

THE IMPACT OF FAMILY INCIVILITY ON STRESS AND INTENTION TO LEAVE

Dr. Uğur YOZGAT* & Dr. Ayşe İLGÜN KAMANLI**

**Management & Organization/Marmara University, İstanbul, Turkey, uguryozgat@marmara.edu.tr*

***İstanbul, Turkey, ayilgun@gmail.com*

ABSTRACT

Abstract - This study extends the stress literature by exploring the relationship between family incivility and intention to leave. We examine whether stress mediates the link between family incivility and intention to leave. Family incivility violates the norms of mutual respect in the family. In spite of that, rather than workplace incivility, family incivility might be more ambiguous and easily ignored. The workplace is governed by written policies and sanctions, family norms are more implicit. Some family members may act uncivilly but still perceive that they are within family boundaries or be confident that other family members will accept or forgive them in due time. Family incivility has detrimental effects on individuals. They experience anxiety, depression, insomnia, low self-esteem, and stress and as a result uncivil behaviors may lead the individuals to resign from their job.

The purpose of the present study is to investigate the effect of family incivility on the quitting intentions of the employee by the mediating effect of stress. Our research was conducted in Istanbul by using convenient sampling method on 267 participants working in different sectors. According to the results of the research, family incivility has a positive effect on employees' intention to leave. It has been concluded that stress has a mediating role on this positive effect.

Keywords - Family incivility, stress, intention to leave.

INTRODUCTION

In recent years, the popularity of work-life conflict as a topic of academic and practitioner debate is growing. There has been an increase in the research on work-life conflict and its effects on personal and work outcomes. Few studies have focused on the relationships between family constructs and work. Previous research suggests that stressors in the family domain can have a negative effect on satisfaction with work life (Ford et al., 2007).

This study is important for assessing the impact of family incivility on stress and as a consequence intention to leave of the employee. Instead of workplace incivility, family incivility is examined by the researchers. In this study, we contribute to the literature on family incivility by examining how family incivility affects individual's intention to leave. We argue that employees who experience family incivility are likely to experience stress, which in turn have a negative effect on their ability to perform effectively at work. As a result of the family members' uncivil behaviors, the individual experiences stress. Building on theories of stress, we examine the mediating effect of stress in explaining the relationship between family incivility and intention to leave of the employee.

I. LITERATURE REVIEW AND HYPOTHESES

1.1. Intention to Leave

According to researchers such as Ajzen and Fishbein (1980) and Igbaria and Greenhaus (1992), intentions are, the most immediate determinants of actual behavior. They are also of practical value from a research perspective, as once people have actually implemented the behavior to leave; there is little likelihood of gaining access to them to understand their prior situation. The validity of studying intentions in the workplace can also be drawn from Sagar's (1994) longitudinal study of salespeople, in which intention to leave was found to differentiate effectively between leavers and non-leavers. However, while it is reasonable to argue that intentions are an accurate indicator of subsequent behavior, little is known what determines such intentions (Firth, Mellor, Moore & Loquet, 2004). Numerous researchers have attempted to answer the question of what determines people's intention to leave by investigating possible antecedents of employees' intentions to leave (Kalliath & Beck, 2001; Kramer, McGraw & Schuler, 1997). While actual quitting behavior is the primary focus of interest to employers and researchers, intention to leave is argued to be a strong substitute indicator for such behavior. Intention to leave is affected by many variables such as job satisfaction, stress, lack of support, etc.

The intention to leave can be categorized into unpreventable or unavoidable turnover desired turnover and undesirable turnover. Unpreventable turnover is due to the issues of family, personal illness or retirement. Additionally, the desired turnover is due to the inability of the employee himself. The undesirable turnover consists of skilled and trained workers leaving due to organizational issue such as poor support both from the family and the workplace, role conflict and lack of supervision.

1.2. Stress

Stress is a response to an inappropriate level of pressure which may be caused by the nature of the work, changes in life or personal problems. The term "stress", as it is currently used was coined by Hans Selye in 1936, who defined it as "the non-specific response of the body to any demand for change" (Selye, 1956). Selye repeatedly emphasized the fact that the continued use of the word stress as a nonspecific response to any demand was most appropriate. However, Lazarus defined stress as a "circumstance external to a person who makes unusual or extraordinary demands on him, or threatens him in some way" (Lazarus, 1969). Since people may react to the same situation differently, stress is thus "the responses or reactions of the person rather than the situation producing them." Levine and Scotch pointed out that various situations are not objectively stressful, but are socially or psychologically defined as such by individuals in terms of social and cultural norms (Levine&Scotch, 1970). If a person perceives a given situation to be disturbing or threatening and is unable to mobilize resources to handle it, his or her energy is concentrated on dealing with the disturbance. Thus, the result of such perception may not be termed a stressful condition which is not necessarily a diagnostic category, nor is it abnormal functions.

However, while exposure to some level of stressor may help individual performance, the long-term effects of stress on the individual tend to be negative, according to the majority of research looking at prolonged exposure to stress. One potential result of an extended exposure to a single or to multiple stressors is burnout and intentions to leave. Long-term exposure to stressors can also have other negative effects. Even if some level of stress may have a positive effect on performance as suggested by the U-hypothesis, extended exposure to stress or a single exposure to an extreme stressor can have severe negative consequences on non-task performance dimensions. For example, high levels of stress can lead to emotional exhaustion, lower

organizational commitment, and increased turnover intentions (Cropanzano, Rapp, and Bryne, 2003). Stressful individuals feel dissatisfied with their jobs, and end up quitting from the organization.

In accordance with these findings, researchers would like to propose the following hypothesis:

H1: Stress is positively related to intention to leave.

1.3. Family Incivility

Andersson and Pearson (1999) defined incivility as acting with disregard for others in the workplace in violation of workplace norms of respect. Compared to aggressive and intense behaviors, incivility is a milder form of misconduct characterized by an ambiguous intent by perpetrators to harm their victims (Andersson & Pearson, 1999).

Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others. In the light of the foregoing, family incivility was defined as low-intensity deviant behaviors with ambiguous intent that violate the norms of mutual respect in the family (Lim&Tai, 2014).

When compared to family abuse or aggression which typically involve misuse of power, occur intensely over an extended period, and often involve physical violence, family uncivility is generally less intense (Pearson, Andersson, & Wegner, 2001). Rather than involving physical injury, family incivility is more subtle, characteristically rude and discourteous, displaying a lack of regard for others (Andersson & Pearson, 1999). It can be like sarcasm and ignoring one another. Family members who have uncivil behaviors may not purposely intend to harm the individual. Family members act uncivilly through ignorance or insensitivity (Cortina, Magley, Williams, & Langhout, 2001). Instead of intentionally they may harm the individual accidentally.

Family incivility violates the norms of mutual respect in the family. Families adopt a general set of "rules" that define the boundaries of acceptable behaviors (e.g., respecting privacy, not raising one's voice) (Lim&Tai, 2014). In spite of that, rather than workplace incivility, family incivility might be more ambiguous and easily ignored. The workplace is governed by written policies and sanctions, family norms are more implicit. Family members may have to understand family boundaries differently. Like, some family members may act uncivilly but still perceive that they are within family boundaries or be confident that other family members will accept or forgive them in due time. As a result, such assumptions may lead to the perpetuation of uncivil behaviors in the family (Lim&Tai, 2014).

Family incivility has detrimental effects on individuals. Victims suffer due to disrespectful actions and words (Estes & Wang, 2008). They experience anxiety, depression, insomnia, low self-esteem, and stress (Estes & Wang, 2008). Individuals who have encountered incivility are often traumatized and constantly worried that they may be targeted again (Cortina, 2008) and as a result uncivil behaviors may lead the individuals to resign from their job (Lim & Cortina, 2005). Although most studies have examined only incivility in workplace settings, it is believed that the negative consequences may also apply to family incivility. Threat of losing valued resources, such as positive family ties and favorable self-worth, induces stress (Hobfoll, 1989). Individuals experiencing incivility are likely to gather negative information about their value in the family (Lim & Lee, 2011), which will adversely affect their family ties and sense of self-worth. Taken together, both work family conflict and family incivility have also been associated with increased stress and burnout (Anderson et al., 2002; Kinnunen & Mauno, 1998), cognitive difficulties such as staying awake, lack of concentration, and low alertness (MacEwen & Barlin, 1994), and reduced levels of general health and energy (Frone, Russell, & Barnes, 1996).

In accordance with these findings, researchers would like to propose the following hypothesis:

H₂: Family incivility is positively related to stress.

Studies showed that the undesirable turnover consists of skilled and trained workers leaving due both from the family and the workplace incivility and work-life conflict.

H₃: Family incivility is positively related to intention to leave.

In the light of the foregoing, the study examined if stress mediates the relationship between family incivility and intention to leave. Employees who experience family incivility are likely to experience stress, which in turn have a negative effect on their ability to perform effectively at work.

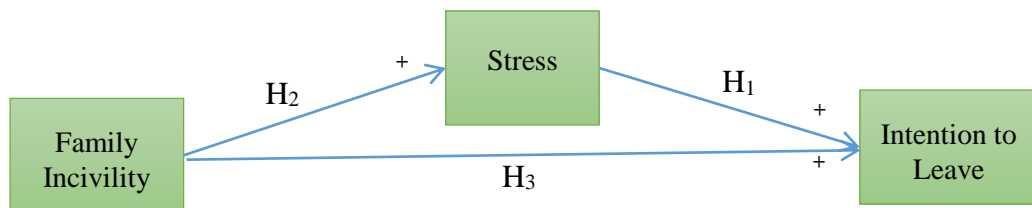
H₄: Stress mediates the relationship between family incivility and intention to leave

II. RESEARCH METHOD

2.1. Proposed Model

In the current study, we investigated how family incivility influence intention to leave and the mediating effect of stress on family incivility and intention to leave relationship. The hypothesized model is shown in Figure 1.

Figure 1
Research Model



2.2. Sampling Design

This study was conducted in Istanbul by using convenient sampling method on participants working in different sectors. A total of 400 questionnaires were provided for distribution, of which 295 (73.75 %) were returned. After deleting the semi-filled ones 267 (66.75 %) questionnaires were analyzed using SPSS statistical program and tested through hierarchical regression analyses.

2.3. Measures

The constructs in our study are developed by using measurement scales adopted from prior studies. Scales were coded such that high values represented high level of the constructs.

Family incivility is measured with a modified version of the Workplace Incivility scale (Cortina et al., 2001). The work incivility scale (WIS) developed by Cortina et al. (2001) was adopted to assess incivility experienced from family members by Lim and Tai (2014). Participants are asked to rate each of the 6 items using a 7-point Likert scale (1=strongly disagree, 7=strongly agree)

Stress is measured with six items derived from the Perceived Stress Scale (Cohen et al., 1983). The Perceived Stress Scale was developed to measure the degree to which situations in one's life are appraised as

stressful (Belanger et al., 2015). Participants are asked to rate each of the 6 items using a 7-point Likert scale (1=strongly disagree, 7= strongly agree)

Intention to leave is measured by the widely used The Intention to Leave Scale developed by Cammann et al. (1979). Participants are asked to rate each of the 3 items using a 7-point Likert scale (1=strongly disagree, 7= strongly agree)

2.4. Findings

The demographic characteristics of participants were subjected to frequency analysis. Of the 267 participants, 164 (61.42%) were female. The mean age of participants was 32.24 (StdDev =9.54). Education varied at six levels, ranging from elementary level education (1) to doctoral level education (6) (M= 4.54, StdDev = 1.10). The average of job tenure was 8.93 (StdDev = 7.75).

To control for common method bias in line with the original-factor test was conducted, although the explanatory power of it is controversial and no single factor emerged in exploratory factor analysis (EFA) (Padsakoff et al, 2003). In line with Knight (1997), in international studies it is important “to evaluate the dimensionality of the scale” and to control for factor structure and loadings. Two separate EFAs using Varimax rotation were conducted for the dependent variables (employability outcomes and organizational citizenship behavior), the independent variables (competency model and social exchange) following generally accepted procedures. Two items of employability orientation (first and second question), two items of employability activities (first and second question) and two items of organizational citizenship behavior were removed due to low communalities (<0.50). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). The results of Cronbach's alpha, % of variance explained and factors analysis of our study are depicted in Table 2 below:

Table 1 Factor Analysis

	Factor Score	% of Variance	Total	α
<i>Family Incivility</i>		31.950	4.793	0.950
FI3	0.913			
FI1	0.906			
FI4	0.881			
FI8	0.859			
FI5	0.849			
FI2	0.828			
<i>Stress</i>		27.409	4.111	0.906
ST2	0.846			
ST5	0.819			
ST3	0.815			
ST1	0.797			
ST4	0.783			
ST6	0.748			
<i>Intention to Leave</i>		16.580	2.487	0.888
IL3	0.882			
IL2	0.863			
IL1	0.831			

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.898

Bartlett's Test of Sphericity: Approx. Chi-Square = 3181.814, df = 105, Sig.= 0.000

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Table 2 reports the means, standard deviations and correlations. According to Table 2 most of the respondents expressed the presence of a relatively higher level of stress (M = 4.11). This was followed by intention to leave (M = 2.91). The lowest item is family incivility (M = 2.48). After analyzing the table, we may see that the relations between family incivility, stress and intention to leave have positive correlations in the level of $p < 0.01$.

Table 2
Correlation matrix, means and standard deviations (n= 267)

	<i>Mean</i>	<i>Std.Dev.</i>	1	2	3
1 Family Incivility (FI)	2.48	1.606	1		
2 Stress (ST)	4.11	1.293	0.328**	1	
3 Intention to Leave (IL)	2.91	1.809	0.387**	0.421**	1

** $p < 0.01$

As seen in Table 3, the findings from regression analyses conducted to test the first three hypotheses.

Table 3
Summary of regression analysis

Ind.Var.	Dep.Var.	Std. β	T	Adj. R^2	F	P	Hyp.	Result
ST	IL	.421**	7.56	.174	57.22	.000	H ₁	<input type="checkbox"/>
FI	ST	.328**	5.64	.104	31.85	.000	H ₂	<input type="checkbox"/>
FI	IL	.387**	6.84	.147	46.71	.000	H ₃	<input type="checkbox"/>

** $p < 0.01$

A three-step regression analysis suggested by Baron and Kenny (1986) was used to test the mediating effect ST between FI and IL relationship. According to this method, to be able mention an intermediary effect, the following conditions are expected to be seen:

- (1) Independent variable (FI) must have an effect on dependent variable (IL),
- (2) Independent variable (FI) must have an effect on intermediary variable (ST),
- (3) Intermediary variable (ST) must have an effect on dependent variable (IL),
- (4) When intermediary variable (ST) is involved in a regression analysis with independent variable (FI), intermediary variable (ST) must have an effect on dependent variable (IL) as the regression coefficient of independent variable (FI) upon dependent variable (IL) drops.

The independent variable coefficient of decline was part of the mediation, this relationship completely, the disappearance of an expression with a statistically significant avoid the situation is exactly the mediating relationship is expressed.

Table 4
Summary of hierarchical regression analysis

Ind. Var.	Dep. Var.	Std.	T	Adj. R ²	F	p	Hyp.	Result
FI	IL	.279**	4.94	.241	43.32	.000	H ₄	□
ST		.330**	5.84					

** p<0.01

The mediating effect of regarding the Baron and Kenny (1986) by the requirements set out in the first three H₁, H₂ and H₃ hypothesis with the adoption has occurred in the last row of the regression model ST be included along with the FI regression coefficient of the decline shown by the ST and, together with the in the model, the effect of significant observed. This conclusion is based on the mediation for the effect of the sought-after in the last circumstance is also occurred; the partially mediating effect of ST was seen between FI and IL. And H₄ hypothesis has been accepted.

CONCLUSION

Our study advances theory and research on stress by clarifying the relationships between family incivility and intention to leave. The purpose of the present study was to explore the relationships between family incivility, stress and intention to leave of the employees.

According to the findings of the research it is concluded that family incivility and intention to leave is positively related to stress and also family incivility is positively related to intention to leave. Family incivility causes stress and these high levels of stress can lead to emotional exhaustion, lower organizational commitment, and increased turnover intentions (Cropanzano, Rapp, and Bryne, 2003). Both work family conflict and family incivility have also been associated with increased stress and burnout. Stressful individuals feel dissatisfied with their jobs, and end up quitting from the organization. Our findings support existing findings in the literature that when the employee experiences family incivility, this can increase his/her stress level and as a result stress renders intention to leave. Specifically, we find that stress partially mediates the relationship between family incivility and intention to leave of the employees.

We hope that this study provides a platform for future research to examine how incivility experienced beyond the workplace, particularly family incivility, can have potential negative consequences for employees at work.

LIMITATION AND FUTURE RESEARCH

This study was not conducted on a single industry. However each industry has its specific conditions which may affect. Therefore, future research may replicate this study in a single industry and should focus on job performance. Besides, further research is suggested to collect data over a wider range of the employees overall in Turkey and/or investigate the differences in various sectors.

Individuals in Western countries, tend to live apart from their parents on reaching adulthood in comparison to Asians who may experience more parental incivility. Therefore, future research could explore such cross-cultural differences.

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APPLYING IMPORTANCE-PERFORMANCE ANALYSIS FOR IMPROVING TOURISM DESTINATION IMAGE OF A REGIONAL DESTINATION IN THAILAND

Siripen Dabphet, Thanawat Khwanboon

*Department of Tourism, Faculty of Business, Economics and Communications
Naresuan University, Thailand, Email: siripend@nu.ac.th*

ABSTRACT

Tourism plays a significance role for Thailand's economic growth over the last 30 years. It is not surprising that the Thai government has implemented several tourism strategies in various disciplines. Tourism destination image then is seen as a critical factor to the success of any destinations including regional destinations. However, not all images bring value to destinations. As such, the importance-performance analysis was use to evaluate and identify the major strengths and weaknesses of a regional destination's key success factors. A questionnaire was used to examine the importance of 22 destination images for domestic tourists and to determine how these tourists rate regional's performance with respect to these images. The findings suggest that accessibility (information available and easy to get around), food, accommodation and information available are the most important images to attract tourists to destinations.

Key Words: destination image, importance-performance analysis, regional development, Thailand

INTRODUCTION

Tourism has been recognized as a key economic factor for many countries. According to World Travel and Tourism Council (2015), travel & tourism generated US\$7.6 trillion (10% of global GDP) and 277 million jobs (1 in 11 jobs) for the global economy in 2014. With this success, the market has grown into a fiercely competitive area with tourism destination marketing organisations spanning the globe to attract tourists to their destinations (Sirgy & Su, 2000). To take full advantage of the market, tourism destination image is seen as one of approaches in positioning destinations. This is because it can influence tourists' travel decision making and behavior toward a destination (Tasci, Gartner, & Cavusgil, 2007). Moreover, there is a link between the image of a destination and the loyalty of tourists (Cai, Wu, & Bai, 2003; O'Leary & Deegan, 2005).

In general, destination attributes are used to create an image for potential tourists (Echtner & Ritchie, 1991; Fakeye & Crompton, 1991; Palmer & Bejou, 1995). These attributes can be seen as both controllable attributes (e.g. destination product, place, place and promotion) and uncontrollable attributes (e.g. personal characteristics) (Sirgy & Su, 2000). However, tourism marketers should not only be concerned with using their destination images to attract potential tourists, they should also be interested in the strengths and weaknesses of their destination images. This is because not all not all images bring value to destinations. As such, it is important to understand the attractiveness images to tourists and develop suitable strategies for the destinations. The objective of this study is to identify destination images of a regional destination and determine how tourists rate these images performance for a destination. The importance-performance analysis is an effective technique that can be applied to study tourist satisfaction as a function of both expectation related to importance and performance. This due to the fact that IPA provides management with a useful focus for developing marketing strategies (Martilla & James, 1977).

Tourism Destination Image

Destination image plays an important role for tourism marketers because it can help to differentiate their destinations in the highly competitive market. Moreover, it influences travel behavior, especially on destination decision process (R. Aksoy & S. Kiyici, 2011). It also connotes the tourist's expectation of the destination as a positive image promises tourist a rewarding life experience (Leisen, 2001). As such, the images held by individuals in the marketplace are crucial to a destination's marketing success.

The term tourism destination image can be traced back as early as 1975 and the study of Hunt (1975) considered one of the seminal scholars to work in the destination image. He described image as impressions a person hold of a state they do not reside. Crompton (1979) further extended on Hunt's study and viewed image as "the sum of beliefs, ideas and impressions that a person has about a place". Many researchers (e.g. Della & Micera, 2007; P. Kotler, Haider, & Rein, 1993; Watkins, Ahmed, & Crispin, 2006) supported this idea and further viewed destination image as the mental structures that integrate the elements, the impressions and the values that people have about a specific place.

In the context of tourism, the image that tourists have about the destination is the main factor which determines the future of the destination (R. Aksoy & Ş. Kiyici, 2011). A number of researchers (Baloglu & Brinberg, 1997; Baloglu & McCleary, 1999; Gartner, 1993; Lin, Duarte, Kerstetter, & Hou, 2007) viewed that the development of destination image is based on the tourist's rationality and emotionality and can be combined into two main components: perceptual/cognitive and affective. Perception/cognitive refers to the destination image that is evaluated by the attributes of its resources and attractions which motivate tourists to visit a particular destination (Beerli & Martin, 2004; Stern & Krakover, 1993). Affective is the feelings and emotions raised by tourist destination (Baloglu & Brinberg, 1997; Keller, 1993). In addition, Baloglu and McCleary (1999) added that the perceptual/cognitive and affective evaluations have a direct influence on the overall image and have an indirect influence on that image.

In addition, there is an extensive tourism literature regarding the relationship between tourist satisfaction and attributes performance (Lee, Graefe, & Burns, 2004). Beerli and Martin (2004) have classified tourism attributes and attractions into nine dimension: natural resources; general infrastructure; tourism infrastructure, tourism leisure and recreation; culture, history and art; political and economic factors, natural environment; social environment and the atmosphere for the place (Talbe 1). However, the choice of the different attributes used in designing an instrument to measure perceived tourist destination image will depend on the attractions that a place has at its disposal. Moreover, tourism marketers need to understand the images that important to their potential tourists as a given destination image might appeal to one individual than for another. For this reason, observing image that affects tourist's destination choice has great importance in view of destination marketing.

Table 1
Dimensions and attributes determining the perceived tourist destination image

Natural resources	General infrastructure	Tourist infrastructure
Weather	Development and quality of roads, airports and ports	Hotel and self-catering accommodation
Temperature	Private and public transport facilities	Number of beds
Rainfall	Development of health services	Categories
Humidity	Development of telecommunication	Quality
Hours of sunshine	Development of commercial infrastructures	Restaurants
Beaches	Extent of building development	Number
Quality of seawater		Categories
Sandy or rocky beaches		Quality
Length of the beaches		Bars, discotheques and clubs
Overcrowding of beaches		Ease of access to destination
Richness of the scenery		Excursions at the destination
Protected nature reserves		Tourist centers
Lakes, mountains, deserts, etc.		Network of tourist information
Variety and uniqueness of flora and fauna		
Tourist leisure and recreation	Culture, history and art	Political and economic factors
Theme parks	Museums, historical buildings, monument, etc.	Political stability
Entertainment and sports activities	Festival, concert, etc.	Political tendencies
Golf, fishing, hunting, skiing, scuba etc.	Handicraft	Economic development
Water parks	Gastronomy	Safety
Zoos	Folklore	Crime rate
Trekking	Religion	Terrorist attacks
Adventure activities	Customs and ways of life	Prices
Casinos		

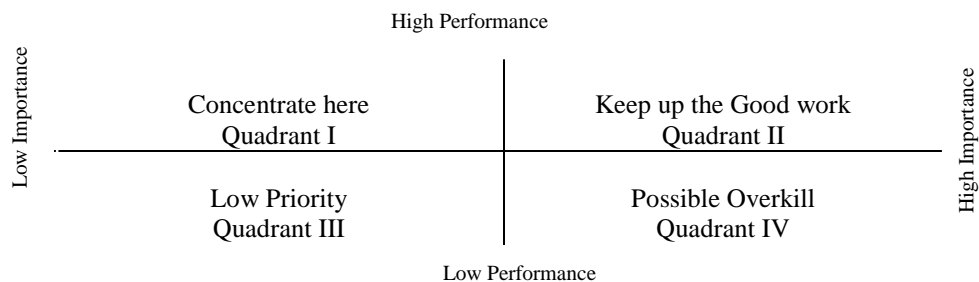
Night life Shopping		
Natural environment	Social environment	Atmosphere of the place
Beauty of the scenery	Hospitality and friendliness of the	Luxurious place
Beauty of the cities and towns	local residents	Fashionable place
Cleanliness	Underprivileged and poverty	Place with fame and reputation
Overcrowding	Quality of life	Place oriented toward families
Air and noise pollution	Language barriers	Exotic place
Traffic congestion		Mystic place
		Relaxing place
		Stressful place
		Happy, enjoyable place
		Pleasant place
		Boring place
		Attractive or interesting place

Importance-Performance Analysis

Importance and performance analysis (IPA) is proposed by Martilla and James (1977) as a tool in providing management with a useful focus for developing marketing strategies for expectations related to importance and performance. It is a simple method for simultaneously considering the strengths and weaknesses of a business when evaluating or defining a strategy (Linda & To, 2010). IPA has been applied to a diverse range of contexts including banking (Ennew, Reed, & Binks, 1993), educational organizational (O'Neill & Palmer, 2004), health care (Dolinsky & Caputo, 1991; Miranda, Chamorro, Murillo, & Vega, 2010) and in a tourism recreation context (Duke & Persia, 1996; Hudson & Shephard, 1998; Martin, 1995).

The IPA model is divided into four quadrants, with importance on the y-axis and performance on the x-axis. The four-quadrant IPA matrix is shown in Figure 1. Importance and performance scores attained from survey instrument Likert scales are plotted on a two-dimensional matrix, where arbitrary gridlines are established that reflect standards of service quality and managerial goals.

Figure 1
Importance-Performance Analysis (Martilla & James, 1977)



The four quadrants namely *Concentrate here*, *Keep up the good work*, *Low priority* and *Possible overkill* are created. The quadrants can be used to generate suggestion for tourism marketer by differentiating destination images.

Quadrant I (High importance/Low performance) is labelled *Concentrate here*. Attributes that fall into this quadrant represent key areas that need to be improved with top priority.

Quadrant II (High importance/High performance) is labelled *Keep up the good work*. All attributes that fall into this quadrant are the strength and pillar of the destinations and they should be the pride of the destinations.

Quadrant III (Low importance/Low performance) is labelled *Low Priority*. Any attributes that fall into this quadrant are not important and pose no threat to the destinations.

Quadrant VI (Low importance/High performance) is labelled as *Possible overkill*. It is indicated that tourist are satisfied with the performance but the specific attribute is relatively non-important. Instead of

continuing to focus in this quadrant, tourism marketers should allocate more resources to manage attributes that reside in Quadrant I (Martilla & James, 1977; Shieh & Wu, 2009).

Although IPA is a traditional tool, it can help evaluate destination image and provide guidance to formulate strategies, to allocate resources accurately. Moreover, it enables management to evaluate and identify the major strengths and weaknesses of key destination images. Therefore, this study used the IPA model to evaluate the importance and performance of destination image in this research.

METHODS

Data were collected through questionnaire surveys conducted with Thai tourists from December 2013 – February 2014. Three-part self-administrative questionnaires were distributed to 1,720 Thai tourists who were visiting the lower northern 1 region (five provinces). The first part asked for the tourist's demographic. The second part asked how respondents the important of the lower northern 1 region as a tourist destination using attributes derived from prior studies of destination image (Table 2). The respondents were as to indicate the level of importance that ranged from 1 (strongly disagree) to 5 (strongly agree) on statements describing the images. The third part, the performance of destination image in each item was performed by the same instrument, where 1 and 5 mean very dissatisfactory and very satisfactory. Mean scores of importance and performance were calculated for each attribute. These scores were used to create an IPA grid representing importance and performance results. The placement of each attribute on the action grid was determined by using the means of importance and performance as the coordinates. The importance-performance grid positions the grand means for performance and importance that determines the placement of the axes on the grid.

Table 2 Destination Images

Destination Images	
1. Great variety of fauna and flora	12. Opportunity for adventure
2. Richness and beauty of landscape	13. Restful and relaxing atmosphere
3. Beautiful architecture and buildings	14. A safe place to travel
4. Interesting cultural activities	15. A good name and reputation
5. Services available	16. Good night-life
6. Value of money	17. Availability of tourist-information centers
7. Hospitable, friendly people	18. Shopping facilities
8. Easy access	19. Good vacation place for children and family
9. A variety of cuisines	20. Adult-oriented destination
10. Good infrastructure of hotels and apartments	21. Clean
11. A variety of activities	22. Inefficient local transportation*

FINDINGS AND DISCUSSIONS

Importance and Performance of Destination Images

Table 3 presents descriptive statistics for the 22 images that important for tourists including variety of fauna and flora (1), good reputation (15), beautiful landscape (2), services available (5), cleanliness (21), local hospitality (7), easy access (8), safe place (14), variety of activities (11), relaxing atmosphere (13), good accommodation (10), cultural activities (4), cuisine (9) and information availability (17) (all these images obtained expected mean ratings greater than 4).

In terms of image performance, respondents reported that the lower northern region 1 had performed best as regards variety of fauna and flora (1), good reputation (15), beautiful landscape (2), services available (5), local hospitality (7), relaxing atmosphere (13) and cultural activities (4) (all mean scores for these attributes were more than 4).

However, the most notable discrepancies between the importance and performance ratings are concerned with the accessibility (information/transportation) local transportation, information availability, tourism activities and cleanliness. This suggests that tourists perceived the region is difficult to get to both in information and travel, relatively not many things to do as a holiday destination and not particularly clean.

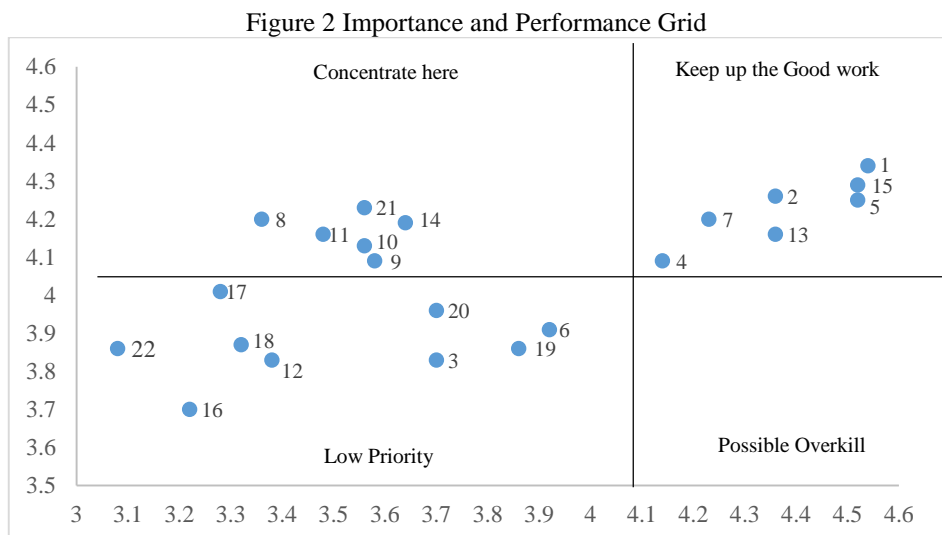
Table 3

Importance and Performance Rating for Destination Images Compared

Image	Mean importance	Mean performance	Difference (+/-)
1. Great variety of fauna and flora	4.34	4.54	0.20
15. A good name and reputation	4.29	4.52	0.23
2. Richness and beauty of landscape	4.26	4.36	0.10
5. Services available	4.25	4.52	0.27
21. Clean	4.23	3.56	-0.67
7. Hospitable, friendly people	4.20	4.23	0.03
8. Easy access	4.20	3.36	-0.84
14. A safe place to travel	4.19	3.64	-0.55
11. A variety of activities	4.16	3.48	-0.68
13. Restful and relaxing atmosphere	4.16	4.36	0.20
10. Good infrastructure of hotels and apartments	4.13	3.56	-0.57
4. Interesting cultural activities	4.09	4.14	0.05
9. A variety of cuisines	4.09	3.58	-0.51
17. Availability of tourist-information centers	4.01	3.28	-0.73
6. Value of money	3.91	3.92	0.01
20. Adult-oriented destination	3.96	3.70	-0.26
18. Shopping facilities	3.87	3.32	-0.55
19. Good vacation place for children and family	3.86	3.86	0
22. Inefficient local transportation*	3.86	3.08	-0.78
3. Beautiful architecture and buildings	3.83	3.70	-0.13
12. Opportunity for adventure	3.83	3.38	-0.45
16. Good night-life	3.70	3.22	-0.48

Importance and Performance Grid

The importance and performance scores were plotted on an IPA grid. The placement of each image on the IPA grid was determined by using the means of importance and performance as the coordinates. The intersection in the IPA is made available using the mean values for overall importance at 4.06 and the mean values for overall performance at 3.78. The importance is on the y-axis and performance on the x-axis (Figure 2).



Accessibility in information and transportation, variety of cuisines, good accommodation, variety of activities, safe place and cleanliness are located in the *concentrate here* quadrant. These images are viewed as important but performance levels are relatively low. This indicates that there is a need for destination managers to concentrate on improving these areas. In term of accessibility, this suggests that there is a need to improve

the destination's transportation, especially from the downtown center to popular visitor sites. As Kotler and Gertner (2004) viewed that the entertainment industry and the media play a key role in tourism destination image since both industries influence and shape the perceptions of places in the minds of their audiences. In term of cleanliness, tourists expected the destination to live up to the standards set by other leading destinations due to the cultural differences between host and guest as tourists expect the same standards of comfort and hygiene as they have at home (Swarbrooke, 2001).

Images that are placed in *keep up the good work* quadrant include great nature, beautiful landscape, interesting activities, service availability, friendly people, relaxing atmosphere and good reputation. These images are also considered to be important and performance level are quite high. This implies that efforts must be made in these key areas.

In addition, beautiful architecture, value of money, opportunity for adventure, good night-life, tourist information centers available, shopping facilities, family-oriented destination, adult-oriented destination and inefficient local transportation are located in the *low priority* quadrant. These images are not considered to be as important as others and are not performing well. Although, there are room for improvement for these images, these are not immediate priorities. No images are found in the *possible over* quadrant.

CONCLUSION

Many destinations want to attract tourists to their areas which can, in turn, bring in new opportunities, prosperity and positive image. Strategies to achieve this can be designed by enhancing their physical characteristics with modern infrastructure and facilities, continuous efforts to develop economic sustainability, and developing a premier destination image. However, growth and development cannot happen without careful planning and understanding of the key images that important to their target market. This study identified 22 destination images that are important for tourists when choosing a holiday destination and presented the region's performance with respect to these images. The evidence from this study suggest that there is a need for tourism destinations to implement an effective policy and market reform in order to develop and maintain a positive image.

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DESTINATION BRANDING THROUGH COMMUNITY INVOLVEMENT: A CASE STUDY OF 'DISCOVER KOTTAYAM' INITIATIVE FROM KERALA

Robinet Jacob, Abey Kuruvilla, Mahadevan P

Mahatma Gandhi University and University of Wisconsin Parkside

ABSTRACT

Destination branding and development involve careful planning and identification of tourism products. Tourism products thus identified have to be marketed and delivered to the customers as meticulously designed packages. For successfully promoting the product line, active participation of all stakeholders and local community associated with the tourist packages is required.

This paper is the outcome of a working field project named 'Discover Kottayam' that was undertaken to identify potential tourism products in the Kottayam district of Kerala. The project involved detailed research to identify the various potential tourism products available in the destination of study, designing of packages, empanelling of service providers, capacity building for stake holders and destination branding exercises through participatory method.

Keywords: Destination branding, Destination Management Organization, product identification, stakeholder consultation, community participation

Concept of destinations and destination branding

The World Tourism Organization (UNWTO) sees local tourist destinations as central contributors to the process of development and delivery of tourism products. A destination is identified as a fundamental unit of analysis. A destination is a place that attracts visitors for a temporary stay, including continents, countries, states, cities, villages and purpose-built resort areas (Pike, 2004), and thus is an amalgam of all the tourism services and experiences offering an integrated experience to the consumers (Buhalis, 2000).

Recently, destination branding has gained much attention in tourism research for its role in tourism marketing and destination management. The tourist destination product (TDP) is a composite offering system based on the relationships among the contextual resources, the destination marketing organizations (DMOs) and the enterprises involved in the building and marketing of destination tourist services (Weaver, Oppermann, 2000; Grängsjö, 2003). World Tourism Organization (UNWTO) has stated that DMOs can be National Tourism Authorities or Organizations (NTOs), regional, provincial or state DMOs, and local DMOs.

Similarly, Ritchie and Ritchie (2002) suggest the need for a move from promotion-oriented destination marketing to a more holistic, strategic approach in order to attain sustainable competitive advantage. A further problem in destination marketing is often the lack of proficiency, resources and flexibility in public sector DMOs or NTOs (Bennett, 1999). Proper packaging and marketing of the tourism product can only make any local level tourism destination succeed to bring in benefits from tourism. This can only be achieved by grass

root level planning and stakeholder consultation and community participation at all levels. The paper here is an example of how the researchers have assisted the local DMO in identification and branding of their tourism products.

Background of the project area

Kerala, located in the southern tip of India enjoys unique geographical features like an equable climate, a long shoreline with splendid beaches, peaceful stretches of enchanting backwaters, lush hill stations and exotic wildlife, waterfalls, sprawling plantations and paddy fields, art forms, festivals, historic and cultural monuments coupled with an exotic culture and cuisine have made it one of the most sought after tourist destinations in Asia. In addition to the conventionally famous destinations, Kerala now has to look at newer avenues to take tourism industry into new levels of progression. Under such circumstances, the potential of certain destinations like Kottayam could be tapped to steer Kerala into one of the most sought destinations.

Kottayam – general setting and tourism scenario

Kottayam district in Kerala is bordered by the lofty and mighty Western Ghats on the east and the Vembanad Lake and paddy fields of Kuttanad on the west. Kottayam possesses a variety of tourist resources and geographical diversity within a small area of about 2208 sq. kms. Its panoramic backwater stretches, lush paddy fields, highlands, hills and hillocks, extensive rubber plantations, places associated with many legends and a totally literate people have given Kottayam District the enviable title: ‘the land of letters, legends, latex and lakes’. Kottayam is also called as ‘Aksharanagari’ considering its contribution to print media and literature. All this uniqueness differentiates Kottayam from most other parts of Kerala making it stand out in terms of its distinct culture and educational background which probably was instrumental in the social engineering of Kerala.

Scope of ‘Discover Kottayam’

Presently, the tourist activities of Kottayam district including the UNWTO Ulysses award winning Responsible Tourism Initiative is centered on the 10 sq km radius around Kumarakom. Even with domestic tourists and locals, there are a handful of attractions that includes churches in and around the city and the renowned temples that form an integral part of pilgrimage to Sabarimala attracting numerous pilgrims.

But beyond that Kottayam has numerous little known tourist spots all scattered in the district. It varies from charming backwater villages to places of unspoilt beauty in the high ranges. The district offers a plethora of heritage, culture, lifestyle traditions, rituals and festivals for the discerning tourist. But there has been little coordinated effort to promote the varied attractions that Kottayam has to offer so far. Local private travel agencies are conducting their own tour packages in their regional pockets, which are offered seasonally.

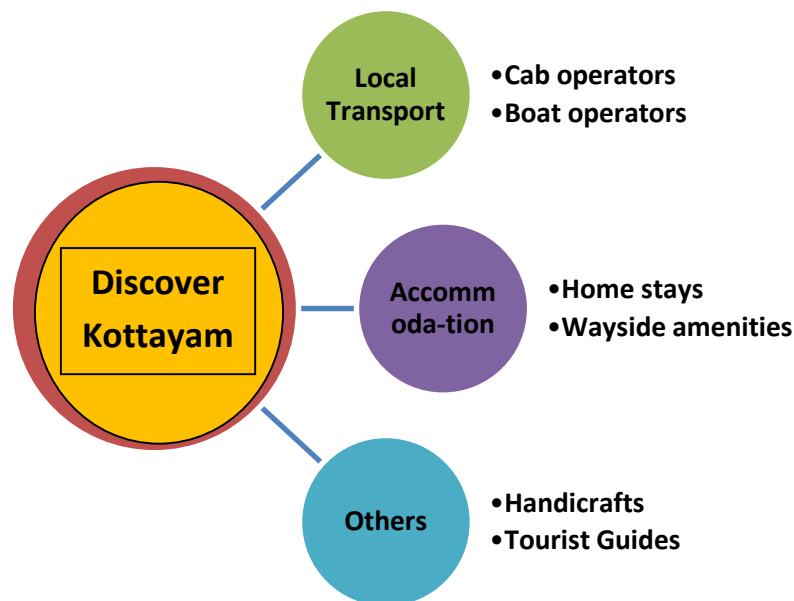
A professional brand identifies and differentiates the destination. Professional branding creates, maintains and promotes a distinct image of a tourist destination on the market. ‘Discover Kottayam’ project is the comprehensive effort to professionally brand Kottayam district and to offer a basket full of attractions and activities for the traveler to choose. The project is a process to bring together the products the district has to

offer, stakeholders and service providers as well as the local community in a professional way. The project will offer tourists a quality visitor experience and benefits to the local community from tourism initiatives.

Community involvement and benefits to local economy

The ultimate aim of ‘Discover Kottayam’ is to bring out the benefits of tourism to the local community and thereby improve the overall local economy. The principles of economic, social and environmental responsibilities will form the basis for the entire programme. Responsible tourism practices will strengthen the positive, mitigate the negative and establish enterprises that work towards this goal. Local communities have their stake and stay here and will make notable contributions to tourism.

The process of ‘Discover Kottayam’ will involve active local community participation from the planning to implementation stage of the project. The entire stakeholders and service providers of the project will be outsourced locally. Transportation providers (cab operators; boat, shikkara and canoe operators), accommodation providers including home stays; wayside restaurants and cafes, activity providers like farms and plantation owners, handicrafts and souvenir artisans, tourist guides and other facilitators will be empanelled and given comprehensive training and capacity building for an integral part of ‘Discover Kottayam’.



Local community participation in ‘Discover Kottayam’

Objectives of the project

The core objectives of the project are:

- Enable tourists to experience the diverse products of Kottayam district through well designed itineraries
- Identify possible local stakeholders and service providers as the incredible ingredients of ‘Discover Kottayam’ programme and bring them under this brand

- Comprehensive training and capacity building of the chosen stakeholders and service providers so that they can manage the tourism initiatives successfully
- Use tourism as an effective tool in bringing resurgence in the stagnant traditional economies of the district like rubber farms and plantations, fishing, handicrafts etc.
- Direct economic benefit to local community from tourism initiatives and plans to make the projects self sustaining
- Professional branding and promotion of the scheme with the Tourism Department acting as a facilitator

The components and process of ‘Discover Kottayam’

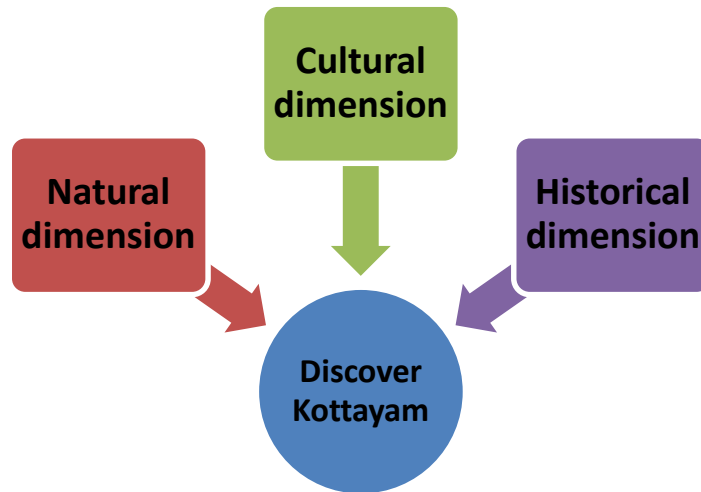
The entire programme of ‘Discover Kottayam’ involves the following step by step process:

- Identification of the products and professional packaging of the itineraries
- Identification and empanelling of local stakeholders and service providers and product endorsement
- Comprehensive training and capacity building for the local stakeholders and service providers
- Professionally managed promotion and marketing of the programme

Product identification and development

The brand ‘Discover Kottayam’ is built around the three core dimensions: natural, cultural and historic. The entire itineraries have been prepared incorporating all these dimensions. Kottayam, watered by the beautiful River Meenachil has numerous places of interest. Age old churches, renowned temples, scenic backwaters and canals meandering through lush paddy fields, numerous waterfalls and hill retreats on the Eastern fringes of the district offer lot of possibilities for tourism promotion. As mentioned above, there are lot of rituals, traditions and festivals that this district has to offer. All these experiences have been incorporated into ‘Discover Kottayam’.

‘Discover Kottayam’ is the outcome of these varied dimensions which have been meticulously designed as experience tour packages across the district. It is an endeavor to catapult Kottayam to the tourist map of Kerala by discovering potentials that can be developed into alluring products. It has been tentatively placed into four major heads namely, Canal tours, literary tours, Road cum walk tours, Adventure tours and Farm tours.



Dimensions of ‘Discover Kottayam

The products of ‘Discover Kottayam’ have been identified on five different themes:

- Canal Circuits
- Letter Tours or Literary Tours
- Pilgrim packages
- Adventure Tours
- Farm and plantation experience Tours

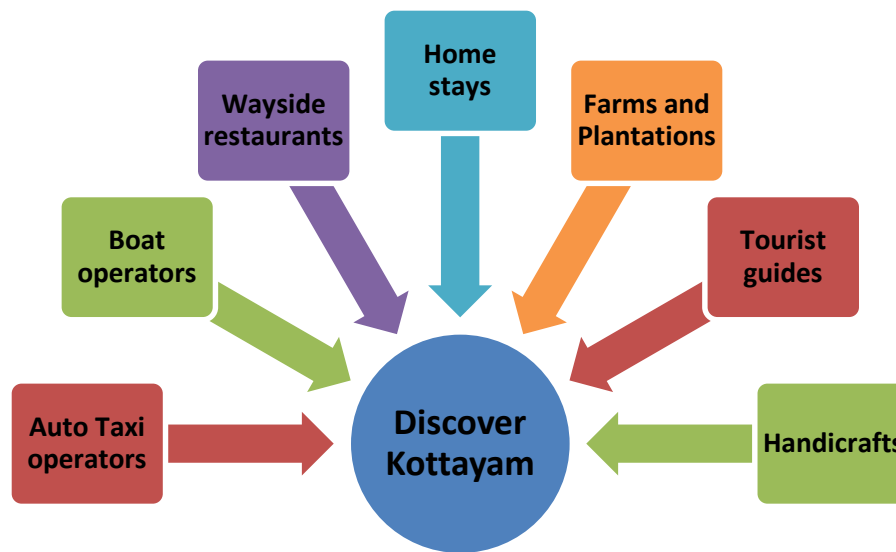
Natural	Cultural	Historic
<ul style="list-style-type: none"> • Canals • Rivers • Farms • Plantations • Hiill side • Adventure 	<ul style="list-style-type: none"> • Literary tradition • Publishing industry • Legends • Art centres • Festivals 	<ul style="list-style-type: none"> • Temples • Churches • Juma Masjid • Historic buildings

List of possible products to offer

Tourism products of ‘Discover Kottayam’	
Canal circuits	
1.	Old Kottayam Heritage Cruise: Kodimatha – Tazhathangadi Juma Masjid – Talikkotta Temple – Valiyapalli – Cheriyaipalli – Edakkad Church – Pazhaya Seminary – CMS College – CSI Holy Trinity Cathedral – Kurisupally – Kodimatha
2.	Feel Kottayam Canal Tour: Cheeppunkal – Mannanam – Athirampuzha – back
3.	Land of Small Things: Cheeppunkal – Kallumkathra Church – Pulikkuttusseri – Kudamaloor Alphonsa Bhavan and Church – Ancient homes and temples – House of Arundathi Roy in Aymanam – Olassa – Parippu – 900 paddy fields – back
4.	Vaikom Circular Cruise: Vaikom – K V Canal – Thottakom – Vazhamana – Vallakom – Vadayar – Ithippuzha – Akkarapadom – back
5.	Upper Kuttanad Cruise: Kaduthuruthi – Ezhumanthuruth – Mundar – Kallara – back
6.	Explore Kuttanad Cruise: Kodimatha – Nattakom – Pallom Light House – R Block – Kainakary – Alappuzha – back
7.	Explore Vembanad Cruise: Kodimatha – Nattakom – Pallom Light House – R Block – Pathiramanal – Kumarakom – back
8.	Glimpses of Kottayam – exclusive speed boat cruise for a family: Kumarakom – Mannanam – Athirampuzha – Aymanam – Tazhathangadi – back
Letter Tours or Literary Tours	
1.	Aksharanagari Darshanam: comprehensive heritage tour of Kottayam town (Half day road tour)
2.	Legends of Kottayam: Story telling tour around the sites including temples, ancient Ayurvedic centres, Vedagiri, Vennimala etc. mentioned in ‘Aitihyamala’, the work on Legends of Kerala (Full day road tour)
Pilgrim Packages	
1.	Temples of Kottayam (1): Kottayam Tirunakkara – Kumaranallur – Ettumanur – Malliyur – Adityapuram – Kaduthuruthi – Vaikom – Udayanapuram back (Half day road tour)
2.	Temples of Kottayam (2): Kottayam Pallipurathukavu – Panachikkad – Pakkil – Erumeli – Kadappattur – Kidangoor – back (Half day road tour)
3.	Churches of Kottayam: Kottayam – Kudamaloor Church and Alphonsa Bhavan – Mannanam – Athirampuzha – Kaduthuruthi – Kuravilangad – Ramapuram – Palai – Bharananganam – Aruvithura – Cherppunkal – Manarkad – Putuppalli – back (Full day road tour)
Adventure tours	
1.	Alapra Padayani Gramam Tour: Kottayam – Alapra – Ponthanpuza – Erumeli – back (Full day road tour)
2.	Green Tourism Circuit: Kottayam – Ayyampara – Marmala Stream – Illikkal Kallu – Elaveezhapoonchira – Vagamon – back (Full day road tour)
Farm and plantation experience tours	
1.	Visits to traditional farms and plantations: Palakkari, Fish World, JS Farm, Mango Meadows, Vadakkel etc.
2.	Visit to ancestral homes and home stays: Philipkutty’s Farm, Kottukappalli Nazrani Tharavad, Vanilla County etc.

Identification of local stakeholders and service providers

For any tourism product to be delivered successfully, the service components and amenities associated with it should be excellent and distinctive. For the efficient operation of the identified itineraries and circuits, there should be proper back up of all associated amenities and ancillary services across the route. The stakeholders and service providers are identified at the local level and will be brought under the brand of 'Discover Kottayam'. This will benefit a large section of the local community directly or indirectly connected with the tourism industry and will also boost other sectors of the local economy.



Stakeholders and Service providers in Discover Kottayam

Training and capacity building

Most of the local stakeholders and service providers in the district have no formal knowledge and organized training in tourism and hospitality business. Tourism, being a customer centered industry, effective communication and ensuring utmost quality in service dissemination is of top most priority. Comprehensive skill development training and capacity building for the stakeholders and service providers will form a major thrust area of this initiative. The training and capacity building is conducted in the following heads:



Training and capacity building process

The training will provide, solid foundational elements and skills required to create entrepreneurship skills, sustainable employment opportunities and to encourage new entrants into the tourism sector. The training will be imparted on basics on tourism, communication skills, customer relationship and basics of management that will result in capacity building and community empowerment. Apart from providing competent skills to run their enterprises, the training will also benefit the stakeholders and service providers in a number of ways

The trainee will be imparted skills for the expected outcome of his service and the competencies to achieve the same. The training will also be in tune with anticipated changes in the employment patterns and future requirements for the operations.

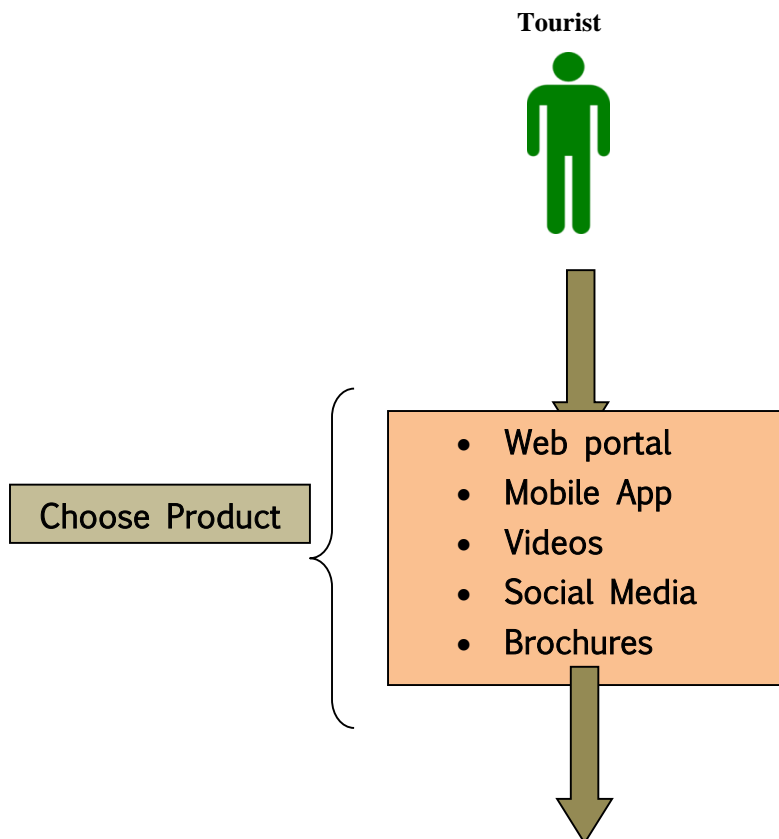
For new business aspirants, the entrepreneurship development training is indented to create awareness among the participants about alternate livelihood options in tourism industry and also to arrive at a feasible business idea. All the trainings are imparted in a participatory method through brainstorming sessions, group discussions, role plays, analysing one's own capacities, experiences etc. Follow up meetings will be conducted and technical support extended for the entrepreneurs.

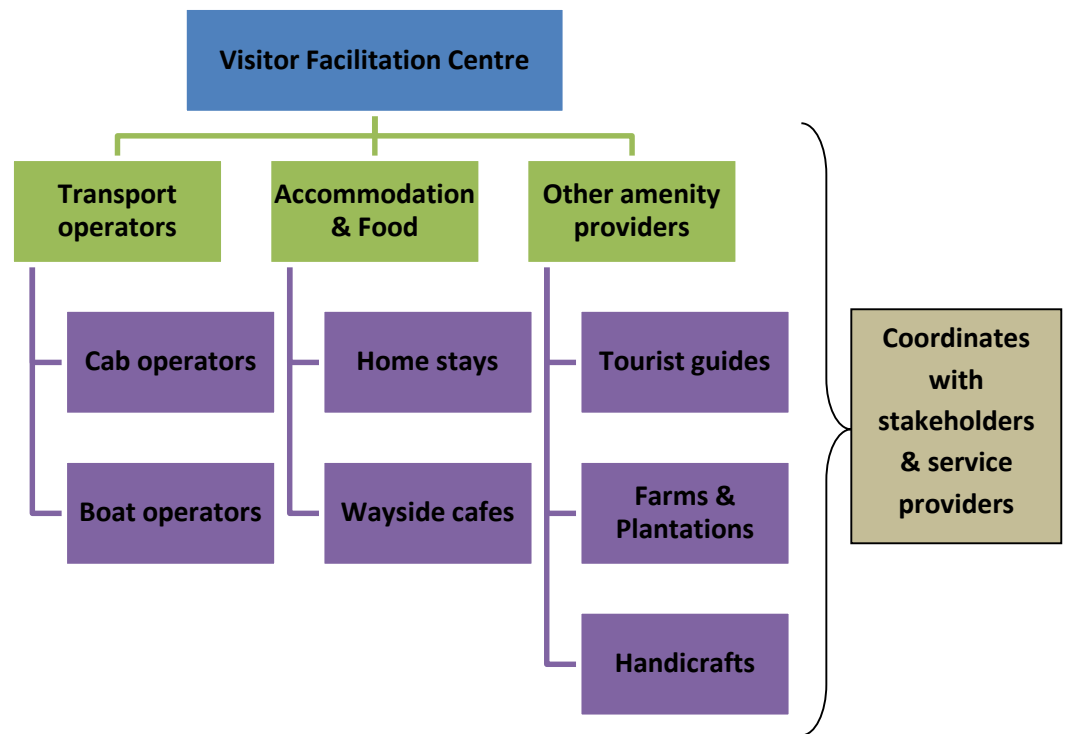
Promotion and marketing

The final stage of the process is the active promotion, marketing and management support for launching the tourism products of 'Discover Kottayam'. The Department of Tourism, Government of Kerala and the District

Tourism Promotion Council, Kottayam (which is the Destination Management Organization) will act as the nodal facilitator for the project. The components envisaged under this head include:

- Setting up of a professionally managed Visitor Facilitation Centre in Kumarakom: The centre will function at Kumarakom as it is the major tourism hub of the district. The centre will be managed by professionally trained facilitators. Tourists can choose the various products through brochures and pamphlets, CDs, web portal or mobile application and the centre will facilitate by coordinating with the empanelled stakeholders and service providers.
- Promotional brochures and CD ROMs: Separate multi color brochures will be prepared for each tour itinerary with en route details, facilities and route map. The tours will be grouped as those run daily and those which need prior booking. Separate brochures will be designed for canal circuits, Letter tours, Pilgrim and walk tours, adventure circuits and farm and plantation experience trips.
- Video CDs and documentaries: High quality video CDs and DVDs on the major destinations will also be developed through professionals. Short documentaries on the tour routes will also be prepared for promotion in new generation social media.





Operational mechanism of Discover Kottayam

- Web portal: A comprehensive web portal will be the main attraction of ‘Discover Kottayam’. It will provide all information about the products offered and there will be provision for online payment facilities. Payment gateways for Visa, Master and Rupay based transactions will allow tourists from all over the globe to choose the products of their choice.
- Mobile application: Mobile application will also be developed for I – phone, android, windows and other major platforms. The mobile apps will also have facilities for making payments. Promotion in social media will also be managed professionally.

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THE IMPACT OF ROAD TRANSPORT ON CULTURAL TOURISM DEVELOPMENT

Ifeoma Ifegbo

Imo State University, P.M.B 2000, Owerri, Imo State, Nigeria

ABSTRACT

There is no gainsaying that the network connectivity, level of road accessibility and transport services in the rural areas of developing nations are often poor and inadequate, yet, most of the cultural resources with which Nigeria is endowed are domiciled in the hinterlands. Developing these cultural resources into tourist attractions becomes problematic due to the abject condition of the link roads and lack of adequate means of transportation. Under this condition, travel becomes very unsafe, inconvenient and expensive, thereby, affecting tourists' experiences and hampering visits to rural destinations. This research is focused at investigating the condition of roads and transport facilities of rural communities and the impact on cultural tourism development. Three communities were used for the study. The selection was based on the three senatorial zones in Imo State, and from the zones, the community endowed most with cultural resources. The three communities include: Arondizuogu (Orlu Zone), Nwaorieubi (Owerri Zone) and Obowo (Okigwe Zone). Survey method was used to gather the primary data for which the questionnaire was the major instrument of research. Observations were made and interviews were granted to tourists, returnees, town leaders, commercial drivers and local government staff using a structured guide. Questionnaires were designed for the 4 groups of people namely: tourists and returnees, town leaders, commercial drivers and local government staff. To each of these groups, six interviews were granted using interview questions in form of a structure guide and administered orally in a manner that attracted appropriate responses. Secondary sources were used as supplement to the primary data. A total of 250 sets of questionnaire were administered to respondents in the three communities. It was deduced that roads to the rural communities of Imo State and lack of ready and comfortable means of transport have immensely affected tourist flow to the numerous cultural attractions in the areas. Due to the nature of the roads, the cost of vehicle maintenance escalated and fares became so dear to afford.

Keyword: *Cultural Attractions, Rural Communities, Road Transport, Tourist, Road Maintenance.*

CUSTOMER PARTICIPATION IN THE CONTEXT OF FINANCIAL SERVICES: THE ROLE OF SELF-AND OTHER EFFICACY

Wang, Chung-Yu¹ and Li-Wei Wu²

¹National Kaohsiung University of Applied Sciences, Kaohsiung, Taiwan

²Tunghai University, Section Taichung Port Road, Taiwan

ABSTRACT

Previous studies confirm the importance of value cocreation through customer participation (CP), but relatively little is known about how it creates value and switching costs for customers and the consequential outcomes. This work examines how customers derive value and switching costs from CP conditional on their perceived efficacy of themselves (self-efficacy [SE]) and their advisors (other-efficacy [OE]) in financial services. Empirical results from 220 clients confirm that CP influences repurchase intention via customer value and switching costs. The synergistic effect of SE and OE moderates the relationships among CP and customer value and switching costs. Even incongruent levels of SE and OE can increase customer value and switching costs. Theoretical and managerial implications of findings are discussed.

MULTIPLE APPROACHES TO LEARNING WITH SATISFACTION: CONSTRUCTION AND VALIDATION OF MULTIPLE LEARNING APPROACHES IN THE CHINESE CULTURAL CONTEXT

Hsiou-huai Wang, Edward C. Y. Lin

Center for Teacher Education, National Taiwan University, Taiwan

Email: wanghs109@gmail.com

ABSTRACT

Students' learning motivation has been known as critical to their learning outcome. Yet, the majority of relevant education research has focused exclusively on students' intrinsic motivation and emphasizes the necessity of psychological fulfillment. This approach reflects the fundamental belief of the predominant self-determination theory (SDT) in western-centric education, nonetheless, overlooks other varying cultural values such as those in Confucianism that exert significant effect on learning. Based on past Confucianism-focused literature and research on learning motivation, this research aimed to investigate and establish a dual learning model of Chinese students. A survey of 1048 Taiwanese students and the results of SEM analysis indicated that, Taiwanese students indeed possess two types of learning motivations: personal interest (intrinsic) and moral duty (extrinsic). Further CFA and path analysis affirmed that despite different processes, both motivations can warrant investment of learning effort leading to high academic performance. Contradicting with SDT's prediction that only intrinsic motivation can genuinely foster academic achievement and psychological well-being, this research highlighted the value and practical functions of role-bound extrinsic motivation in Confucian societies. The application of these findings on educators' field work and future academic research in this realm were discussed in this study.

Key words: Learning motivation, self-determination theory, dual learning paths, Confucianism

THE EFFECT OF NON-VERBAL BEHAVIORS OF TEACHERS ON CLASSROOM MANAGEMENT

İbrahim Serkan Ödemiş

*Turkish Air Force NCO College, Turkey
E-Mail: ibrahimserkanodemis@gmail.com*

ABSTRACT

Communication is a key element in instruction. Teachers and students convey messages by both verbal and non-verbal cues. Since teacher has a dominant role in the classroom; non-verbal cues of teachers have a great influence on the effectiveness of instruction. Therefore, this paper mainly discusses about the effects of non-verbal communication on college English classroom management in Turkey. The research focused on the perceptions of teachers about classroom management and students' reactions against teachers' non-verbal communication strategies. Case study was used as a research design. The study group consisted of 6 teachers. The data gathered through interviews and observations. The results showed that teachers consider the classroom management as a peaceful atmosphere, respect, and non-verbal communication. Teachers use non-verbal communication to prevent or to encourage some behaviors. Students accept or refuse the non-verbal communication. The research was conducted within a Turkish context. So, some pedagogical implications of the results were also discussed.

Key Words: Anxiety, motivation, foreign language achievement, structural equation modeling

CHANGING FACES: TESTING A MODEL OF MARKET MAVENISM, ATTITUDE AND VARIETY-SEEKING ON COSMETIC BUYING BEHAVIOUR

Nobukhosi Dlodlo

*Vaal University of Technology
Lecturer: Department of Marketing & Sport Management
Private Bag X021, Vanderbijlpark, 1900
Tel: +27 16 950 7562; Fax: +27 16 950 3000
Email: nobukhosid@vut.ac.za*

ABSTRACT

The cosmetic industry is one of the fastest growing but cut-throat industries in the world. Scholars and media pundits alike have hyped the importance of the market maven as an integral constituent towards the spread of product information. However, scant research is available regarding how the cosmetic buying behaviour of South African female consumers can be altered through the repertoire presented by market mavens. Therefore, research to enrich current knowledge on the influence of mavens on consumer attitude and product variety seeking among cosmetics buyers. The study followed a cross-sectional research design through the quantitative survey approach in which 341 university students participated in the study. Different statistical methods were employed to analyse the data. These methods include frequency analysis, correlation and Cronbach's alpha through SPSS. Finally, confirmatory factor analysis (CFA) and path modelling were used to test the conceptual model in this study. The results provide some support for three of the five hypotheses. As such, consumer innovativeness and attitude towards both skin care and makeup products were crucial predictors of purchase intention in the context of cosmetics while variety seeking seemed to be of minor importance in explaining new skin care and makeup cosmetics purchase intention. On the basis of the research results, some suggestions were made for better marketing strategies of new skin care and makeup products in South Africa. The examination of two cosmetic categories may be a limitation in this study while future studies may investigate purchase intention regarding products in different cosmetic categories by using similar predictors. Although the present study showed some limitations, this study has significance in the sense that it was the first attempt to apply consumer innovativeness in the cosmetic field by developing and testing a research model. This study makes the existing literature more profound, enriches the understanding of market mavens and further challenges extensive cross-cultural research into the market mavenism tendencies of consumers within different contexts. Moreover, companies will benefit if they know how to reach market mavens more effectively with available marketing communication tools.

CHINA'S ECONOMIC DEVELOPMENT: INCOME INEQUALITY AND ETHNICITY

Siriporn Dabphet

*Assistant Professor, Department of History,
Faculty of Social Sciences, Srinakharinwirot University, Bangkok, Thailand
Email: sdabphet@g.swu.ac.th*

ABSTRACT

Income inequality between urban and rural areas in China caused from its economic growth. The inequality deals directly with ethnic minority in Western China. During the past 30 years after starting the reform and opening up policies 1978, China ranked the fastest economic growth in the world and achieved impressive results. It has shifted from a poor underdeveloped country to a middle income country and become the "world's factory". Millions of Chinese people have been moved from poverty to the middle class.

However, one of serious problems is income inequality between urban and rural areas. China's economic development firstly began in coastal provinces in the east in 1980s, while the development in inland Western areas just appeared in the 2000s. The growth rate for coastal areas was much greater than the growth rate for inland regions. This means the imbalance of income between Eastern urban and Western rural regions. Around 40 million people in Western China live in poverty. Most of them are ethnic minority living in the five ethnic autonomous provinces in the West. Some of them are against Chinese government in politics. Income inequality increases minority's dissatisfaction. This problem challenges Chinese leaders to resolve as growing regional income inequality effects social and political problems.

Keywords: China, Ethnicity, Income Inequality

INTRODUCTION

Since performing the reform and opening up policies in 1978, China's economy has dramatically grown. Its GDP increased fast. China's economy today is the second-largest in the world. China moved from a poor underdeveloped country to a middle income country and is becoming a high income country. The report of World Bank in 2013 indicates that China should eliminate its extreme poverty by 2022 (Xie & Zhou, 2014). However, inequality is growing and being a very serious concern of China's government, especially an increasing of inequality in ethnic regions.

During the first 20 years of China's economic reform policy, Chinese government focused mainly on the development of Eastern coastal region. Inland provinces in Western region appeared to be developed in the 2000s. This causes the highest gap between China's rich and poor and between Eastern urban and Western rural areas. Although China succeeded in its economic reforms, it appears that rising income inequality is considered one of the main problems of the reforms. Importantly, income inequality and the urban - rural divide seriously impacts China's economic sustainability and order. This is because most of people living in the West or rural area are ethnic minority, especially in Tibet and Xinjiang. These two regions are sensitive areas for China's order because of their inclination of independence (Dabphet, 2015a).

In order to lessen problems the Chinese government has thus spent a large sum of money into the autonomous regions, especially in Xinjiang, an autonomous region of Muslim Uyghur. Fiscal benefits, welfare, and economic support have been provided into ethnic areas. Ethnic minorities also have cultural privileges. For instance, the state allows the use of local languages at schools as well as provides state budget in preserving ethnic culture and heritages (Lai, 2009). In Xinjiang, China's government provided privileges for the Uyghur. The region's economy was developed; ethnic people received tax exemption and reduction. The government's economic policies and support in Xinjiang led to the high growth of Xinjiang's GDP since 2003 (Shan & Cheng, 2009).

However, the level of economic development and income in Xinjiang and Tibet as a whole are lower than the Chinese average (Lewis, 2013). Moreover, the Han investors in Xinjiang gained higher in benefits than ethnic people. The Han businessmen enjoy monopolies in Xinjiang, while ethnic minorities share a small number of benefits. Han Chinese are business owners, while minorities are employees. Income gaps between the Han and Uyghur in the region thus occur and become larger. The modern industries also weakened traditional Uyghur handcraft industries and trade (Shan & Cheng, 2009). These factors expands the minority's dissatisfaction.

The central research question in this paper, thus, is how and why income inequality in China effects both socio-economic and politic issues though economic reforms designed to end ethnic unrest. This study seeks to explain causes of problems and solutions to fight economic inequality of Chinese government.

LITERATURE AND THEORY

A. Economic growth and income inequality

There is a number of literature on economic growth and income inequality. One of the leading study on this issue is the hypothesis of Simon Kuznets (1955). According to a Kuznets curve graphs, an economic development and market first increase and later decrease economic inequality. It is called an inverted Ushaped relationship between income inequality and economic development. The Kuznets curve suggests that the increasing of economic growth brings about more equality. In pre-industrial societies, almost everybody is equally poor. Therefore, inequality is low. When a society moves from agricultural to industrial sectors, average income is higher and the society becomes richer. The gap between urban and rural reduces, old-age pensions, and other social transfers lower inequality. So the Kuznets curve resembles an upside-down U (Milanovic, 2011).

Branko Milanovic, a lead economist in the World Bank research group, has several studies with perspectives on inequality. Milanovic (2013) presents an overview of calculations of global inequality, recently and over the long term, and outlines the main controversies and political and philosophical implications of the findings. It focuses in particular on the winners and losers of the most recent episode of globalization, from 1988 to 2008. It suggests that the period has witnessed the first decline in inequality between world citizens since the Industrial Revolution. However, the decline can be sustained only if countries' mean incomes continue to converge (as they have been doing during the past ten years) and if internal (within-country) inequalities, which are already high, are kept in check. Mean-income convergence would also reduce the huge 'citizenship premium' that is enjoyed today by the citizens of rich countries.

A literature investigates the empirical characteristics of income inequality in China over the period 1980-2013 is Cevik and Correa-Caro (2015). This work focuses on the redistributive contribution of fiscal policy and find evidence supporting the hypothesis of a Kuznets curve—an inverted Ushaped relationship

between income inequality and economic development in China and the panel of BRIC+ countries. In the case of China, the results indicate that the fiscal policy in China and taxation have opposing effects on income inequality. The study finds that government spending is a statistically significant factor with a worsening effect on the distribution of household income. Government spending in China is low and dominated by infrastructure investment and public administration.

B. Ethnic minority issue

In view of China's ethnic minority issue, the Xinjiang Uyghur and Tibet Autonomous Regions is two main empirical case studies. The two regions have a history of separatism and opposition to Chinese government. They have a strong feeling of independence (Lai, 2009). Tibet have called for independence or at least for autonomy, while Muslim Uyghurs has been encouraged by radical Islam, Turkic nationalism, and independence of Turkmenistan in Central Asia after the fall of the Soviet Union (Dabphet, 2015a). The Chinese state has examined and attempted to resolve the activism in the two regions. Economic development in the regions, especially in Xinjiang has been promoted. The state's expectation is to improve people's standard of living, to increase average income in the areas, and to improve accessing to basic services of ethnic minorities.

Dincer and Wang (2011) examines the effects of ethnic diversity on economic growth in China. Based on provincial data from 1982 to 2007, the study finds a negative relationship between ethnic diversity and economic growth across Chinese provinces. The high level of ethnic diversity in inland China is an important factor of economic inequality. Ethnic diversity lessens institutional quality and raises corruption. The members of an ethnic group tend to have a sense of ethnocentrism by favoring their group members over nonmembers. Also, ethnic diversity decreases social capital and trust. They proposes that if China is able to exploit the benefits of having a number of different ethnic groups and becomes an economically successful melting pot such as the US, and if democracy is going to be a policy choice during the process, the Chinese state may be able to resolve the problems concerning ethnicity and economic inequality.

Koch (2006) develops a new model of peripheral nationalism which may account for modern separatism in the Xinjiang and Tibet regions, despite their economic advancement. This model uses local elite affiliation, national identity and economic engagement features to produce the main argument of this work: "China's Western autonomous regions will continue to manifest a strong tendency toward separatist nationalism due to weak local elite affiliation with the Chinese central state, strong national identities, and non-engagement by locals in the economic policies and development of their respective regions". Moreover, this separatism has had and will continue to have considerable international implications for the Chinese state.

DISCUSSION

After China's implementing reform and opening up policies in 1978, a large number of program and campaigns had been performed. The responsibility systems was firstly introduced to reform agricultural and industrial sectors. Provincial governments were allowed to operate on free market principles and enterprises. Individuals were encouraged to produce agricultural and household industrial products to sell in local markets. A real capital market was then introduced and promoted to encourage private sectors to invest in fields of agriculture and industry. The government also reformed civil and commercial laws, employment law, as well as financial services and market acts to support trade and investment. The first four Special Economic Zones (SEZ) were instituted in 1979, that is, Shenzhen, Zhuhai, Shantou, and Xiamen to attract more overseas investment to China, to boost exports, and to import high technology products into China. Since 1980s, coastal cities and areas along the Yangtze River and inland areas, border cities, all the capital cities of inland provinces

and autonomous regions have been continuously opened to the outside world. However, primary areas of economic development in the first two decades were Eastern coastal cities (Dabphet, 2015b).

Thus, China's economy in coastal area rapidly grew. Overseas investment and international trade were main factors of high growth rates. During 1983 - 1985 saw a big wave of foreign investment into China and the beginning to develop of non-state enterprises. In 1979 - 1991, the co-operation between Chinese and foreign investors covered 40,000 projects (Fairbank, 1992). In 1992, Chinese economy recovered after Deng Xiaoping confirmed the government's support of reforms, and foreign direct investment flowed into coastal areas. In the early 1990s, China's GDP had increased sharply.

In 1990s, income inequality between Eastern coastal and Western inland region rose in China. According to the data, China's income inequality began when the reforms and opening up policies was launched in the first few years. However, the former Chinese leader, Deng Xiaoping, who introduced the reforms said that "We permit some people and some regions to become prosperous first, for the purpose of achieving common prosperity faster" (Wu, 2014). Because of the government's reform policies focusing on coastal development, financial support and state subsidies in ethnic minorities' areas were thus reduced. This impacted fiscal shortage and the decrease of economic growth in these areas. Income gap is thus too high. During 2002 - 2007 saw the high gap of income. The income of the poor are rising, while the rich are getting richer and faster. The income ratio of the country's richest and the poorest, according to the World Bank, increased from 19 : 1 in 2002 to 25 : 1 in 2007 (Sicula, 2013).

It also caused a wide GDP gap between ethnic regions and the nation (Dabphet, 2015b). GDP per Capita of ethnic minority regions in 1995, 2000, and 2006 were 3,055, 4,451 and 10,554 Yuan, respectively, while the national GDP in the same years were 4,828, 7,828, and 16,042 Yuan, severally (Lai, 2009). The more the gap grew, the more dissatisfaction increased. Xie and Zhou (2014) indicates that China's income inequality has increasingly risen in the last three decades or since the big wave of the reform policy in 1990s. The gap became a very high level around 2010. They emphasize that the rapid growth in income inequality mainly comes from government development policies that focused mainly on the development of urban areas over rural areas and "favor coastal, more developed regions over inland, less developed regions." They therefore propose that Chinese government should have policies to diminish rural-urban and regional imbalances.

China's ethnic policy is delivering economic development and well-being to ethnic minorities to reduce ethnic's tendency of separation. The government had therefore provided budgets to develop ethnic regions, presuming that it might be established the political loyalty of ethnicity (Tibetans and Uyghurs) to China (Koch, 2006), mentioned above. Xinjiang's GDP growth had thus increased because of the government's high investment in the region. The state also encouraged and supported the Han investors to invest and start businesses in Xinjiang. However, China's government failed to bring socio-economic equality to ethnicities. Although Xinjiang's GDP growth rate was high, its economic growth led to the income gaps between the Han and Uyghur in the region. This is because the Han investors gained higher in benefits than ethnic minorities. The modern industries also weakened traditional Uyghur handcraft industries and trade (Shan & Cheng, 2009). This factor expands the minority's dissatisfaction.

Moreover, the state policy of cultural assimilation increased conflicts in Xinjiang. Since the 1980s, Han and Uyghur economic migrants have moved to Northern Xinjiang because of the government's promoting economic development in Northern Xinjiang. From 1950s to 1970s, a large number of Han people migrated to Xinjiang counting around 92% and the rest, 8%, were Hui people. Since then 90 % of population in Northern Xinjiang were the Han, while the majority of the Uyghur live in undeveloped Southern Xinjiang (Guo & Guo, 2007). Also, the *hukou* system, the system of household registration, prevents labors' moving because of social

services tied to residency permits. Migrant workers without residency permits are not accessed to services and social welfare (Marshall, 2013). This system was a concern that obstructed the migration of ethnic people to economic zones (Gardner, 2010). The different development between Northern and Southern Xinjiang has been followed by an income inequality between the Han and Uyghur. Therefore, it can be concluded that the imbalance of economy and income between Han and Uyghur people as well as Chinese ethnical policy of cultural assimilation rise the dissatisfaction of ethnic minorities in Xinjiang.

After the riots in Xinjiang and Tibet in 2008 and 2009, the Chinese government then improved public relations strategy and ethnic policies. In term of economy, the government implemented fiscal budgets to Western regions aiming to reduce economic inequalities between Western and Eastern China, and to develop ethnic regions. However, scholars suggest that Chinese state needs to adjust ethnic policies to diminish and destroy the resentment of ethnic minorities concerning economic inequalities and cultural difference. Establishing income equality is the main obligation. Unemployed and lower income workers must to be supported to provide basic needs and to improve standard of living of ethnic minorities. Welfare such as medical and educational services and housing must increase and enough for everyone. (Shan & Cheng, 2009 and Lai, 2009). Furthermore, cultural reforms are required to stop ethnic's discontent and to live peacefully between Han and minorities in the regions.

The present Chinese government has well realized problems dealing with income inequality between urban -rural areas in all China as well as between Han and ethnic people in ethnic minority regions. The previous and present governments have worked to establish economic sustainability in China, to reduce income inequality and poverty in rural areas, as well as to provide three main welfares to all citizens, that is, health care, education, and housing (Dabphet, 2015b). This plan is later called the New Normal which has become a main policy of China's government in 2013. It aims to urbanize and industrialize rural and Western regions. The GO-West Policy is a state strategy in China's 12th Five-Years Plan (2011 - 2015). In this plan, three main priorities are sustainable growth, industrial upgrading, and the support of domestic consumption.

METHODS

This study used social and economic approach to history for research design, including: collecting and arranging information, analyzing collected materials and relations between different types of information, as well as using descriptive analysis to express research result. Data used in this research include previous studies, articles, and economic data. The importance of this research is to examine effects of income inequality in China concerning socio-economic and political issue, and to explore solutions of China's government to reduce economic imbalance.

RESULTS

The paper investigates causes and effects of income inequality in China, with a particular focus on the redistributive contribution of fiscal policy and reformed plans of China. In view of data constraints, the Chinese state has recognized impacts from its development, especially the imbalance of income in rural and urban regions. Rising income inequality is regarded one of the effects of the reforms. The inequality also caused socio and political conflicts in the ethnic areas. Riots in Xinjiang and Tibet in the late 2000s affected mainly from their sense of being independence. However, income inequality and their discontent on the state's cultural conciliation were also essential causes. Thus, national strategies were set to lessen income inequality and to improve culturally the relationship between Han and ethnic people in ethnic regions. In order to reduce economic inequality, state fund and private investment were distributed to rural Western China. Social services and welfare were improved to develop people's standard of living. Schools and Universities were established

and scholarships were bestowed to ethnic people as higher education increase employability and their opportunity.

Moreover, various economic projects have been set, such as, establishing a special economic zone called Liangjiang Economic Zone in Chongqing, Sichuan province which is the first national inland economic development zone. This zone is aimed to be economic and industrial zones and to drive the development of central and Western China. Also, Liangjiang New Area is planned to be transport connections from China to Central Asia and Eastern Europe in China's one Belt, One Road, economic and cultural plan of the present Chinese president, Xi Jinping.

These solutions aim to reduce economic inequality in urban and rural China, to build economic sustainability, and to improve the well-being of minorities. The present government has paid attention to resolve both economic gap and to provide satisfaction to minorities, aiming to suppress the ideas of separatism and opposition to the Chinese state.

CONCLUSION AND FUTURE WORK

This paper has been primarily dealt with asking how and why income imbalance in Western rural and Coastal urban China impacts socio-economic and political issues in China. Also, it explored why economic reforms provided in hinterland regions, especially in Xinjiang Uygur autonomous region caused the discontent of ethnicity. In giving answers to these questions, socio-economic and cultural approaches to history has been applied. Three elements are dealt with the answers, the state reform policy, the state ethnic policy, and national identity of minorities. The data has shown that the state provided budgets to improve standard of living in autonomous regions and encouraged Han investors to conduct businesses in the regions. These led to the development of ethnic regions. However, the state socio-economic policies has created both winners and losers within Chinese people. Urban population are the winners, while rural people, especially in western China are the losers because of the state's policy of reforming eastern coastal areas. Although the state supported the development of private industrial and service sector in the West, mainly in Xinjiang, those who gained more benefits were Han Chinese. These led to highly unequal incomes among urban and rural areas and between Han and ethnicity in autonomous regions. Although local economic development aimed to repress political displeasure of minorities, the result was that minorities shared less benefits from economic growth in its regions. Income inequality led to separatist movements of ethnic minorities in Xinjiang and Tibet.

In conclusion, the achievement of China's economic development promoted China to become a modern and middle income country. It is the second largest economy in the world today and is one of the leading countries. However, this achievement has been accompanied by rising income disparity in China. The solutions conducting by the government is to reconstruct its economic plans aiming to sustain economic growth and to provide equal opportunities to every segment of the society (Cevik and Correa-Caro, 2015). Future works may consider more on the results of economic reconstruction of the current Chinese government.

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SCHEDULING OF CONCURRENT CONSTRUCTION PROJECTS IN CROWDED URBAN AREAS

Yaghob Gholipour

*Engineering optimization group, School of civil engineering
College of engineering, University of Tehran*

ABSTRACT

This research investigates the supply policy and procurement of shared resources of concurrent construction projects. This could be oriented to the problems of holding construction companies who involve simultaneously in several projects and they have to supply limited resources to them as well as prevent any delay. Limits on transportation vehicles and storage facilities for potential construction materials and also the available resources (such as cash or manpower) are some of the examples which affect considerably on management of all projects over all. The research includes investigation of some real multi-storey buildings during their implementation periods and surveying the history of the activities. It is shown that the common resource demand variation curve of the projects may be expanded or displaced to achieve an optimum distribution scheme. Of course, it may cause some delay to some projects, but it has minimum influence on whole execution period of all projects and its influence on procurement cost of the projects is considerable. These observations on investigation of some multi-storey building will be presented.

Keywords: Concurrent Project Scheduling, Multi- Project Scheduling, Resources Sharing, Resource Procurement

1. INTRODUCTION

In construction industry, most of owners and contractors have usually large ongoing construction portfolios rather than one-off construction projects. Although, every project has its own resources requirements but the type and quantity of resources vary considerably during the projects implementation. In addition, some market incertitude increase the projects delay risk. Nevertheless, general project management literature is heavily biased towards the single project paradigm, with little written on the multi-project environment [1,4]. A single project paradigm does not accurately reflect the reality of many construction clients. Multi-projects have tended to be treated as monolithic projects (Reedy, 1983), even though unique problems, particularly regarding their management, have been identified by several authors [2,3]. In brief, there are enough differences between multi-projects and traditional projects to question the applicability of straight project management approaches.

The management of multi-projects is not simply an aggregate of single project efforts and as such requires unique approaches, techniques and tools. Use of common resources provides usually important constraints on the individual planning of these kinds of projects. Some of these limitations are: storage capacity, transportation, specialized and non-specialized manpower and even cash resources. The main target of this research is to minimize the overall cost of these resources for a group of projects without any delay on a whole.

Although, use of common storage and transportation system may provide some delays or modifications to the individual project planning, but it leads to great saving in material delivery cost [5]. When the projects are planned concurrently, some cases are met at which the demand for special resource is increased where at other periods the demand is at its lowest. Non-uniformity in demand distribution causes some difficulty in supply of resources. It is possible to bring the resources consumption to a proper level by suitable

distribution of demand within whole duration of the projects. This investigation shows considerable reduction in volume of the necessary resources and total projects' expenditure.

2. PROBLEM DESCRIPTION

Nowadays, the competition in construction industry is usually very strict and serious. Therefore, a methodology for optimal use of resources and for maximum reduction of any risk damages and delays could affect considerably projects delivery with competence. A construction project compounds of several activities each one requiring various kinds of resources and services during its execution. Ordinarily, the projects are scheduled using some software as like as MSF, PRIMAVERA, etc. which are based on activities precedence in essence. The activities of each project are distributed during a particular periods and each one demands some particular resources including construction materials and equipment. Although the quantity and quality of these resources are determined in advance but there is usually some flexibility to displace the activities leading to change in the periods of resource demands. Besides, the quantity and quality of some resources might be inconsistent to market delivery.

Encountering the resource restraints leads to some repeated modification and software performance improvement to consider the resource restrictions of single project. But, there are several reasons to merge the management of some projects in a higher level while each project has always its own management. Some of these reasons are as following:

- (a) The quantity of required resources is not economically feasible at some time intervals.
- (b) The quality of some services and resources delivery is not accessible with enough satisfaction.
- (c) The market uncertainty and inflation affect considerably on the resource and service delivery of the projects as a whole.
- (d) Resource and service delivery for the projects in busy urban areas oblige some storage and transport facilities which add some supplementary constraints to be attended.

Transport and storage capacity are some examples of very expensive and severe constraints that affect considerably on whole cost of construction portfolios. These constraints could be more restrictive for the projects undertaken in the busy areas of grand cities. In one side the demand of these kinds of resources is very different during the execution of each project and in the other side, the supply possibilities has usually unpredictable. The market based restraints also provide essential and harmful effects on project delivery. On-time material delivery for all the projects' activities requires a plan of procurement consistent to all the projects' scheduling. Because of the difference on peak time of material needs and uncertainty of market response to instant delivery, some storage capacity is required and it obliges some prediction and material reservation. This will be more important when market shows irregular infatuation and the initial prediction of costs is being violated. Predicted and unpredicted traffic obstacles provide additional needs to resource storage. This research investigates the cost and delay sensitivity of projects portfolios delivery in respect to the shared and unshared storage and transportation capacity that has important influence on multi-project delivery in holding construction companies.

The projects portfolios describes a collective group of construction projects carried out under the sponsorship and/or management of a particular organization, with no inference to the manner in which they are organized or managed. In general, it focuses on the benefits or strategic aims of an organization; provides common purpose between projects; involves a number of projects run within groups, and exhibit some form of interaction between projects. In fact, it is a framework for grouping existing projects or defining new projects, and for focusing all the activities required to achieve a set of major benefits. These projects are managed in a coordinated way, either to achieve a common goal, or to extract benefits which would otherwise not be realized if they were managed independently.

3. METHODOLOGY

A general literature review was undertaken to establish previous researches, identify definitions, terminology and general construction trends. The scarcity of resources on the subject within construction-related disciplines dictated that literature from other disciplines formed the major proportion of the review.

In this study, we investigated the actual project scheduling and management planning of three multi-storey buildings executed in some busy areas of Tehran. All these buildings had a unique owner but each one had its own project manager and subcontractor. These projects were scheduled using the MSP software and modified successively during the project implementation. Although, each project had its own special problems in resource procurement, but there were some common problems that could be resolved or delighted by the initiative proposed in this study. This research concentrates on the resources whose delivery is affected considerably by transport obstacles or the resources for which some storage facilities could provide sufficient ease on the resource procurement. Looking for these kinds of resource leads some deep study on the quality and quantity of resources used by each activity including the appropriate using time intervals.

In fact, at the beginning, each project was analyzed and scheduled ordinarily and independently using the MSF software. Independent planning of the projects provided initial guess of resource demand and their delivery deadlines. These schedules were modified several times during the project execution to coincide the actual resource availabilities. The procedure could be summarized at the following steps:

Step1

Schedule separately all the projects under consideration using an ordinary technique as like as MSP or PRIMAVERA software. The activities on the critical lines and also the slack times of other activities for all the projects could be determined clearly.

Step2

Define a time interval and divide the maximum expected period of the project execution. Estimate the resource demand for each activity of all the projects in different time intervals.

Step3

Evaluate the influence of different resource scarcity on the delivery of every project. (Sensitivity Analysis)

Step4

Recognize the most vulnerable resources and classify them based on the market stability, feasible resource quantity, transport obstacles, etc.

Step5

Investigate the procurement possibilities of required resources and distinguish the most influenced ones by the transport and storage facilities.

Step6

Estimate the quantity selected resources with enough precision accompanied by time intervals of their demands. It will serve as initial guess for global resource demand. In fact, the decision variables may be the quantity of selected resources during the corresponding intervals.

Step7

Estimate the upper and lower bound on selected resources corresponding to the different time intervals using the scheduling diagrams of the concurrent projects. These bounds serve as technological constraints used in the optimization program.

Step8

The capacity of the storages and transport facilities, in centralized management, could introduce other constraints to be defined and formulated in respect to the decision variables.

Step9

Estimation and formulation of the direct and indirect cost of the storage and transport related to the resources provide objective function in the optimization program. All the mentioned cost refers to life cycle cost that includes all the related operational and capital costs.

Step10

Use the appropriate optimization program to find the decision variables at a cost total minimal.

Considering the quantity of resource allocation to each projects at each time intervals as decision variables, the sensitivity analysis provides approximation to formulate the objective function that could be some kind of simulated life cycle cost. Forever, the technological and behavioural constraint could be estimated satisfactorily. Required transport and storage capacity in different intervals could be formulated as functions of the decision variables. The details of this formulation were described in (Sarkar 2004, Sarkar and Gholipour, 2003).

However, the optimization program applied to this problem provides the quantity of the selected resources for each project in each interval. Therefore, the total demand of each resource at each interval would be realized. Thus, the procurement plan for resource delivery to the centralized storage and transport facilities are well recognized against lack of any resource deficiency for the projects. In addition to huge save for total resource delivery at any interval, it provides any challenge and competence for centralized procurement of resources which usually forgive considerable benefits.

4. SAMPLE PROJECTS

Three real multi-storey buildings were investigated. They are selected based on the following criteria to improve the clearance observations and justification of the comparison at most:

- a) The selected projects are some real cases under construction in the same period to provide similar social and economical conditions.
- b) The selected projects use similar kinds of materials and equipment and also use similar construction technology.
- c) All the cases are located in high populated business area.
- d) The distance between the cases' sites are sufficiently far to present the transport effects.

Some other criteria also are considered which are described in (Sarkar,2004, Sarkar and Gholipour,2003)

Case one:

As the first sample a private five-storey residential building with steel structure was investigated. It was built in a populated area of Tehran. It included more than 195 activities which were classified to five groups of activities. The project was scheduled for 315 days. Owing to some unpredicted conditions the last schedule extended to a period of 387 days (Sarkar M. and Gholipour Y. 2003). The resource including; machinery, materials, cash, and human resource, actually used during the project implementation were estimated. It can be used in the multi- project planning thereafter. This kind of estimation guarantees the reliability of the comparison sufficiently.

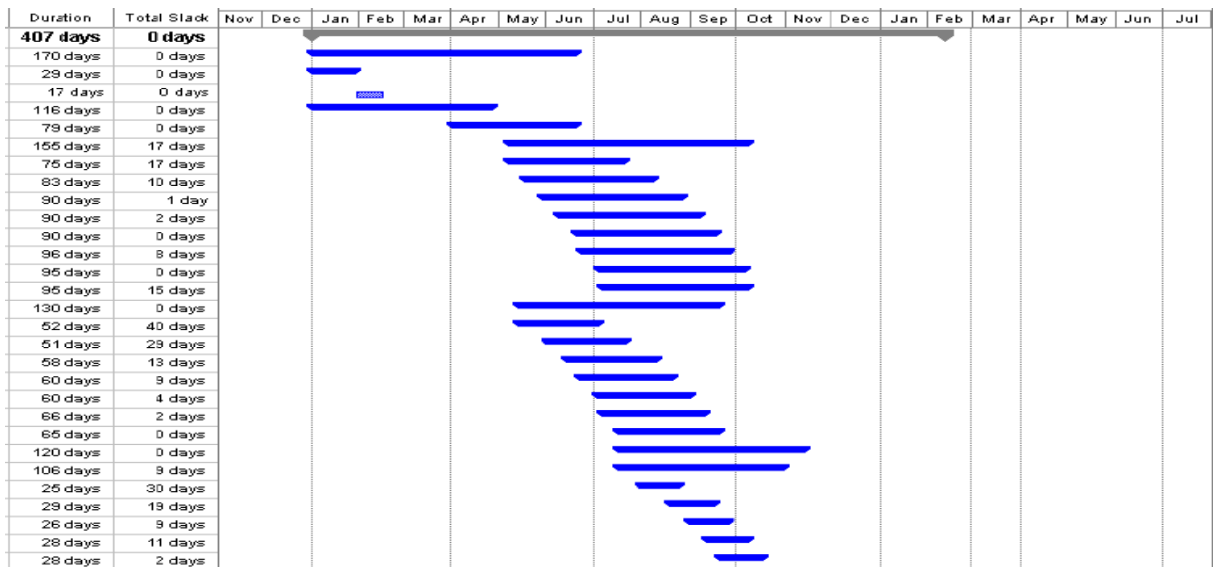
Figure 1: Schedule of case (1)



Case two:

The second project is a seven storeys residential building belonging to the same owner and constructed in another populated area of the city. This building with more than 7000 square meter area, had a steel structure with composite floors. As like as the previous project all activities and required resources of this project were realized and classified carefully.

Figure 2: Schedule of case (2)

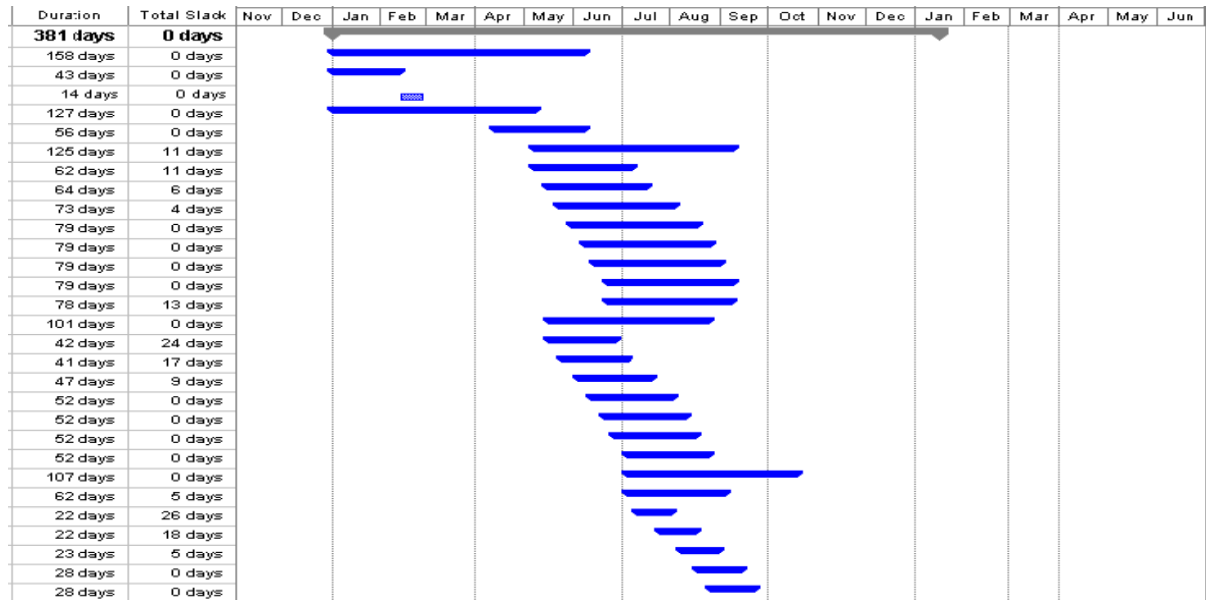


Case three:

The third project under investigation is a 17-storey residential building constructed in a different populated area of Tehran. It compounds of further activities. The construction period of this project was longer than the

else. It belongs to the same owner too. The quantities of all resources used for each unit volume of the activities were estimated consistent to reality.

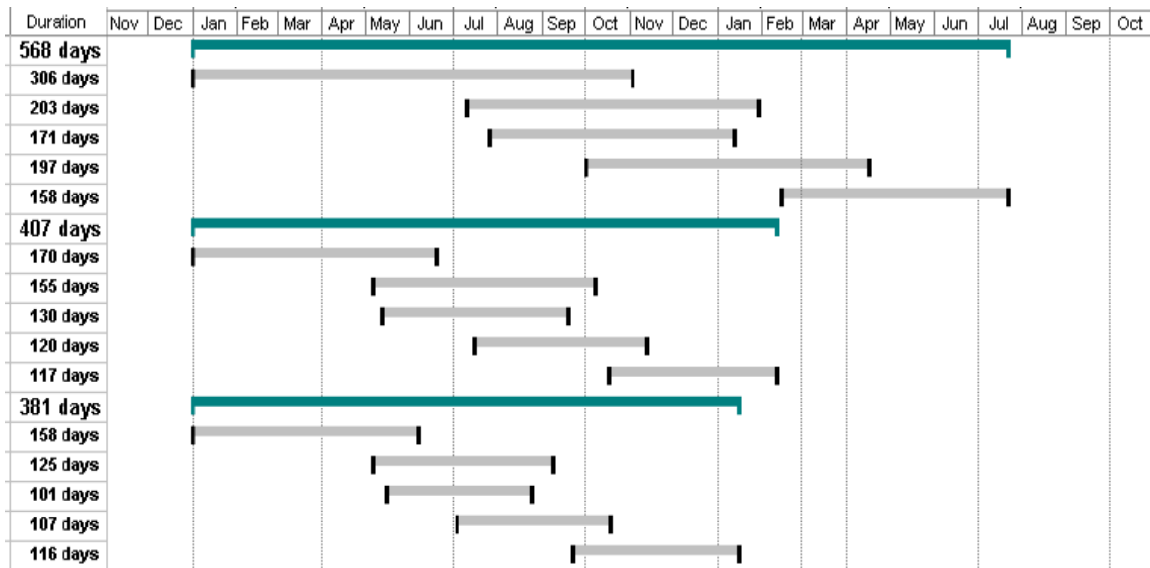
Figure 3: Schedule of case (3)



5. INVESTIGATION AND DISCUSSION

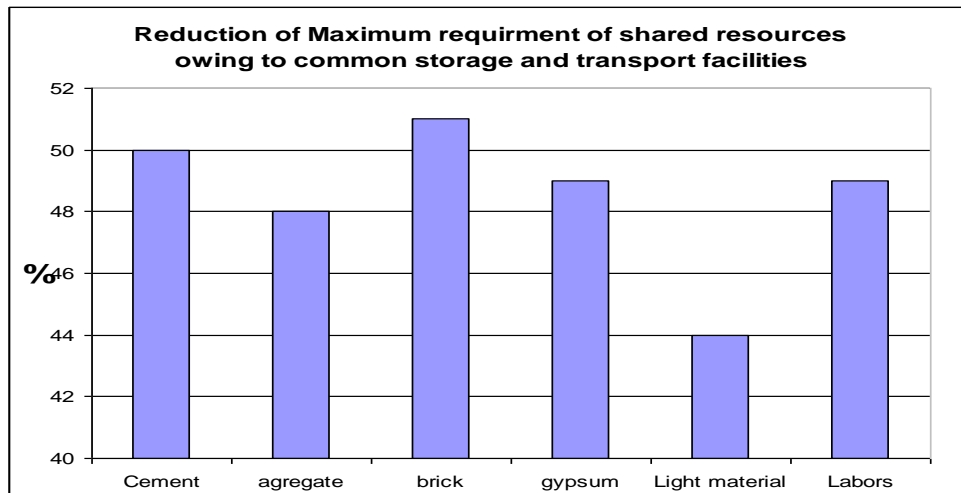
In this research we used the data from three constructed project for a real justification of the methodology. We use the scheduling plan of the projects developed before project beginning. Although, the rate of resource usage by the activities of the three projects differ slightly, but they provide reasonable estimation of resource needs successfully used for multi-project procurement planning. A systematic careful investigation of the schedules and resources demands of the three projects permit composition of demands at different time sections concluding the global demands of resources. At this stage it will be possible to estimate the upper and lower bound of the quantity of these resources at each section. In fact, these bounds play the role of constraints in an optimal program looking for the optimal procurement plan. Considering the storage and transport capacity and cost at different time section provides the other constraints and also the objective function of this optimization problem. Application of the methodology presented at this article provides a global plan of management for all the projects that could be seen in figure 4.

Figure 2: Concluded schedule of the three projects



Use of this methodology presents considerable save for global planning of three projects. This investigation shows that only five resources have considerable effect on the life cycle cost. The following figure shows that only a few number of resources are affected considerably by centralized storage and transport facilities. Therefore, it does not need to involve all resources in the centralized procurement. Investigation of the resources needs at different periods of the project execution shows considerable decrease in whole resource needs. It could be seen in figure 5.

Figure 3: Decrease on resources demands after application of multi-project procurement



. CONCLUSION

This procedure provides the required quantity of the selected resources to every project with satisfaction. Also, the total demand of all important resources at each time interval would be known for whole of projects under super management of the holding company. Consequently, the procurement plan for resource delivery to the centralized storage and the required transport facilities could be designed clearly.

This model provides great challenge and competence for procurement of resources in addition to huge save on the whole resource delivery at any interval, and also considerable benefits on whole multi-project delivery. Owner and contractors can use the procedure of multi-project procurement to satisfy project activities requests with delay minimal. In fact, centralized management of the storage and transport facilities, even at small size, provide grand opportunity to prevent any deficiency on project delivery.

Although this procedure has focused on storage and transport affected resources, but it could be applied to other kinds of resources as like as cash request or skilled and unskilled labors requirement.

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THE ANALYSIS OF PARTICIPATION IN ADULT EDUCATION ACTIVITIES IN TAIWAN

Ai-Tzu Li, Li-Chun Chen, & Ming-Lieh Wu

National Chung Cheng University, 168, University Road, San-Hsing, Ming-Shion, Taiwan

Email: irisli1102@gmail.com

ABSTRACT

The aim of the study was to explore the adults' participation in formal, non-formal and informal learning activities in Taiwan. To accomplish the aim, "Secondary Data Analysis" was used in the study based on the data collected by the Ministry of Education in 2008. The study tried to understand the participation rate, and compare the difference in different socio-demographic variables, including gender, generation, social status and urban-rural living area, as well as the relationship between formal and informal learning activities.

The conclusion of this study were as the followings,

1. The adult education participation rate was 29.1% in 2008. The informal learning, such as reading informative books and magazines, watching television programs and listening to the radio took around 7.46 hours per week in average. For those who participating in informal learning more than 11 hours per week in average, the more hours they participated in informal learning, the lower rates they participated in formal and non-formal learning activities.
2. Participation in formal and non-formal learning activities varied by different Socio-demographic groups. The participation rate of female was 32.5%, while the rate of male was 25.7%; the rate of generation x was 35.2%, which was the highest among other generations; the rate of participation in metro area was 34.5% which was highest than in other area; the rate of upper class in society was 58.7%, which was the highest class as well.
3. Participation in informal learning activities varied by different Socio-demographic groups. The average hours of reading informative books and magazines, watching the television programs and listening to the radio by the late-life generation was lower than the generation y, the generation x and the baby boomers. The adults who lived in metro area, urban industrial and commercial area listening to the radio was more than those who lived in the elderly-remote towns. The adults who lived in metro area and urban industrial and commercial area participating in informal learning, including reading informative books and magazines, watching the television programs and listening to the radio, the average hour was longer than adults who lived in new town, traditional industrial town, lower development of township and elderly-remote towns. The average hours of upper class participated in informal learning, including reading informative books and magazines, watching the television programs and listening to the radio was longer than the middle classes and the lower classes in society.
4. The odds ratio of participation of upper class in the late-life generation was longer than middle class in the generation x and the baby boomers. The average hour of male living in metro area participating in informal

learning was the highest among other areas. The male from baby boomers participated in informal learning more than other generations and groups. The average hours of learning through informal activities- informative magazines, radio, TV programs, of the male lived in downtown were longer than both males and females from other areas.

Keyword: adult learning · formal and non-formal learning · informal learning · Socio-demographic background