and consume the diversity of cultural attractions, whether tangible or intangible aspects in a tourism destination. UNWTO (2017) distinguish the different aspects of attractions/products that relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.

Based on the assumption that not all tourists have the same behavior patterns, nor the same motives (Mahika 2011) to choose a destination, nor have the same level of experience throughout the trip, it is undeniable that the same thing is applied to cultural tourism. Cultural tourists are not homogenous (Vong 2016); when some tourists visit a destination with culture as their main travel motives, others base their visit on other motives than culture, and some find themselves participating in cultural activities by unintentionally. That’s why many researchers have segmented this market, to define the different cultural tourists’ profiles and typology, in order to understand their motives and behaviors, since tourist’s motives have been a big part of cultural tourism’s definition.

In this regard, Weaver et al. (2001) segment the tourists markets visiting a heritage site based on the benefit sought, determining two clusters; the active benefit seekers and the loners, even though they are both highly educated and intrigued by educational benefits issued, the first cluster are characterized by their desire to escape their everyday routine environment and always traveled with family and friends, as opposed to “loners”, they tend to travel alone and prefer to not have any social interaction as in making new acquaintances nor being with

friends and family. Weaver et al. (2001) have approached the market segmentation through three major benefits sought by the tourists namely; escape, social and education. It is interesting to point out that, there is a similarity with the work of Crompton' (1979) socio-psychological and cultural motivation of the tourists – discussed above –, stating that socio-psychological motivations are illustrated by escape from a perceived mundane environment, exploration and evaluation of self, relaxation, prestige, regression, enhancement of kinship relationship, and facilitation of social interaction. While, cultural motives are represented by novelty and education.

On the other hand, Silberberg (1995) segmented cultural tourists into four types, based on their motivations for visiting museums and heritage sites, accidental cultural tourist, adjunct cultural tourists, in part cultural tourists and greatly cultural tourist. The distinction between these segments is the level of their cultural motivation. Ranging from individuals who planned their trip according to the cultural attractions of the destination, to individuals who have nothing to do with culture, to tourists who find themselves unintentional participating in cultural activities.

Similarly, McKercher (2002) assumes that not all tourists participating in cultural tourism have the same level of motivation and depth of experience. He defines the cultural tourist as an individual “who visits, or intend to visit, a cultural tourism attraction, art gallery, museum or historic site, attend a performance or festival, or participate in a wide range of activities at any time during their trip, regardless of their main reason for traveling”. Nevertheless, this definition can be imperfect in many ways, starting by the fact that the definition of culture and cultural tourism is very complex, because culture can have different meaning to different person, and it touches every aspect of individual's life (OECD 2009), covering not only culture as product but also culture as process (Richards 2018, Kay 2009), the first category is based on the different cultural products such as “museums and art galleries; zoos and aquariums; historic/history/heritage buildings, sites and monuments; parks and gardens, festivals, markets, theatre, music, opera, dance, ballet, cultural performances, exhibitions and displays” (as mentioned by Kay 2009), the second category is based on the way of life covering language, traditions, customs and beliefs of the host community.

McKercher (2002) developed a general classification of cultural tourists, based on two dimensions (the importance of cultural motives in the decision to visit a destination and the depth of experience), the first dimension consists on how important cultural tourism's motive was in the tourist's choice of the destination, it can be the main reason for some people, just like it can have a lesser or no importance in the destination choice. The second dimension is the depth of experience, which is relative to each set of cultural tourists, depending on different aspects such as awareness of the cultural site before visit, their interest in it, time availability, their perception of the attraction, their level of education. McKercher (2002) concluded five types: purposeful, sightseeing, casual, incidental and serendipitous):

- The purposeful cultural tourist: cultural motives play a strong role and they have deep cultural experience in the site.
- The sightseeing cultural tourist: cultural motives play an important role in their decision to choose a destination, but their level of engagement is quite shallow and laid back.
- The casual cultural tourist: this type of tourists is identified in the mid-point in the motivation scale, with a shallow experience.
- The incidental cultural tourist: culture plays little to no role in their decision to travel, even when participating in a cultural activity, their depth of experience is shallow.
- The serendipitous cultural tourist: culture plays little to no role in the decision to visit a cultural destination, but has a deep experience by fortunate chance.

McKercher and Du Cros (2003) further test this typology against different variables such as socio-demographics, trip characteristics, cultural distance between the destination visited and their own culture, travel motives, activities undertaken during the whole trip, and amount of learning before arriving to the destination and on departure. Giving a further insight into why cultural tourists travel and the type of experience they tend to prefer, the results showed that purposeful and sightseeing cultural tourists tend to shop at local shops, visit museums, and participate more in cultural activities, they are well educated about the sites prior to their visit. While casual and incidental cultural tourists tend to visit the famous sites of the destination, shop at famous brand stores and do little to no prior research about the destination's cultural attractions, as it doesn't captivate them that much, business travelers are a part of this cluster.

The McKercher (2002, 2003) segmentation of cultural tourists has become a relevant reference, and has been employed in many empirical studies and in different contexts, to name a few, Vong (2016) based the same typology to determine the attributes of cultural tourist attracted to Macao as an Asian urban gaming destination, Niemczyk (2013) has also employed the McKercher typology in the Poland context to investigate the different characteristics of the clusters, Nguyen and Cheung (2014) adopted the same typology in the Vietnam context, in an effort to determine the different features of cultural tourists visiting the destination on package tours, Chen and Huang (2017) proposed an updated classification of the Chinese tourists, noting a slight difference between local day-trippers and inter-city tourists, in recent studies, Konstantakis et al. (2020) have also used McKercher typology to develop a recommender system providing the right destination and programs that match the cultural tourists' preferences, with that being said, the McKercher's (2002) model of cultural tourists typology has been brought up in most of the studies used in this review.

Most studies have examined tourist's cultural motivations in order to determine the different typology and segmentations of cultural tourists (Ozel and Kozak 2012, Ceballos-Santamaría et al. 2021, Weaver et al. 2001, Ramirez et al. 2017), using cluster analysis. Cluster analysis is one of the most popular methods used to gather information about a similar group sharing the same characteristics, and

provides identified segments. Özel and Kozak (2012) conducted a study to gather information about cultural tourist's motivations and clustered them into six segments based on a factor analysis; relaxation seekers, sport seekers, family oriented, escapists and achievement and autonomy seekers.

Discussion

Researchers have focused throughout the years, on gaining a better comprehension of the underlying reasons why tourists make the decision of traveling to a certain destination, the psychological needs they seek to fulfill and the different attributes that seem attractive to them. However, motivation on its own is complex (Kay 2009), for the reason that it is unique to each individual.

In the other hand, cultural tourists tend to share some characteristics, some studies have attempted to build a cultural tourist's segmentation model based on the degree of importance of culture in their travel decision making. Nevertheless, those researches are quite limited, the McKercher's segmentation model is one of the most used, in understanding cultural tourist's behaviors vis-à-vis cultural market.

Generally, cultural tourists tend to be older, have a high education level, big spenders, they stay longer in a cultural area, and participate more in travel activities (Ozel and Kozak 2012, Richards 2018, McKercher and Du Cros 2003, Hausmann 2007, Kaufman and Scantlebury 2007, Weaver et al. 2001). Which remind us of the "travel career ladder" discussed above, by Pearce and Lee (2005), stating that individual during the different stages of their life cycle, their behavior patterns thus their motives to travel changes and progress. For example, young people in their 20's have different desires than individuals over 50 years old, they prefer experiences that will fulfill their eagerness for excitements, when selecting a type of trip. In the other side of the continuum, as individuals progress in time, they have more spare time, more disposable income, and freedom as they are mostly without dependent family member, and are more likely to spend more money and time to take part in cultural activities, because of their varied past travel experience.

All in all, based on the theoretical reading, we distinguished cultural tourist's profile:

- Over 40 years old, and well educated
- Earns more and spend accordingly
- Stays in local and traditional accommodation
- Stays longer in the cultural area
- Prefers to shop in local boutiques rather than extravagant malls
- Women represent a large segment

The importance to gather as much information on the cultural tourist's profiles are paramount, the culture market and the tourism development is counting on it.

Leading to more accuracy and enabling decision-makers to deliver the best cultural offer to the right people.

Conclusions and Future Research Directions

All in all, the importance of determining motivations behind the tourist's decision to travel to a certain destination, and the different typologies of cultural tourist to figure out their preference, have been discussed extensively in the literature.

This narrative literature review has showed that many specialized researchers in the leisure tourism and cultural tourism field, have associated cultural tourists' segmentation to motivation for travel and choosing a certain holiday or a certain destination, resulting with numerous typologies that are somehow comparable. Even though cultural tourists don't travel for the same motivations nor experience cultural activities the same way, but tourists whose primary reason for travel is cultural share some characteristics (socio-demographic, behavior patterns, preferences, motivations, future behavior intentions, depth of experience, level of engagement...) when classified into homogenous segments. Further studies should confront the cultural tourist's typology to different variables such for example; satisfaction level of tourists, pull factors, intention to recommend the destination, the role of social media as a mediator in the decision to travel, also, the role of the attitude of guides in the tourist's experience.

Even though tourism can represent a strong economic engine for the destination development, it can affect culture negatively in many ways when it's poorly managed, a numerous research question could arise from this statement:

- Do public decision makers adapt the cultural offer to the tourist's preferences -modernize it - or preserve its raw authenticity? If they do, then how can they protect the cultural richness?
- How do they avoid over-tourism damaging cultural resources?

A great number of researches have studied cultural tourism in a variety of methodological approaches, giving a special interest to the cultural tourist's typologies, not only their motivational drivers for choosing a destination but also their profiles and preferences. But the context of the Maghreb region has not received enough attention in the literature, as there are a no studies -as far as we know- investigating the cultural tourism segmentation in the Maghreb region, so more research must contribute to the knowledge base of profiling cultural tourists in this context, in the intention of seizing the full potential of their rich and diverse culture.

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