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Highlights

- The Impact of Transparency
- Farm Tourism in Camarines Sur
- Impact of COVID-19 Pandemic
- Destination Management Companies

Discovering Thoughts, Inventing Future

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The Impact of Transparency, Resources, Good Governance and Professionalism on Successful Operations of Destination Management Companies (DMCs)

By L. K. M. A. Vithanage & D. A. S. Perera
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Abstract- The tourism industry has generated substantial revenue and provided numerous employment opportunities, especially in hospitality, transportation, and service sectors. Within this context, Destination Management Companies (DMCs) play a crucial role by managing travel arrangements, including accommodation, tours, transportation, and local services, in coordination with various stakeholders like hotels, tour operators, and local guides.

DMCs also face several operational challenges that affect their success which include a lack of thorough market research, financial instability, poor customer support, and an over-dependence on seasonal tourism as per litreture. Given these challenges, understanding the key factors that contribute to the success of DMCs is critical for improving their performance and ensuring their long-term viability. This study aims to identify and analyze the factors that influence the success of DMCs in Sri Lanka, providing insights that can help these companies navigate the complexities of the tourism industry.

Keywords: good governance, professionalism, resource managment, transparency, operational success, Sri Lanka, sustainable tourism, service quality, destination management companies.

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The Impact of Transparency, Resources, Good Governance and Professionalism on Successful Operations of Destination Management Companies (DMCs)

L. K. M. A. Vithanage [α] & D. A. S. Perera [σ]

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The research employed a deductive approach, analyzing data from 150 Sri Lankan DMCs executive staff. A survey was used for data collection, and convenience sampling was applied to select respondents since the sample frame was readily avaialbe. Statistical technique of regression analysis were utilized to test the relationship between the identified factors and the success of DMCs. The findings revealed that transparency, governance, resource management, and professionalism are significant to the success of DMCs. Transparency was found to be the most significant factor (β=.343) building trust among clients and stakeholders that affects the succesfull operations of DMCs. Effective resource management was the second most significant (β=.257) that affects the sucess of DMCs, while good governance ensures that DMCs comply with industry regulations and standards, while professionalism is essential for maintaining high service quality, leading sucess of DMCs.

The study provided managerial recommendations that DMCs must innovate and adapt to meet the changing demands of tourists. The research highlights maintaining transparency and good governance practices help DMCs mitigate risks and ensure compliance with industry standards, while professionalism is crucial for delivering consistent, high-quality services. Resource management enables DMCs to offer competitive packages that meet the expectations of a diverse and dynamic market. This research filled the knowledge and emperical research gap in the Sri Lankan context with recommendations to prioritizing transparency, good governance, professionalism, and resource management, to improve DMCs of long-term business success and contribute to the sustainable growth of Sri Lanka's tourism industry.

Keywords: good governance, professionalism, resource managment, transparency, operational success, Sri Lanka, sustainable tourism, service quality, destination management companies.

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I. Introduction

In the 20th and 21st centuries, the tourism sector has changed dramatically as a result of globalization, rising disposable income, and advancements in technology. The promotion and coordination of international tourism initiatives was greatly aided by organizations such as the UNWTO. The development of social media and the internet has completely changed the way people plan trips, making it simpler for them to look up and contrast different kinds of lodging, flights, and activities. Tourism is a major driver of the country's economy, supporting sectors such as hospitality, transportation, and entertainment while also creating jobs and revenue. Nevertheless, the industry faces difficulties like overcrowding, environmental concerns, and environmental impact. Sustainable tourism practices, which emphasize lessening environmental effect and encouraging responsible travel, have gained popularity as a response to these problems (Ranasinghe et al., 2021).

Destination management companies (DMCs) are a key player in the global tourism industry, relying on transparency, resources, good governance, and professionalism for their operational success (Sheehan et al., 2016). Transparency involves openness, honesty, and accountability, which is crucial for maintaining trust with customers, suppliers, and other stakeholders. It involves clear communication, accurate pricing, and disclosure of relevant information, fostering positive relationships and enabling effective decision-making (Parris et al., 2016). Resources are essential for DMCs, including financial, human, and technical resources. Financial resources are needed for marketing, infrastructure, and service quality, while human resources, including skilled staff and knowledgeable tour guides, contribute to exceptional customer experiences. Technological resources, such as reservation systems and online platforms, improve operational efficiency and customer convenience (Holzmayer, & Schmidt, 2020). DMCs offer individualized experiences tailored to travelers' needs and preferences globally because they possess extensive knowledge and expertise about a particular destination. They serve as a link between tourists and the regional travel sector, guaranteeing that they have access to the greatest experiences, amenities, and attractions.

There studies that have been conducted related to tourism industry in Sri Lanka and (Ediriweera, 2011; Chandralal, 2010; Kadyl, 2021) regarding SMEs and destination management systems and impact on commiuniry developement and overall operations of DMCs. However, there are limited studies that have been conduced regarding the success of business operations in DMCs in Sri Lanka. To fill this gap, empirical research in the Sri Lankan context is crucial and further to fill the knowledge gap in the factors that would be most significant for sustainable operations in DMCs in Sri Lanka. Considering the above, this research offer valuable insights and practical recommendations for DMCs to improve their operations and increase their chances of success.The research answers the research question on What are the factors determining the successful operation of Destination Management Companies (DMCs) in Sri Lanka?

II. Literature Review

By definition, destination management is "the integrated process of managing any of the three types of tourism (urban, resort, and rural), "(Negrușa & Coroș (2016). Pavlovć (2015) stated, the tourist value chain has seen significant and unpredictable changes, particularly in the distribution of tourism goods and services. These developments have resulted in a high level of activity and have caused arriving travel agents to take on a new role. Additionally, this has led to the rise of destination management corporations (DMC). DMC, or destination management companies, are travel firms that focus on a broader variety of activities inside certain locations. Pavlović (2015) also stated, a destination management company (DMC) acts as a mediator between a network of local travel service providers and travel agencies, facilitating the resale of these services to travellers.

Martins et al. (2021) mentioned, the administration of tourist destinations is a highly significant responsibility that falls within the purview of organizations that specialize in destination management. These organizations rely heavily on destination management systems as an essential component of their technology infrastructure. In terms of the elements that contribute to the implementation of destination management systems, this study highlights the significance of the various partnerships that are established by the private sector within the destination, the benefits that are a direct result of governance, and the participation of partners in the operations of destination management organizations. According to Aurélien & Herinandrianina (2014), when it comes to the factors that contribute to the success of these systems, this study emphasizes the significance of a phased implementation, the fact that having a large number of functionalities within the system is detrimental to success, and the significance of having a revenue model that is capable of supporting both financial and operating costs.

Baker et al. (1996) described effective destination management organizations (DMOs) as having the following characteristics: a long-term vision of destination development; the ability to clearly designate responsibilities to stakeholders and to develop appropriate operational structures; and a decision-making process that is both transparent and responsible, involving all stakeholders. Al Balushi (2021) mentioned, within the realm of transparency research, the primary focus has been on outward openness, whereas internal transparency has received very less attention. In particular, there is a dearth of empirical study on the connection between internal transparency and the overall resilience of an organisation). According to the results, more internal transparency improves the capacity to accumulate, identify, and exchange information, which in turn leads to improved preparation in the face of bad situations (Volgger & Pechlaner, 2014).

Khalifa (2020) mentioned, organizations and businesses in the tourism sector, like those in other sectors, frequently encounter challenges in developing their e-business strategy due to inadequate evaluation of the influence of technological advancements in applied information and communication technologies. This issue frequently arises due to the limited size of these organizations and businesses, which are typically small or mediumsized enterprises. Belias et al. (2017) stated, in Greece, the tourist sector has seen a recent movement towards providing high-quality services, notably competitive customer service that ranks quite well on a worldwide scale. There are many problems about whether the strategies being implemented, or the absence of particular strategies, meet the high service requirements of tourist organizations and contribute to the general growth of the tourism industry in Greece. Explores the potential for developing a method to transfer technical advancements to small and medium-sized firms in the tourist industry, impacting the sustainability of their e-business systems and the development of their effective business strategies. A deep comprehension of the need to develop superior human resource management techniques is crucial for a thorough tourism strategy planning.

Joppe et al. (2014) mentioned, good governance, as defined by Law no. 28 (1999), refers to the administration of government that adheres to the fundamental principles of good governance. Government Regulation Number 101 of 2000 offers a comprehensive explanation of good governance, which encompasses the development and implementation of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, and adherence to the rule of law, all of which are deemed acceptable by society (Aprilizar & Madjid, 2023). The assessment of good governance, as defined by Law no. 32 of 2004, includes the concepts of legal clarity, orderly administration of the state, public interest, transparency, proportionality, professionalism, accountability, and effectiveness. Good governance has gained prominence in public sector management in recent years, primarily because of its crucial role in the health community (Teare et al., 2013). Governance, including comprehensive strategic methodologies for the administration of rural tourism, participatory planning, long-term plans, and enhanced coordination at the national level, also fosters the conditions for innovation in rural tourism (Aprilizar & Madjid, 2023).

James (2005) stated, the study's results suggest that professional event organizations are only partly performing their designated duty. As discussed in the literature review, professional associations serve three main purposes; they allow networking between members to assist with business and personal growth in a professional context; they act as a conduit between members and the community more broadly; and finally, they play an important role in monitoring compliance. This research is based on the understanding that the global tourist industry's performance will eventually rely on the professionalism of its workers (Dickson & Arcodia, 2010). Although there is a widespread agreement on the advantages of increased professiona-lism, and the importance of education in driving the process of professionalization is unquestionable, providing continuous education for owner/managers of micro/ small firms poses challenges (Volgger & Pechlaner, 2014).

a) Theoretical Background

According to a resource-based approach, the resources and competencies that are distinctive to a business are regarded very important in explaining its competitive performance. Resources refer to the concrete and abstract assets that a company use to choose and execute its plans (Taher, 2012). Companies are not seen as uniform when it comes to these resources, and this diversity of resources is believed to explain the differences in performance across companies. The resource-based perspective aims to comprehend the underlying reasons for organizations' expansion and diversification. The hypothesis originated mostly from Taher's (2012) research, where she identified untapped management resources as the main catalyst for development. Freeman et al. (2021) acknowledged that the internal management resources of a corporation play a dual role as both catalysts and constraints on the organization's ability to grow. The resource-based approach emphasizes the significance of company-specific resources, which are resources that retain value within the specialized markets of the organisation and are difficult for other enterprises to imitate. As to the resource-based view (RBV) of the business, a company may achieve better performance compared to other organizations by effectively integrating its technological, human, and other resources (Freeman et al., 2021).

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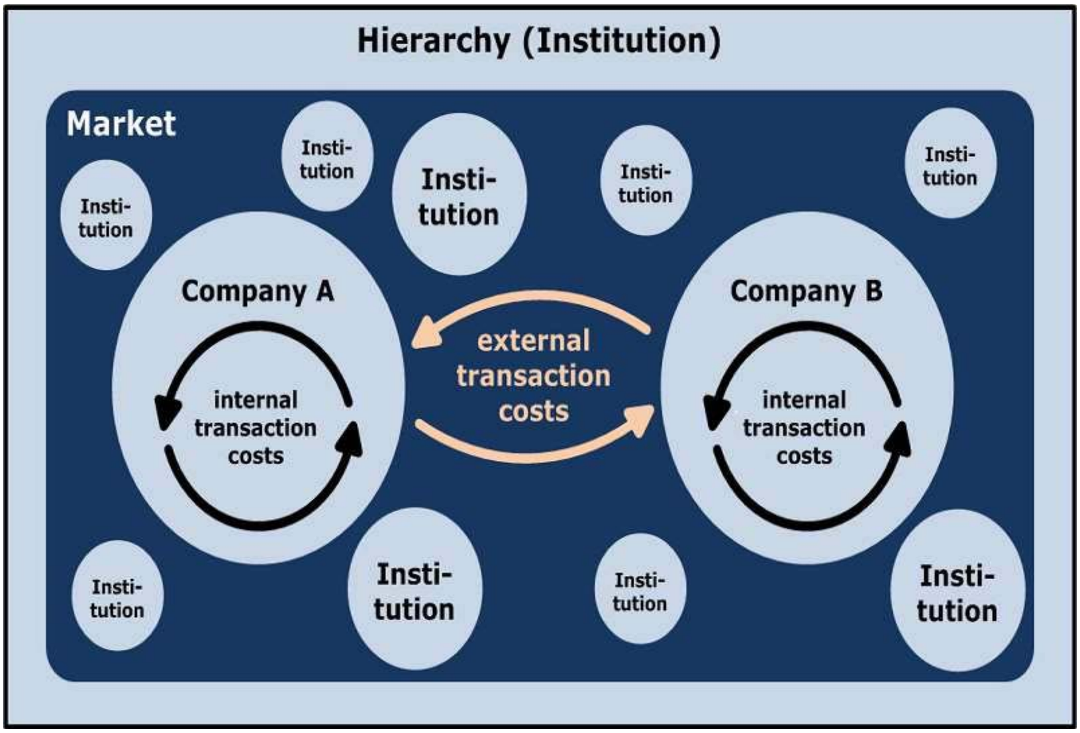
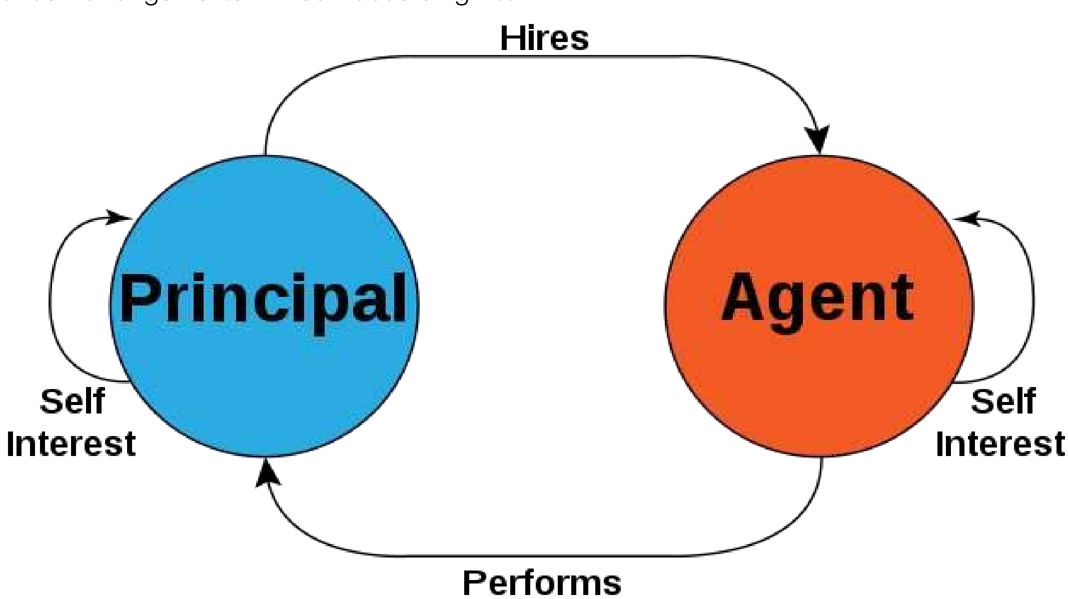


Source: Rindfleisch (2020)

Figure 2.1: Transaction Cost Theory

According to Rindfleisch (2020), transaction cost theory, developed by Williamson in 1991, seeks to determine the circumstances under which operations are conducted in the market vs inside the corporation, with a particular emphasis on establishing clear boundaries. Transaction cost theory accurately forecasts the circumstances in which hierarchies, markets, or hybrids (such as coalitions) would be used as governance arrangements. Also according to Rindfleisch (2020), he saw transactions as the movement of commodities or services between different systems, and contended that when the costs associated with these transactions were significant, it was more suitable to handle them inside a hierarchical structure. In contrast, when transaction costs were minimal, purchasing the item or service on the market was the favored choice (Cuypers et al., 2021).

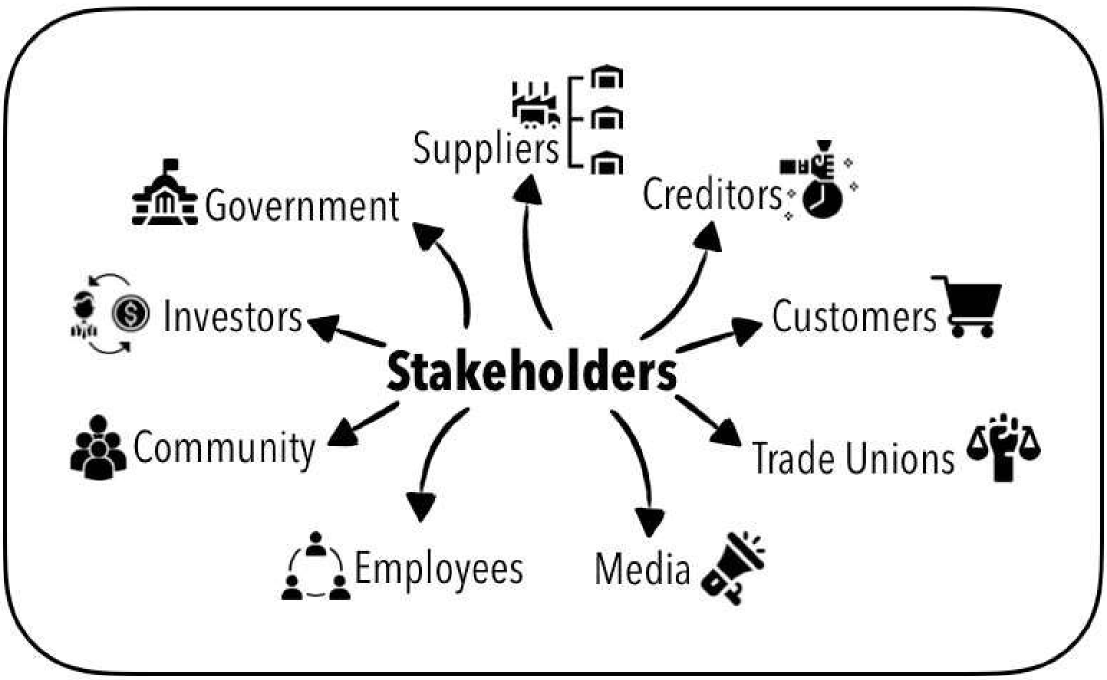


Source: Panda and Leepsa (2017)

Figure 2.2: Agency Theory

Panda and Leepsa (2017) stated, Agency theory is a paradigm that is used to describe and address challenges in the interaction between corporate owners and their agents. Typically, this relationship refers to the connection between shareholders, who act as principals, and corporate executives, who act as agents. Principals depend on agents to carry out specific transactions, leading to a divergence in agreement over priorities and approaches. The principal-agent dilemma refers to the divergence in priorities and interests between agents and principals. The process of reconciling divergent expectations is referred to as "mitigating agency loss." Performance-based pay is a method used to establish equilibrium between a principal and an agency (Bendickson et al., 2016).

Dynamic capabilities refer to a company's capacity to effectively combine, develop, and adapt both internal and external resources and competencies in order to navigate and influence quickly evolving business landscapes (Teece, 2014). The objective is to produce atypical profits. Dynamic capabilities may be based on specific change routines, such as product development following a predetermined path, and analysis of investment decisions. However, they are mostly derived from innovative management and entrepreneurial endeavors, such as venturing into unexplored areas.



Source: Freeman et al. (2020)

Figure 2.3: Stakeholder Theory Diagram

Freeman et al. (2020) stated, stakeholder theory is an ideology of capitalism that emphasizes the interdependent connections between a corporation and its customers, suppliers, workers, investors, communities, and other individuals or groups that have a vested interest in the organisation. The philosophy posits that a company ought to generate profit for all stakeholders, rather than only prioritizing shareholders. This idea has emerged as a crucial factor in the examination of corporate ethics and has played a pivotal role in facilitating more investigation and advancement in the scholarly work of several experts, including those shown on this website.

Freeman et al. (2020) mentioned, since the 1980s, the theory's importance has significantly increased, with researchers worldwide persistently challenging the sustainability of prioritizing shareholders' income as the primary purpose of business. Stakeholder Theory directly opposes the 'mono approach' proposed by Friedman by asserting that organizations have a responsibility towards several stakeholders, with shareholders being only one of them (Freeman et al., 2020). The stakeholder theory has broad applicability and may be effectively used in several important domains, including project management, strategic management, and corporate ethics. It is closely related to CSR (Corporate Social Responsibility) and, thus, sustainability as well. Consequently, the only reliance on profit as the sole measure of corporate performance is inadequate, since value creation extends beyond monetary considerations.

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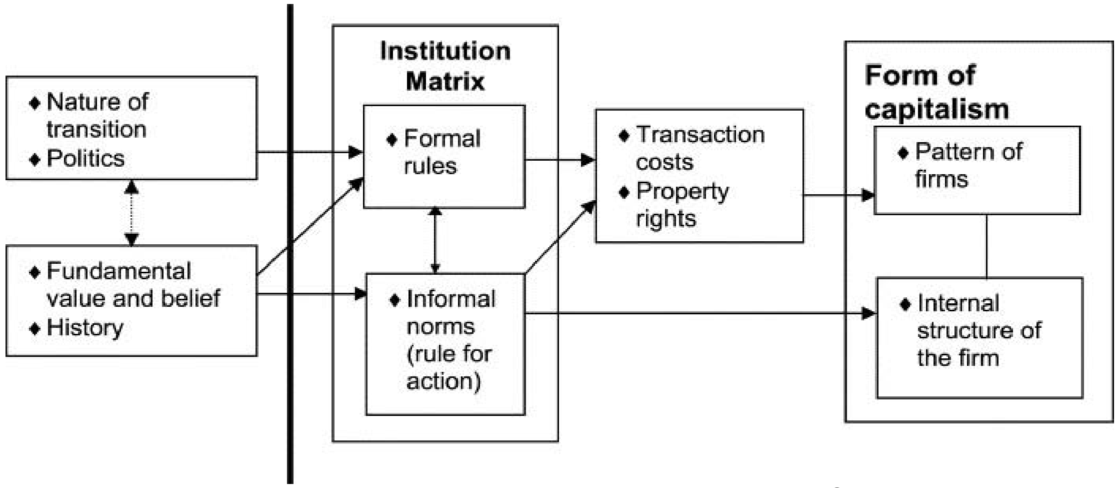

Source: Hanna et al. (2023)

Figure 2.4: Institutional Theory

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Willmott (2015) stated, institutional theory is a significant viewpoint in current studies on organizations. This field spans a wide range of theoretical and empirical research that is united by a similar focus on cultural interpretations and collective expectations. Institutional theory is often used to explain the process by which formal organizational structures, such as written rules, standard practices, and novel forms of organisation, are adopted and disseminated. Willmott (2015) also stated, the institutional theory of organizations places institutions at the center of the examination of organizations' structure and behavior. Organizations may be seen as local manifestations of broader institutions. Institutions, which refer to commonly accepted ideas, regulations, and conventions, have a significant influence on the development and dissemination of organizational structures, design characteristics, and operational methods. Adhering to established rules and regulations is seen as a way to acquire credibility, reduce ambiguity, and enhance understanding of an organization's actions and operations (Tina Dacin, 2002). The increasing prominence of institutional considerations in organizational analysis stems from a frustration with theories that prioritize efficiency as the key driver of organizational behavior. Organizations do not function alone or in isolation. They are required to manage a wide range of external factors, including cultural disparities, legal obligations, customs, and norms. Additionally, they must address the needs and expectations of many stakeholders, like as suppliers, consumers, regulatory bodies, non-governmental organizations (NGOs), and trade unions (Tina Dacin, 2002).

b) Literature Gap

This research addresses the literature gap in Destination Management Companies (DMCs) in Sri Lanka by focusing on the factors determining their success. There is a lack of research on the unique challenges and opportunities faced by DMCs in Sri Lanka and how these factors impact their success. The selected independent variables of transparency, resources, good governance, and professionalism have not been extensively studied in relation to DMCs. This suggests a need for further research to understand how these factors influence the successful operation of DMCs globally and in the Sri Lankan context. The research aims to contribute to the existing body of knowledge on DMCs by providing insights into the factors determining their success, specifically in Sri Lanka, and to shed light on the importance of transparency, resources, good governance, and professionalism in the successful operation of DMCs.

III. Methods

The study aligns with the positivism research philosophy due to its objective observation, quantitative data collection, and cause-and-effect relationships. Quantitative data collected through questionnaires to quantify the factors affecting the success of DMCs for this study. The Dedeuctive approach of research was applied to establish causal relationships between variables, to investigate and test hypotheses to determine causal relationships. Four hypothesis derived as shown in the figure 3.1 conceptual framework of this study. Generalizability of research allows the application of findings to other destinations or industries, thus aligning with the positive goal of producing generalizable knowledge.

The framework, based on a literature review, serves as a theoretical foundation for the investigation and understanding of the relationships between variables. The independent variables, Transparency, Resources, Good Governance, and Professionalism, were chosen based on a comprehensive review of relevant literature and theoretical frameworks. Figure 3.1 depcits the conceptual frameowork of the study follwoed by the hypothesis.

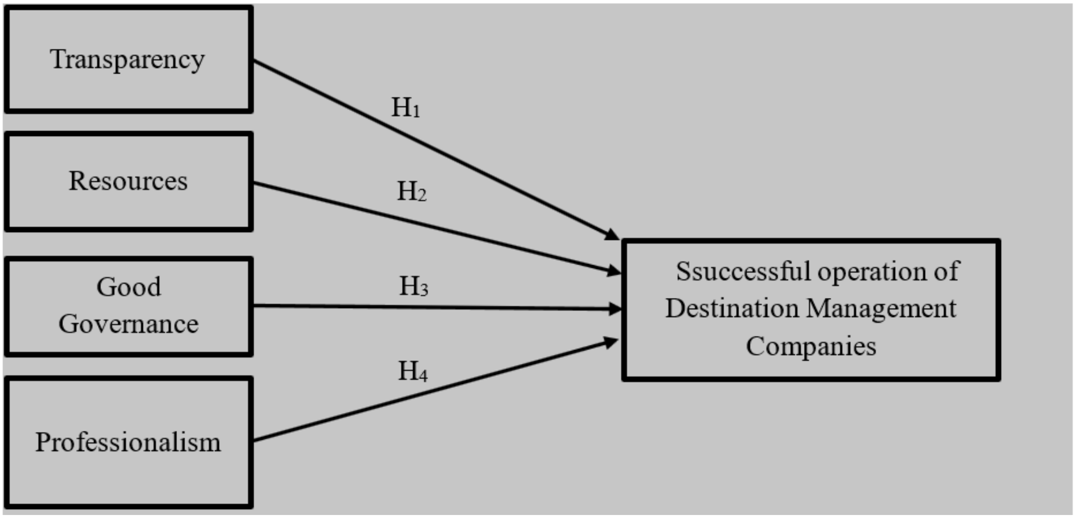

Figure 3.1: Conceptual Framework

Hypotheses

H1– There is an impact of Transparency on the successful operation of destination management companies.

H2– There is an impact of Resources on the successful operation of destination management companies.

H3– There is an impact of governance on the successful operation of destination management companies.

H4– There is an impact of Professionalism on the successful operation of destination management companies.

The table 3.1 presents the operationalization of the variables that derived the hypothesis. It outlines how each variable is defined, observed, and measured. It provides the respective dimensions of the variable, the corresponding measurement scales and the sources where it was derived.

Table 3.1: Operationalization of the Variables

Variable	Indicators	Dimensions	Scale	Source
Independent variables	Transparency	Openness Honesty Accountability	5-point Likert Scale	Parris et al. (2016)
	Resource	Financial Human Technical resources	5-point Likert Scale	Holzmayer and Schmidt (2020)
	Good governance	Regulations Ethical standards	5-point Likert Scale	Arulrajah (2016)
	Professionalism	Competence, Expertise Ethical behavior	5-point Likert Scale	Sarkum and Syamsuri (2021)
Dependent Variable	Successful operations	Customer satisfaction Lower employee turnover Finance performance Competitive advantages	5-point Likert Scale	Schaumann, (2004). Holm, and Breiter, (2017). Delaney, (2022).

Sampling

The sample population of the study was the Sri Lankan destination management companies (DMCs) executive staff members who manage administrative tasks. By 2021, there were more than 1,000 travel agencies and tour operators in Sri Lanka, according to the Sri Lanka Tourism Development Authority (SLTDA) that represents both formal and informal sector. Not all registered travel agencies, nevertheless, can concentrate only on DMC activities. To ensure diversity and variability, the sample size of this study represented the executive employees working in the administrative operations of DMCs and considering the statistical power a sample size of 120 executive level employees were taken in to consideration and convinience sampling technique was adapted due to no sample frame was available.

The framework provided a theoretical basis for the study, outlining key variables and their relationships. Operationalization defined how these variables would be measured as shown above in table 3.1. A questionnaire was created as a data collection instrument, consisting of two sections: one for demographic information and the other for study variables. Respondents were provided with a five-point Likert scale to indicate their level of agreement or disagreement with the statements. Data collection was conducted using online forms and paper questionnaire forms, with the online forms (google forms) allowing participants to complete the questionnaire electronically. Data analysis was conducted with the use of SPSS version 20 where the conbahc alpha reliability test was done to evaluate the realibility of the data collection instrument and the multiple regression analysis was conducted to test the hypothesis.

IV. Results

Using SPSS software, the researcher performed a methodical analysis of the data that had been gathered. In order to maintain the validity of the analysis and assure data quality and reliability, they assigned numerical codes to the responses and looked for missing values. Consequently, the researcher identified 2 responses that had missing values. Thus, the researcher eliminated those six sets of data. As a result, the sample size was reduced to 118. To find extreme or uncommon values in the data that could have a big impact on the analysis's findings, an outlier test was run. The data set was reduced from 118 to 114, reducing the outliers. Since many statistical techniques assume that the data follows a normal distribution, a normality test was performed to determine whether this was the case.

The Cronbach alpha reliability test is a statistical tool used to evaluate the internal consistency of a scale or questionnaire. It measures how closely related items are to one another and to the same underlying concept within a variable or construct. Greater values of the coefficient, which vary from 0 to 1, denote greater internal consistency.

Table 4.1: Cronbach Alpha Reliability Test

Variable	Number of items	Alpha Value
Transparency	04	0.848
Resources	04	0.812
Good Governance	04	0.768
Professionalism	04	0.795
Successful operation of DMCs	05	0.751

Source: Analysis results (2023)

Statistical tools like the KMO and Bartlett's tests are used to evaluate a sample's suitability for additional analysis like factor analysis and its adequacy. Table 4.2 depicts the KMO values and In the present study, all variables have KMO values greater than 0.6, indicating an acceptable sample adequacy. Bartlett's test also shows a significance value of 0.000 for all variables, indicating that the variables are related and can be used together to derive significant factors or constructs.

Table 4.2: KMO and Bartlett's Test

Variable	Number Items of	KMO Valu	Significance Value
Transparency	04	0.808	0.000
Resources	04	0.745	0.000
Good Governance	04	0.766	0.000
Professionalism	04	0.695	0.000
Successful operation of DMCs	05	0.696	0.000

As per the demographic analysis the study found that 52.6% of the total sample consisted of men, while 47.4% were female. The study reveals the age distribution among the participants: between 18 and 25 years old represent 18.4% of the participants. The largest age group was 26 to 35 years old, representing 56.1%. Age group was 36 to 45 years old, representing 13.2%. The oldest age group was 46 to 55 years old, representing 7.9%. These results provide insight into the demographics of DMC operators in Sri Lanka, allowing researchers to analyze potential differences or patterns between different age groups. The largest educational category was the higher national diploma, with representing 33.3%. Graduates represented 28.9% of the participants, while postgraduates represented 14.9%. This information helps researchers understand the educational background of DMC operators and analyze possible differences or patterns between different educational categories.

Multiple linear Regression analysis statistical method was used to examine the relationship between a dependent variable and one or more independent variables.

Table 4.3: Model Summary for the Impact of Multiple Regression Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin Watson
1	.856[a]	.733	.723	.26832	1.927

a. Predictors: (Constant), Transparency, Resources, Good Governance, Professionalism

b. Dependent Variable: Successful operation of DMCs

Source: Analysis results

The model summary of a multiple regression analysis provides an overview of the goodness of fit and overall performance of the regression model. As per table 4.3, with a coefficient of multiple correlation (R) of 0.856 indicating a strong positive relationship between the independent variables (transparency, resources, good governance, and professionalism) and the dependent variable (successful operation of DMCs). The coefficient of determination (R squared) is 0.733, indicating that approximately 73.3% of the variance in the successful operation of DMCs can be explained by the independent variables. The adjusted R square value is 0.723, providing a more conservative estimate of the proportion of variance explained by the independent variables. The standard error of the estimate is 0.26832, representing the average distance between the observed and predicted values. The Durbin-Watson statistic tests for the presence of autocorrelation, which is the relationship between the residuals, with a value around 2 indicating no autocorrelation. In this case, the DurbinWatson value is 1.927, suggesting no significant autocorrelation.

Table 4.4: ANOVA Table for the Multiple Regression Model

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.535	4	5.384	74.782	.000[b]
	Residual	7.847	109	.072		
	Total	29.383	113			

a. Dependent Variable: Successful operation of DMCs

b. Predictors: (Constant), Transparency, Resources, Good Governance, Professionalism

Source: Analysis results (2023)

The ANOVA table is a statistical tool used to analyze the variance of a regression model. As per table 4.4, The F value is 74.782. The level of significance (p-value) indicates the probability of obtaining the F value observed solely by chance. A small pvalue (typically less than 0.05) suggests that the regression model is statistically significant, indicating that it explains a significant amount of the variance in the dependent variable.

In this study, the regression model with the independent variables of transparency, resources, good governance and professionalism significantly explains a large proportion of the variance in the successful functioning of DMCs. The F value is large and the p value is less than 0.05 (0.000), indicating that the regression model is highly significant.

Table 4.5: Coefficients for the Multiple Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.652	.223		2.926	.004		
	Transparency	.295	.076	.343	3.873	.000	.313	3.197
	Resources	.242	.087	.257	2.792	.006	.288	3.468
	Governence	.207	.074	.192	2.790	.006	.519	1.926
	Professionalism	.176	.071	.182	2.495	.014	.459	2.181

a. Dependent Variable: Successful operation of DMCs

Source: Analysis results

The coefficient table is a statistical tool used to analyze the relationship between independent variables and dependent variables. Table 4.5 indicates that for the independent variables transparency, resources, good governance, and professionalism The constant term in the regression equation is 0.652, representing the predicted value of the dependent variable when all independent variables are zero.

According to the coefficient results the significance value is recorded less than 0.05 there is a significant impact of transparency on the successful operation of DMCs in Sri Lanka. Therefore, when one unit of transparency is increased 0.295 unites of successful operation of DMCs will be increased. Since the analysis identified a positive correlation between transparency and successful operation of DMCs and the positive influence of transparency on the successful operation of DMCs, the analysis accepted the first hypothesis of the study. This supports the findings of Al Balushi (2021) and Della Corte et al. (2017) that transparency has a positive influence on the successful operations of a business. Moreover, Al Kurdi et al. (2022) and Volgger and Pechlaner (2014) also suggested that transparency positively influences the business operation's success. Therefore, the findings of the current study related to the positive influence of transparency on the successful operations of DMCs in Sri Lanka support the existing literature.

Additionally, resources exhibit an unstandardized coefficient of 0.242, with a recorded significance value of 0.006. This concludes that resources have a major impact on the effective operation of DMCs in Sri Lanka because the significance value was less than 0.05. As a result, 0.242 units of DMCs will operate more successfully for every unit of resources that is increased. The analysis accepted the second hypothesis of the study a positive significant relationship between resources and the successful operation of DMCs. According to Khalifa (2020) and Belias et al. (2017), resources have a favorable impact on a company's ability to operate profitably. Additionally, it has been suggested by Miltchev and Neykova (2015) and Cohen and Olsen (2013) that resources have a positive impact on the success of business operations. As a result, the current study's findings regarding the beneficial impact of resources on the prosperous operations of DMCs in Sri Lanka are consistent with previous research.

Furthermore, good governance has an unstandardized coefficient of 0.207, the significance value is recorded as 0.006. Since the significance value is recorded less than 0.05 , there is a significant impact of good governance on the successful operation of DMCs in Sri Lanka. Therefore, when one unit of good governance is increased 0.207 unites of successful operation of DMCs will be increased. There is a positive singificant relationship between good governance and successful operation of DMCs and the third hypothesis of the study is accepted. Daryaei et al. (2012) and Joppe et al. (2014) stated that good governance has a positive influence on the success of a business. Therefore, the findings of the current study related to the positive influence of good governance on the successful operations of DMCs in Sri Lanka support the existing literature.

The results revealed that professionalism has an unstandardized coefficient of 0.176, with a recorded significance value of 0.014. Indicating that professionalism have a major impact on the effective operation of DMCs in Sri Lanka because the significance value was less than 0.05. As a result, 0.176 units of DMCs will operate more successfully for every unit of professionalism that is increased. The fourth hypothesis of the study is accpeted with a positive significant relationship between professionalism and the successful operation of DMCs. According to Hussey et al. (2010) and James (2005), professionalism has a favorable impact on a company's ability to operate profitably. As a result, the current study's findings regarding the positive impact of professionalism on the prosperous operations of DMCs in Sri Lanka are consistent with previous research.

V. Discussion

Based on the research findings, , the multiple regression analysis results indicated that all the independent variables (transparency, resources, good governance, and professionalism) had a positive influence on the dependent variable (successful operation of DMCs in Sri Lanka). This means that each of these factors individually contributes to the overall success of DMCs in Sri Lanka. The positive influence suggests that higher levels of transparency, resources, good governance, and professionalism are associated with a higher likelihood of successful operation of DMCs. Furthermore, the analysis indicates that transparency and resources are the most significant factors (B=.343 & B= .257) that has an impact on the succesfull operation of DMCs followed by governance and professionalism.

Therefore, based on the key finisngs the following recommendations are drawn to the the managers and policy makers of DMCs.

- Transparency is a crucial aspect of service-based businesses (DMCs) in Sri Lanka, as it builds trust and confidence among clients. By providing clear and accurate information about services, itineraries, and associated costs, DMCs can build trust and satisfaction, ultimately contributing to the success of their operations. To implement this recommendation, DMCs should provide clients with detailed brochures, websites, and maintain clear communication with them. This helps them make informed decisions and builds trust in the DMC's operations. Open pricing and fees should be disclosed, avoiding misunderstandings or surprises for clients. Ethical business practices should also be upheld, avoiding hidden fees, misrepresentation of services, or unethical practices that could damage the reputation of the DMC. Increased client satisfaction can result from transparent operations, as clients feel they are getting what they paid for, leading to positive reviews, repeat business, and referrals. Transparent operations also enhance a DMC's reputation, as word-of-mouth recommen-dations and positive online reviews can attract more clients and differentiate the DMC from competitors. Fostering open and honest communication between clients and DMCs can lead to better relationships, fostering customer loyalty and long-term success. Furtheremore, incorporating AI-driven personalization, blockchain transparency toolscan elevate the identified key success factors, particularly transparency and professionalism Internal and external audits must evaluate the practice of transparency in the operations of the DMCs.
- DMCs should allocate sufficient resources to effectively operate their businesses, in prioratized areas of investing in upgrading the technology, infrastructure, and skilled staff. This can enhance their ability to deliver high-quality services, meet client demands, and improve profitability. Implementing this recommendation involves investing in modern technology solutions such as reservation systems, online booking platforms, CRM software, and data analytics tools. Infrastructure development is crucial for DMCs, including office space, transportation vehicles, equipment, and facilities for various activities. Well-maintained and up-to-date infrastructure contributes to the overall quality and reliability of services provided by the DMC. Skilled staff recruitment and development are also essential, with opportunities for ongoing training and development to stay updated with industry trends. The importance of allocating sufficient resources cannot be overstated, as it is essential for delivering high-quality services, meeting client demands, and maintaining a competitive edge in the industry. Without sufficient resources, DMCs may struggle to provide a seamless and enjoyable experience for clients, negatively impacting their reputation and profitability. Potential outcomes of implementing this recommendation include improved service quality, enhanced operational efficiency, a competitive advantage, customer loyalty and referrals, increased market share, new business opportunities, and improved profitability. By allocating resources appropriately, DMCs can ensure a seamless and enjoyable experience for clients, leading to increased business growth and a strong reputation in the industry.
- Good governance is a critical aspect of the success of Direct Marketing Companies (DMCs). It involves establishing clear policies and procedures, promoting accountability and responsibility, and ensuring compliance with industry regulations. This not only enhances the reputation of DMCs but also fosters a culture of professionalism and efficiency. To implement good governance in DMC operations,

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DMCs should establish clear policies and procedures covering financial management, human resources, customer service, risk management, and ethical practices. These policies provide a framework for decision-making, ensure consistency, and promote transparency and accountability. They should also promote accountability among staff by clearly defining roles, setting performance targets, and implementing monitoring mechanisms. Compliance with industry regulations is essential for DMCs to stay updated with legal requirements, such as obtaining necessary licenses and permits, adhering to safety and security standards, and following guidelines related to environmental sustainability and cultural preservation. Compliance with regulations not only protects the DMC's reputation but also ensures the well-being of clients and the sustainability of the tourism industry. The potential outcomes of implementing good governance include enhanced reputation, improved operational efficiency, compliance and risk management, and ethical and responsible operations. A positive reputation can lead to increased business opportunities, customer loyalty, and positive word-of-mouth referrals. Clear policies and procedures can also help streamline operations, reduce risks, and minimize penalties, lawsuits, and reputational damage.

- DMCs should prioritize professionalism in all aspects of their operations, including maintaining high standards of service, interactions with clients and stakeholders, and continuous professional development for staff. Especially in the Sri Lankan context whether the operatoin is carried out in the formal or informal sector. By embracing professionalism, DMCs can differentiate themselves in the market, attract more clients, and increase profitability. To implement this recommendation, DMCs should establish and maintain high standards of service, ensuring prompt communication and providing accurate information to clients. This will build a reputation for professionalism and quality. Professional interactions with clients, suppliers, and stakeholders should be courteous and respectful, addressing inquiries and concerns promptly. Continuous professional development is essential for DMCs, as it helps them stay updated with industry trends, new technologies, and best practices. This can be achieved through training programs, workshops, and conferences, enabling staff to deliver high-quality services and demonstrate expertise to clients. A strong reputation attracts more clients, increases customer loyalty, and leads to positive word-of-mouth referrals. Satisfied clients are more likely to become repeat customers and ambassadors for the DMC, resulting in business growth and improved profitability.
- DMCs should adopt a culture of continuous improvement to adapt to changing customer needs and remain competitive in the rapidly changing industry. This involves actively seeking client feedback, staying updated on industry trends, conducting regular evaluations, and investing in staff training and development. Client feedback can be obtained through surveys, reviews, and direct communication. Industry trends and best practices can be identified through attending conferences, networking events, and market research. Regular evaluations of operations, services, and internal processes can identify inefficiencies, bottlenecks, and opportunities for streamlining processes or enhancing service delivery. Investing in staff training and development can enhance service quality and customer satisfaction. This can be achieved through training programs, workshops, and professional certifications. The potential outcomes of implementing this recommendation include enhanced service quality, adaptation to changing customer needs, innovation and differentiation, operational efficiency and cost savings, and business growth and sustainability. Enhanced service quality can lead to increased customer satisfaction, positive reviews, and repeat business. Adapting to changing customer needs allows DMCs to meet evolving client needs and maintain a competitive edge. Innovation and differentiation can attract new clients and open up new business opportunities. Operational efficiency and cost savings can be achieved by identifying and eliminating inefficiencies in operations. By continuously improving their operations, DMCs can position themselves for long-term growth and sustainability. Meeting customer expectations, staying ahead of market trends, and delivering highquality services contribute to a strong reputation, increased market share, and improved profitability.

The current study on the success of Destination Marketing Companies (DMCs) in Sri Lanka has limitations and suggests several recommendations for future research. These include larger and more diverse samples to increase the representativeness of the findings and provide a more comprehensive understanding of the factors influencing success across different industry segments. A longitudinal design could be adopted to track changes and trends in the factors determining success, providing deeper insights into the industry's evolution and identifying long-term patterns. Furthermore, comparative studies between DMCs in Sri Lanka and similar emerging destinations, or mixed-method studies that explore the client's perspective on these success factors would be recommended to be conducted by the future researchers.

VI. Conclusion

This research study aimed to identify the factors that determine the success of destination management companies (DMCs) in Sri Lanka. The study used a questionnaire validated using Cronbach's alpha reliability test and the KMO and Bartlett tests. The researcher collected 120 of data set and after screening 114 data set was use for final analysis. The demographic profile of the respondents was also analyzed. The Multiple regression analysis confirmed the positive influence of the independent variables on the dependent variable, providing a deeper understanding of their relative importance in achieving success in the Sri Lankan DMC industry. Recommendations to the policy makers, managers and future researchers were drawn based on the key findings of the study and conluding that transparency and resource allocation should be at at the top most priority in DMCs succeful business operations

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Assessment of the Impact of COVID-19 Pandemic on Tourism and Hospitality Sector: Evidence from the South Asian Countries

By Mohammed Ziauddin

Abstract- The aim of this study is to explore the overall effect of COVID-19 pandemic on tourism and hospitality industry of Bangladesh and India. This research utilized journals, historical records, newspaper articles, World Health Organization statistics, governmental data, and website materials on COVID-19 incidences in tourism. Secondary research was adopted in which secondary data were collected through a comprehensive literature review. The COVID-19 outbreak has significantly affected global travel and tourism. Bangladesh and India has also experienced an adverse impact on inbound and outbound tourism. International and domestic tourists have cancelled bookings in both country and outbound tourism activities have also been banned. Airlines have cancelled flights, while hotels are almost completely vacant, and as a result, supporting tourism agencies are facing huge economic losses and employment cuts in Bangladesh and India. The intensification of COVD-19 is predicted to cause a long-term adverse impact on tourism both in Bangladesh and India. The government of Bangladesh and India government has declared an incentive package for early economic recovery that is needed for businesses to survive the pandemic.

Keywords: COVID-19 pandemic, tourism and hospitality, bangladesh, india.

GJMBR-F Classification: DDC Code: 338.479172981 LCC Code: G155.C35

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I. Introduction

a) Background of the Study

The decade 2020 began with an alarming and unfortunate outbreak of a new pandemic, adding to the list of more than 30 novel diseases that the world has seen in the previous 30 years (Nkengasong, 2020). The new severe acute respiratory syndrome (SARS) outbreak was called the novel corona virus (COVID-19) this time.COVID-19 is a respiratory disease mainly caused by SARS-CoV-2(Severe Acute Respiratory Syndrome Corona virus 2) which was initially appeared in Wuhan, China at the end of 2019 (Berlin, Thomas, Le Faou, & Cornuz, 2020; Vardavas & Nikitara, 2020) and on March 11, 2020, and the World Health Organization (WHO) declared COVID-19 as a pandemic (Caponnetto et al., 2020). It is also known as corona virus which was coined on February 11, 2020 and belongs to the family of single stranded RNA viruses. Thus, some of this virus was responsible for the Severe Acute Respiratory Syndrome (SARS) in 2002 and Middle East Respiratory Syndrome (MERS) in 2012 (Alqahtani et al., 2020; Su et al., 2016). Particularly, the symptoms and clinical presentation (e.g. fever, fatigue, dry cough, myalgia, and dyspnea) of COVID-19 is related to SARS and MERS (Alqahtani et al., 2020; Wang et al., 2020). As of 25 March 2020, the total number of 459,419 confirmed cases of COVID-19 have been reported with 20,818 deaths around the world which represents a severe public health threat and risk to the health of the world population (Alqahtani et al., 2020; Grundy, Suddek, Filippidis, Majeed, & Coronini-Cronberg, 2020).

COVID-19 is transmitted mainly by small droplets from the nose or mouth that are ejected when a person with COVID-19 coughs, sneezes, or talks.COVID-19 continues to have an effect on many countries, with long-term impacts on labor-intensive industries like tourism and hospitality. Although tourism researchers and practitioners all over the world seem to be becoming more involved in evaluating destination vulnerabilities to pandemics like COVID-19, few have been able to get important information about tourism and COVID-19 from practitioners working in the area where the initial outbreak occurred (i.e. Wuhan and Hubei Province).Such data does not immediately lead to a theoretical understanding of destination sustainability or resilience, but it may help to underpin theory-building efforts in future studies while also offering practical background, lessons, and solutions for tourism and hospitality businesses dealing with COVID-19 and other pandemics (Knight, Xiong, Lan, & Gong, 2020).

b) Statement of the Problem

The world's economy was almost shut down overnight due to the Covid-19 pandemic (UNWTO, 2020). The pandemic has raised an enormous threat to the tourism and hospitality industry. Community lockdowns, social distancing, stay-at-home orders, travel and mobility limits, and other strategies to flatten the COVID-19 curve have resulted in the temporary closing of several tourism and hospitality businesses and a substantial decrease in demand for businesses that were permitted to continue to operate (Gursoy & Chi, 2020). Almost every restaurant was asked to restrict their business to take-out only. The government's travel

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restrictions and stay-at-home orders resulted in a dramatic drop in hotel occupancy and revenue. However, the reopening process has begun gradually, and authorities have begun to reduce restrictions, such as allowing dine-in restaurants to reopen at a reduced capacity while adhering to strict social distancing guidelines, and gradually removing restrictions on domestic and foreign travel (Gursoy & Chi, 2020).

The tourism and hospitality industry thrives on tourist trends, and policy makers make significant efforts to attract tourists in order to sustain the industry and increase the multiplier impact. However, due to the current situation, national and international travel restrictions remain in place. These travel bans, border closures, events cancellations, quarantine requirements and fear of spread; have placed extreme challenges on tourism and hospitality sectors of every country. Like other countries, tourism and hospitality industry of Bangladesh and India is going to look more shocking situation due to COVID-19 outbreak (Gössling, Scott, & Hall, 2020; Kaushal & Srivastava, 2021). On this note, this research is an endeavor to explore the overall impact of COVID-19 pandemic on the tourism and hospitality sector of the selected south Asian countries like Bangladesh and India.

c) *Purpose of the Study*

Tourism and hospitality is the most flourishing sector of any country that not only generates economic growth but also creates more employment opportunities and also opens up socio-economic and cultural development. We are living in the age of globalization which has benefited the global economy, foreign trade, and most significantly the tourism and hospitality industry. But unfortunately, COVID-19 pandemic eventually blocked the globalization process as well as paralyzes all potential ways of development where tourism and hospitality sector is the worst victim. Since the beginning of 2020, the whole world has been stopped due to this pandemic. Traveling from one country to another is strictly forbidden for national safety reasons. For this reason, almost all of the countries of the world are shut down and every domestic and international flight has been cancelled. Moreover, there is also restriction over the public transport around the country. So the result of this cancellation is directly impacting the tourism and hospitality sectors across the world. We observed that almost all of the hotels, motels and resorts are totally vacant in Bangladesh, and India. As Bangladesh and India became one of the worst victims of this situation, this present study aims to measure the overall effect of COVID-19 pandemic on the tourism and hospitality sector of these two particular countries.

d) *Objectives of the Study*

i. *General Objective*

The main objective of this study is to explore the overall impact of COVID-19 pandemic on tourism and hospitality industry of Bangladesh and India.

ii. *Specific Objectives*

To reach out the major objective, some specific objectives are framed as follows –

- To find out the impact of COVID-19 pandemic on tourism sector of Bangladesh and India.
- To explain the impact of COVID-19 pandemic on hotel sector of Bangladesh and India.
- To chalk out the impact of COVID-19 pandemic on employment sector under tourism and hospitality in Bangladesh and India.
- To identify the impact of COVID-19 pandemic on aviation industry of Bangladesh and India.
- To suggest some strategies and measures that will assist and overcome the problems in tourism and hospitality sectors.

e) *Research Questions*

The research questions, derived and backed-up from a preliminary literature review, as well as in coherence with the research model of this study, are listed as follows:

- How does COVID-19 pandemic affect the tourism and hospitality industry of Bangladesh and India?
- How does COVID-19 pandemic affect the employment sector of tourism and hospitality industry in Bangladesh and India?
- How does COVID-19 pandemic affect the travel and aviation sector of Bangladesh and India?
- What are the recovering strategies to reduce the damage done by COVID-19 pandemic in the tourism and hospitality industry of Bangladesh and India?

f) *Major Contributions of the Study*

The main objective of this study is to determine the impact of the COVID-19 outbreak on the tourism and hospitality industry of Bangladesh and India. Particularly, the research focuses on Bangladesh and India and determines the challenges they faced in tourism and hospitality sector. Moreover, this study also indicated the strategies to overcome those challenges in the short- and long-term while minimizing the global economic shocks due to the pandemic. Besides, the present study also concentrates of the impact of COVID-19 on the other main sub-services supporting tourism and hospitality sector like hotels, air travel, transport, and people related to this particular industry. So it is important for a country to protect people and maintain a healthy tourism industry. The governments should make strategies to protect the employees and staffs in the tourism and hospitality industry. Moreover, governments should offer financial relief with low-interest loans or grants.

Very little research has been conducted to explore the impact of COVID-19 on the global as well as for the Asian tourism and hospitality industry. So the main contribution of this study to the existing literature is adding new and most significant relationships with the COVID-19 pandemic and the tourism and hospitality sector of the Bangladesh and India which is the least discussed area in literature due to the less availability of data.

g) Conceptual Framework

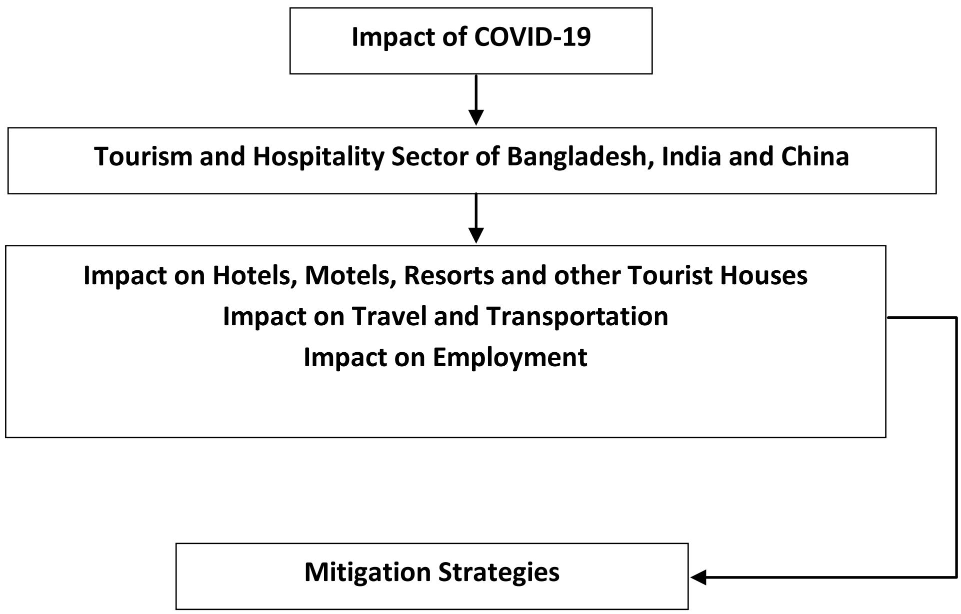

Figure 1: Conceptual Framework of the Study

h) Limitations of the Study

Given the major contributions of this study the researcher also points out a few limitations that could be addressed in future research.

- Due to time and resource constraints, the study addressed only three countries from the Asian continent. Inclusion of more countries and assess the impact of COVID-19 on their tourism and hospitality industry would enable the study to produce more generalizations.
- The study did not address other sub-service stakeholders (travel intermediaries, restaurants at destinations, locals at destinations, other accommodation providers, travel and hospitality students and even different levels of employees' etc.) viewpoint.
- This research is based on the secondary data source. The primary source of data would enable the data reliability and validity.

i) Outline of the Thesis

This thesis is organized into several chapters reflecting the importance and relevance of different concepts throughout the fulfillment of the objectives of this research study. Chapter one explores the study background, problem formulation, research questions, objectives, a framework, purpose, major contributions and limitations of the study. Chapter two presents a review of the literature. Chapter three illustrates methodology which covers all the relevant issues of the secondary research method to be followed in this study. Chapter four presents the results of the study. Chapter five elasticity's the discussion and key findings. To consolidate the answer of the objectives and research questions, this chapter synthesizes the overall findings, which follows the research implications for researchers and practitioners. Lastly, chapter six denotes the summery and further endorsement regarding such study.

II. Literature Review

a) Review of Literature

This section focuses on the empirical findings of the COVID-19 outbreak and its impact on the global tourism and hospitality industry. No doubt, due to the COVID-19 the tourism industry has been identified as of key economic sector that faced more challenges. The present study denotes that tourism and hospitality industry plays a vital role in the economic growth of any nation but COVID-19 put the barrier into it ultimately leading to risks in the economic growth of any nation.

So, the main argument of the present literature review has been developed in the following sections.

The contribution of tourism and hospitality in the global economy as well as in the world's GDP is very much significant (Naradda Gamage, Hewa Kuruppuge, & Haq, 2017). Basically, tourism is the temporary short-term movement of people to destination outside the place where they normally live and work. On the other hand, this tourism is mostly depending on the availability of the accommodation at the destination. This accommodation which is broadly known as hospitality is a core of the tourism industry, and plays a significant role in the development of this industry (Li, Naradda Gamage, Nedelea, & Haq, 2017). Eventually, the tourism and hospitality sector is a labor-intensive industry and creating the employment opportunity around the world. So we can say that tourism and hospitality sector belongs to the service sector of the economy and also provides benefits and creating opportunities for the people of around the world (Haq, Alotaish, Naradda Gamage, & Otamurodov, 2014; Naradda Gamage et al., 2017).

Particularly, main features of tourism and hospitality fall within specific attributes of a service product such as inseparability, heterogeneity, intangibility, and perish ability (Løke, Kovács, & Bacsi, 2018; Ventura-Dias, 2011). In the global economy, the contribution of tourism and hospitality sector is huge. So the betterment of this particular industry may positively influence economic growth. Numerous researchers have considered the considerable task of the tourism and hospitality industry in economic development (Gamage, Illangarathne, Kumudumali, & Nedelia, 2020). On the top of that, United Nations World Tourism Organization (UNWTO) considered tourism and hospitality sector is one of the driving forces for economic development as this sector is creating the highest foreign exchange, employment opportunities, and revenue for a country (Steiner, 2006).

The current COVID-19 pandemic negatively affected the economic development of almost all countries in the world which resulted in the biggest financial crisis in history. Due to the spread of COVID-19 pandemic all over the world, more advanced economies like the USA, UK, Japan, and Europe are also experiencing the downfall of their economies. On this note, UNWTO forecasts that trade activities may drop by 32 percent in the year of 2020. This poor economic performance is attributed to low demand, supply chain disturbances, travel restrictions, and the lockdown strategy, which are all preventative measures to prevent the COVID-19 pandemic from spreading further. Moreover, with the loss of economic activities The International Labor Organization (ILO) estimated the impact of the COVID-19 pandemic which will increase global unemployment between 5.3 million to 24.7 million (Ozili & Arun, 2020).

Among the other sector the tourism and hospitality sector is more likely to get influenced by the COVID-19 pandemic. The World Bank report showed that the global tourism sector accounts for more than 10 percent of the global GDP and 30 percent of the worlds' export services (Aguas et al., 2020). As many governments impose travel restrictions, travel bans, shutting down airports, and mass passenger cancellations, it is estimated that the tourism and hospitality industry will cost with a loss of over US$ 820 billion in revenue globally due to the COVID-19 pandemic (Ozili & Arun, 2020).

China was the first country around the world who have affected by the sudden outbreak of corona virus pandemic. Due to travel bans around the China, tourists have to cancel travel plans and hotel bookings, which has eventually affected the job and income security of tourism and hospitality related employees(Hao, Xiao, & Chon, 2020). Moreover, research found that COVID-19 pandemic significantly affects the Chinese tourism and hospitality industry. Basically, China earns huge profits with this particular industry but this current pandemic situation resulted in postponing most tourist visits to China which creates economic loss for China. Reports showed that foreign exchange earnings from foreign tourism in China were about $127.3 billion. This figure has got lowered as no individuals are traveling to China in this present time (Hoque, Shikha, Hasanat, Arif, & Hamid, 2020). Knight et al. (2020) conducted a study in Hubei Province of China and found that tourism and hospitality businesses throughout Hubei Province faced high levels of economic loss due to COVID-19outbreak, and majority respondents expressed the concerns of bankruptcy by May or June 2020. Moreover, they also estimated that international tours will not resume in the next 2 years. They also mention that their travel agency has not resumed work.

Likewise Hafsa (2020) conducted a study on the impacts of COVID-19 on tourism and hospitality industry in Bangladesh. Here the researcher showed that tourism and hospitality sector has an enormous contribution to the Bangladeshi economy. But due to the current pandemic situation the government imposed lockdown, and people have to maintain social distancing. For this reason, both domestic tourists and international tourists didn't travel around the country. As travel and tourism activities are remain closed, most of the company related to tourism, hospitality and travel are facing economic loss. Already small hotels, motels, restaurants, and travel agencies closed their businesses. As a result, thousands of people working in tourism and hospitality industry have started to become jobless. Similarly, Deb and Nafi (2020) conducted a study on the "Impact of COVID-19 Pandemic on Tourism: Perceptions from Bangladesh". They stated that the COVID-19 outbreak has significantly affected global travel and tourism. In this regards, Bangladesh has also experienced an adverse impact on tourism and hospitality sector. International and domestic tourists have cancelled all their bookings in Bangladesh. Moreover, airlines have cancelled their flights, while hotels are almost completely vacant. In this situation the tourism and hospitality industry of Bangladesh is facing enormous economic loss.

The tourism and hospitality industry of India is also affected by the COVID-19 pandemic. Study showed that the tourism and hospitality sector of India is accounted for 9.2 percent of India's GDP in 2018 and provided 2.67 crore jobs. It is found that due to the current pandemic, bookings for the entire year have decreased by 18-20 percent in 2020, while the average daily fare has come down by 12-14 percent. As corona virus is spreading overnight, the government of India imposed lockdown across the country which eventually broken the back of tourism and hospitality sector. This situation has created employment crisis in front of 38 million people associated with this sector. Notably, crores of people in India are directly or indirectly connected to the tourism and hospitality industry and they are in real crisis at the moment (Kaushal & Srivastava, 2021; A. Kumar, 2020). Besides, research also showed that India's tourism and hospitality industry now brings billions of dollars into the economy every year. Moreover, tourism and hospitality sector is one of the biggest and fastest-growing sectors in India. However, the recent corona virus outbreak causes much economic loss for the Indian tourism and hospitality sector. The Federation of Associations in Indian Tourism & Hospitality (FAITH) said that due to COVID-19 pandemic this sector is staring at a potential job loss of around 38 million, which is 70 percent of the total workforce (Jaipuria, Parida, & Ray, 2020; V. Kumar, 2020).

Koirala and Acharya (2020)conducted a study on the "Impact of Novel Corona Virus (COVID-19 or 2019-nCoV) on Nepalese Economy" and stated that due to current pandemic situation people working in tourism related industry are losing their job which has a negative impact on the socio-economic development of the country. Moreover, cancellation of tourist trips, hotels, declines in retail trade, and decline in remittance has an adverse effect to the economy of Nepal. Likewise, Bas and Sivaprasad (2020) conducted a study on "The Impact of the COVID-19 Pandemic Crisis on the Travel and Tourism Sector: UK Evidence". Here they showed that in the United Kingdom, the hospitality and tourism sector provide employment to 3.2 million people as well as produces £130 billion of economic activity and in terms of taxes, generates £39 billion in taxation for the government. Moreover, UNWTO predicts that due to the COVID-19 pandemic, 75 million jobs are at risk in the tourism and hospitality sector, a 20 percent to 30 percent expected drop in international tourist arrivals and the sustainability risk for 80 percent of small and medium-sized firms. To reduce the spreading of the corona virus the government shut down hotels, restaurants, cruise liners, gyms, sporting facilities, cinemas, amusement, and theme parks.

b) Research Gap

Notably, very few studies are available on the impact of COVID-19 pandemic on tourism and hospitality sector. On this note, the present literature is much needed to review the impact of COVID-19 on the tourism and hospitality industry, as tourism is one of the most significant sectors in both developing and developed economies around the world.

This present study tries to incorporate the overall impact of COVID-19 on tourism and hospitality sector of Bangladesh and India. Moreover, this study includes the literature based on world perspective. All these findings may help in further research.

III. Methodology

a) Research Design

In this present study the researcher adopted secondary research method. Secondary research includes research material published in research reports and similar documents. In this method the researcher analyzed and summarized the existing data to increase the overall effectiveness of research. The justification behind this method is that secondary research is much more cost-effective than primary research, as well as that data has more validity and reliability.

b) Study Setting

This present study was conducted in Bangladesh and India. As these two countries are one of the major tourist destination in south Asia, so the researcher purposefully selected the tourism and hospitality sector of Bangladesh and India.

i. *Major Tourists Places in Bangladesh and India*

Table 1: Major Tourists Places in Bangladesh and India

Tourists Places of Bangladesh	Tourists Places of India
Sundarbans	The Taj Mahal, Agra
Chittagong Hill Tracks	The Holy City of Varanasi
Srimagal	Harmandir Sahib: The Golden Temple of Amritsar
Rangamati	The Golden City: Jaisalmer
Paharpur	The Red Fort, New Delhi

Cox's Bazar	Jammu and Kashmir
Kuakata Sea Beach	Mecca Masjid, Hyderabad
Patenga Sea Beach	Amer Fort, Jaipur
Sajek Valley	The Beaches of Goa
Nijhum Island	Periyar National Park and Wildlife Sanctuary, Madurai
Saint Martin Island	Agra Fort
Chimbuk Hill	The Ellora Caves, Aurangabad

c) Data Collection

There are many ways of collecting data for performing research in the tourism and hospitality management sector. Many researchers in this area are using both quantitative and qualitative research method to collect data for their relevant studies. Moreover, researcher also using secondary research method for collecting data in this field. This present study adopted a secondary research methodology where the researcher collected data from books, journal articles, news articles and web pages.

Search Strategy

The researcher conducted this study by using secondary literature which has already published on this topic all around the world. More precisely, we tried to focus on the impact of COVID-19 on tourism and hospitality sector of Bangladesh and India.

The researcher reviewed the literature systematically from those published in English language. The researcher searched through several electronic databases including Pub Med, Science Direct, Scopus, Emerald Insight, EBSCO, JSTOR, and Google Scholar by developing search strategies specific to their subject headings and text word. In this study, searches were conducted by using the keywords including "impact of COVID-19 on tourism and hospitality" or "impact of COVID-19 on tourism and hospitality sector of Bangladesh" or "impact of COVID-19 on tourism and hospitality of India". Searches were carried out with the Boolean operators "OR" and "AND" between the main phrase and the aforesaid keywords. It is noteworthy to mention that, the researcher obtained only those articles that were more likely to meet the objective of our study. Besides, the researcher also went through the reference arrangements of the selected articles which were further screened for important papers.

IV. Findings & Discussion

a) COVID-19 Impacts: Evidence from Tourism and Hospitality Sector of Bangladesh and India

Tourism and hospitality industry is connected with other business industries and also deals with them directly or indirectly. Transportation, aviation, accommodation is one of them. Moreover, there are lots of people who are also directly or indirectly involved with this sector. This current COVID-19 pandemic situation halted all the mentioned sectors. Here how COVID-19 would affect the tourism and hospitality industry of Bangladesh and India is presented below.

b) Evidence from Bangladesh

i. *Impact on Tourism and Hospitality Sector of Bangladesh*

Since the beginning of March, 2020 the tourism and hospitality sector of Bangladesh has been negatively impacted by the COVID-19 outbreak. Eventually, the number of patients in Bangladesh with COVID-19 has continually increased since the beginning of April, 2020. As a result, from the mid-march, the Government of Bangladesh initiated strict bans on visiting tourist spots around the country. On this note, tourism and travel related activities were stagnated. Moreover, all the international flights were cancelled. All these travel restrictions and flight cancellations have led the occupancy rates of luxury hotels to decline by staggering amounts (Rahman, 2020).

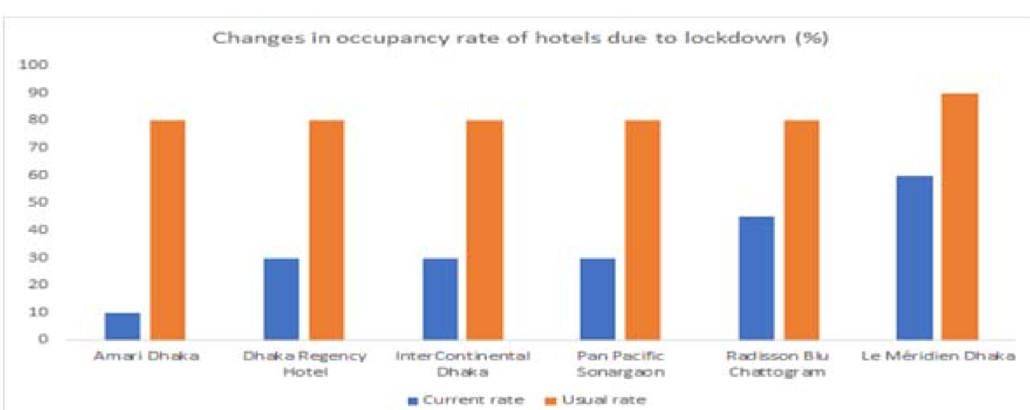

Figure 2: COVID-19 impact on the occupancy rate of luxury hotels [Source: The Daily Star]

The perfect time or peak season for tourism business in Bangladesh is November to June. During this time both local and international tourists visit the most attractive tourist destination of the country. But due to the current pandemic the tourism and hospitality sector of Bangladesh has fallen on really bad times. The effect of COVID-19 has proven so huge that it could take years for the sector to return to its usual form. It fell on the nation like bolt from the blue. People working in the tourism and hospitality industry, like all other industries, have started to sketch out projected losses. The popular spots are abandoned, hotels are closed, and tour operators and other stakeholders must shut down operations. As a result, they could become one of the worst victims of the corona virus outbreak (Hafsa, 2020; Hasan, 2020; Rahman, 2020)

The United Nations World Tourism Organization (UNWTO) mentioned that Bangladesh tourism and hospitality industry will face a loss of about TK 40 billion the year of 2020. As all international flights have been postponed and domestic travelers are unable to travel due to the lockdown, the tourism and hospitality industry is in a more vulnerable position right now. Besides, Tour Operator Association of Bangladesh (TOAB) forecasts that tourism and hospitality sector of Bangladesh will suffer a loss of around TK 5,700 crores due to the outbreak of COVID-19. On the other hand, due to the Corona virus outbreak, hotel occupancy rates are declining and the area appears to be deserted. According to the secretary of the Bangladesh International Hotel Association, this was the peak season, but because of the Corona virus, occupancy rates have dropped by 30 percent (Hafsa, 2020).

According to above figure-2, the occupancy rate of hotel Amari Dhaka sank to just 10 percent, The Six Season Hotel already lost TK 1.5 crore since the outbreak began. Moreover, occupancy rate of La Meridian Dhaka dropped from 90-95 percent to about 60 percent.

ii. *Impact of COVID-19 on Employment in Tourism and Hospitality Sector of Bangladesh*

Civil Aviation Authority of Bangladesh said that because of the current pandemic situation on-arrival visas for all nationalities have been suspended in Bangladesh. Moreover, the tour operators in Bangladesh will struggle to stay alive due to the cancellation of scheduled tour packages from abroad. Besides, domestic tourists are expected to maintain self-isolation. As a consequence, the domestic, inbound and outbound tourism sector in Bangladesh is going to face enormous economic losses and job cuts. According to UNWTO, the Bangladesh tourism industry is projected to face a loss of USD 470 million in 2020 (Deb & Nafi, 2020; Hafsa, 2020).

Statistics showed that around 4 million people are employed in the tourism and hospitality sector directly or indirectly. Pacific Asia Travel Association's (PATA) Bangladesh Chapter has estimated that more than 0.3 million people working in the travel and tourism sector are currently at risk of losing employment(Deb & Nafi, 2020).

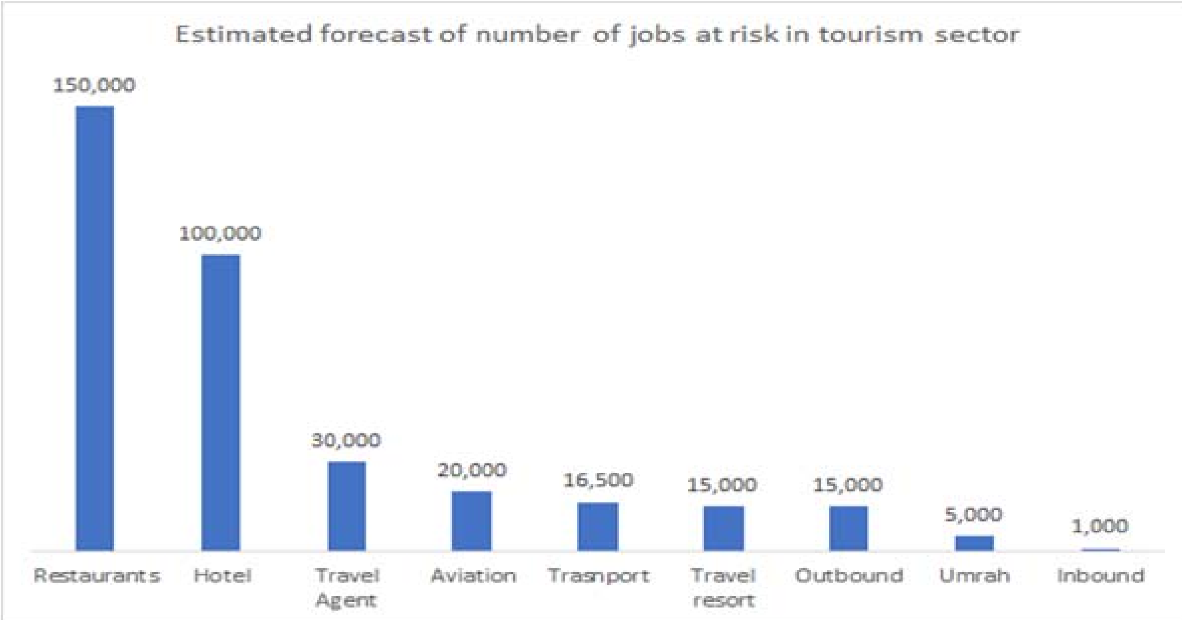

Figure 3: Estimated Forecast of Number of Jobs at Risk in Tourism Sector in Bangladesh

iii. *Impact of COVID-19 on Aviation Industry of Bangladesh*

Air transport and aviation industry is directly associated with the tourism and hospitality industry. The current COVID-19 pandemic outbreak has had severe adverse effects on the global aviation industry. Moreover, it put the airlines in Bangladesh under extreme financial pressure as well. In a chain reaction, other sectors dependent on airlines such as readymade garments, labor market, tourism and hospitality, etc. have been affected. The number of flights has drastically dropped after the lockdown as almost all the flights were suspended.

Besides, reports showed that the local airlines such as Biman Bangladesh, NOVOAIR, US-Bangla combined have incurred losses of BDT 3.5 billion. Biman Bangladesh has cut 70 percent of flights on international routes and the number of passengers on domestic routes fell by 25-30 percent.

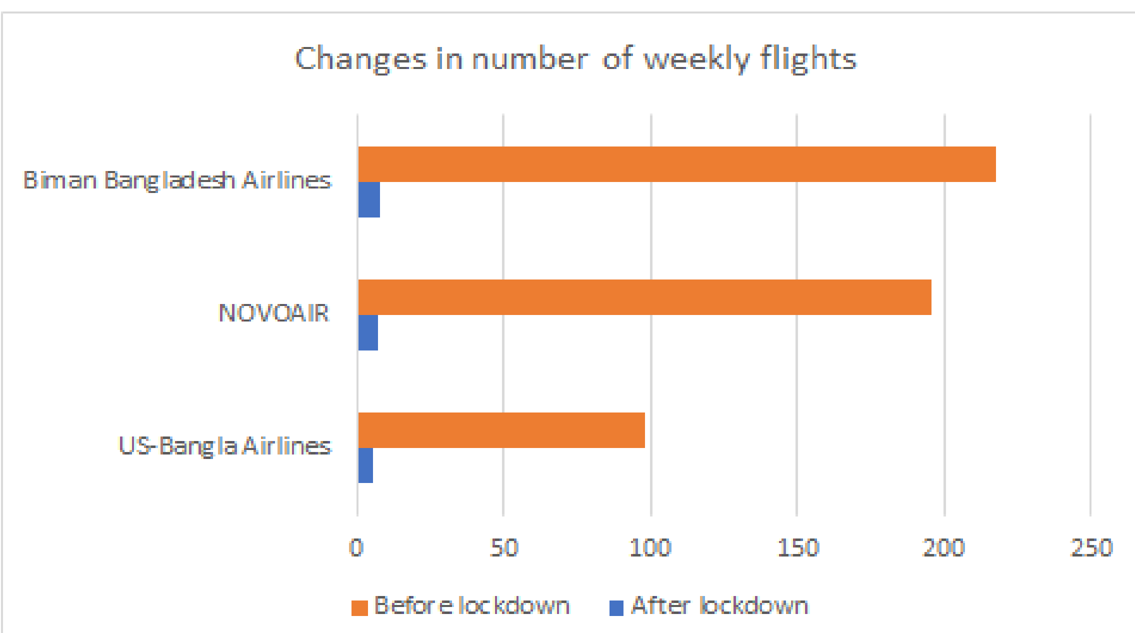

Figure 4: COVID-19 Impact on Weekly Flight Numbers [Source: The Daily Star]

c) Evidence from India

i. *Impact on Tourism and Hospitality Sector of India*

India is a developing country renowned for its distinctive traditions, history, and unmatched hospitality. It is a major destination for many international tourists and creating several employment opportunities and generating enormous taxes for the country. Basically, Indian tourism industry can be divided into three major segments, which are (i) international inbound tourism; (ii) domestic tourism; and (iii) outbound tourism. Reports showed that the Indian tourism and hospitality industry has created about 87.5 million jobs around the country, with 12.75 percent of total employment, which eventually contributing INR 194 billion to India's GDP. Besides that, the sector grew by 3.2 percent in 2019 compared to 2018, with 10.8 million international tourists arriving in India, generating USD 29.9 billion in foreign exchange earnings. In this regard, India ranked 8thin terms of total direct travel and contributed USD 108 billion to tourism and hospitality. The reports also showed that there is a 66.4 percent decline in overseas tourists' arrivals in India in March 2020 compared to the last year (Ahmed & Krohn, 1992; Jaipuria et al., 2020).

It is estimated that COVID-19 pandemic will cost the Indian hospitality industry losses to the tune of 620 crores. Study reports showed that the hotel chain and standalone hotel segment is staring at losses over 130-155 crores, whereas the alternate accommodation segment is likely to make losses of over 420-470 crores (V. Kumar, 2020).

ii. *Impact of COVID-19 on Employment in Tourism and Hospitality Sector of India*

The corona virus pandemic will cripple India's tourism and hospitality industry, with an estimated loss of 5 lakh crores and work losses of 4-5 crore people. Reports presented that of the total losses, the organized sector in the industry like branded hotels, tour operators, travel agencies which are the mainstay of the sector may be hit the hardest with an estimated loss of around 1.58 lakh crore.

iii. *Impact of COVID-19 on Aviation Industry of India*

In 2020, the COVID-19 pandemic had a huge effect on the Indian aviation sector, with major airlines lying off workers, sending them on leave without pay, or cutting their wages due to losses and difficult times. The Airports Authority of India (AAI) stated that Indian airlines will post net losses of about 21,000 crores during the fiscal year (FY) 2021, a result of the travel restrictions and impact on passenger traffic due to the COVID-19 pandemic. Since the COVID-19 pandemic outbreak in India, Ministry of Civil Aviation (MoCA) stopped international travel operations with effect from March 23, 2020 and domestic travel operations with effect from March 25, 2020. For this reason, the Indian aviation industry's capacity and passenger growth have been significantly impacted (Kaushal & Srivastava, 2021; A. Kumar, 2020). Reports showed that the two listed airlines such as IndiGo and SpiceJet Limited have together lost about 31 crores per day during the month between April and September 2020(Kaushal & Srivastava, 2021).

V. Recommendation

a) Recommendation

While the world is still struggling with the COVID-19 pandemic, the number of confirmed cases and casualty is growing higher in our study area. The findings of this study showed that this pandemic situation has brought lot of negative impacts to the tourism and hospitality sector of Bangladesh and India. In this section the researcher presented some policy recommendations, strategic measures and actions which can pull this sector from current as well as further crisis.

This policy recommendations section is structured with the focus on (1) preparedness, (2) relief and response and (3) recovery and reformation.

i. *Preparedness*

In general, the tourism and hospitality industry, like any other, seemed to be unprepared for the COVID-19 pandemic. Indeed, the pandemic came across like a level five global cyclone. We can also compare it with the earthquake of the highest magnitude. As a result, the tourism industry lacked the required understanding of the COVID-19 pandemic's impact. Moreover, the capacity to deal with disaster risk governance was also insufficient. Besides that, there was no clear evidence from the tourism industry in support of DRR investments for resilience and adaptation. Apart from the 1918 Spanish flu pandemic, COVID-19 put the tourism and hospitality industry by surprise in a way that no other modern pandemic had before. Despite being similar, advances in travel, particularly on airlines and cruise ships, allowed the COVID-19 pandemic to spread around the world within a short period of time.

As COVID-19 can easily spread in confined and crowded spaces, so enhancing preparedness in airlines, cruise ships, and all ports of entry should be a top priority in the future. However, ports of entry failed to detect the corona virus. In the case of the cruise industry, better medical preparedness on board is needed so that it can rely less on ground-based facilities in the event of emergencies or future outbreaks. Besides, improved sanitation procedures on cruise ships are also required, with guests being educated on the importance of good hygiene. Therefore, in the time of recent COVID-19 pandemic, the cruise industry needs to do more work on improving evacuation and quarantine procedures.

Similarly, many tourists must have been saving for a long time in order to take a vacation. This has made travel advice difficult to follow and cancel. On this note, the tourism and hospitality sector should work with the insurance industry on a long-term plan to scale up travel insurance in preparedness for the disasters like COVID-19. Moreover, other measures may include government rehabilitation of unemployment and general health insurance.

Last of all, the tourism and hospitality industry needs to come up with reformed Disaster Risk Reduction (DRR) protocols, mainly revamping preparedness. The Sendai Framework for DRR and management remains the main guideline document for such preparedness. On this note, both small and large companies should develop potential impact scenarios and map how particular tourism and hospitality industries need to prepare for themselves.

ii. *Relief and Response*

Almost all of the global destinations remained subject to some kind of COVID-19 travel restrictions in accordance with the report by the United Nations World Tourism Organization (UNWTO) on 8 May 2020. Moreover, the UNTWO states that 25 percent of all cities around the world had been restricted for at least 3 months and that 40 percent had been restricted for at least 2 months. Approximately 156 destinations had their international travel borders fully closed (57 percent in Africa, 80 percent in America, 70 percent in Asia and the Pacific, 83 percent in Europe and 62 percent in the Middle East). This has resulted in a massive burden on tourism business activities. Although many countries still faced a great challenge when preparing for COVID-19, relief and response measures were heavily dependent on timely warnings by the World Health Organization (WHO). Unfortunately, the WHO, by contrast, relies on timely notifications from member States, which China may not have done allegedly. In general, the economic stimulus package and favorable monetary policies, especially those aimed at bailing out small and medium-sized enterprises, should continue. While some jurisdictions such as Canada, Pakistan and the Philippines have reduced repos rates three times, while others have reduced them twice, more cuts are still possible where repositories continue to be above zero. Where additional rounds of economic stimulus packages are still open, the urgency is crucial in this regard. The social security networks were also triggered, including unemployment benefits and insurance. There are some common COVID-19 economic stimulus packages including relief on income generation constraints and relief from corporate taxes obligations, direct lending, loan guarantees, debt moratorium, grants and subsidies, social security as well as utility measures which must be brought fully on board. These may also be extended in the recovery phase.

iii. *Recovery and Reformation*

The UNWTO developed its “COVID-19 Tourism Recovery Technical Assistance Package” to assist member states in the gradual recovery from COVID-19. On this note, the UNWTO package emphasizes that the new reality in hospitality, travel and tourism must be met by all stakeholders in the tourism sector. The package consists of three pillars: economic recovery, marketing and promotion and institutional strengthening and resilience building. Both the quantitative and qualitative impact of COVID-19, particularly for small and medium-sized enterprises, should be assessed from the economic recovery front, with appropriate economic measures being taken. In terms of marketing, effective promotion strategies are needed, including market identification and targeting, product diversification, and the creation of appealing pricing and packaging guidelines. Finally, institutional strengthening and resilience-building efforts will concentrate on improving working conditions in terms of health, safety, and consumer trust. It will also concentrate on improving skills and developing other related protocols. Some of these matters were picked up by the World Travel and Tourism Council (WTTC). The UNWTO further mapped the SDGs that the COVID-19 Tourism Recovery Technical Assistance Package would impact on.

Here the UNWTO COVID-19 recovery package and impact on SDGs is given below –

Table 2: UNWTO COVID-19 Recovery Package and Impact on Sdgs

COVID-19 Recovery Pillar	Sustainable Development Goal (SDG) Impact
Economic recovery	SDG 1: No poverty SDG 8: Decent work and economic growth SDG 10: Reduced inequalities SDG 12: Responsible consumption and production SDG 17: Partnership for the Goals
Marketing and promotion	SDG 9: Industry, innovation and infrastructure SDG 11: Sustainable cities and communities SDG 10: Reduced inequalities SDG 17: Partnership for the Goals
Institutional strengthening and building resilience	SDG 1: No poverty SDG 4: Quality education SDG 5: Gender equality SDG 8: Decent work and economic growth SDG 9: Industry innovation and infrastructure

	SDG 10: Reduced inequalities SDG 11: Sustainable cities and communities SDG 12: Responsible consumption and production SDG 17: Partnership for the Goals

The WTTC also came up with a supporting initiative to the UNWTO assistance package. The WTTC's "Safe Travels Global Protocols" initiative was designed for the new normal in the tourism and hospitality sector which is given below –

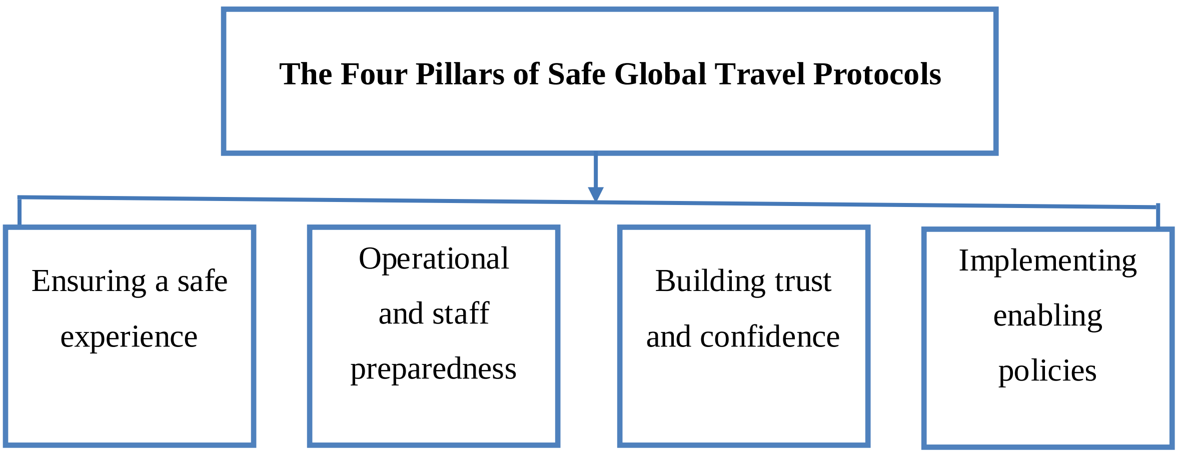

Figure 5: Safe Travel Global Protocols Pillars

VI. Conclusion

a) Conclusion

This present study provides a brief background of the COVID-19 outbreak and examines the overall impact of this pandemic on the tourism and hospitality industry of Bangladesh and India. After conducting the study, we can conclude that COVID-19 has an adverse effect on the tourism and hospitality industry of aforementioned countries. Both domestic and international tourists cancelled their bookings due to the pandemic. However, travel restriction in these countries has led to the cancellation of all air travels. For that reason, businesses are losing their revenue as well as employees are losing their jobs. The UNWTO stated that the 100 percent travel restrictions on global destinations in 2020 had the hardest hit on the tourism and hospitality sector, compared to the other sectors. The present study also found the decline of tourist arrivals and tourist revenue in the study area as well as all over the world in 2020. It also further evaluated a sudden loss in the air travel industry, hotel industry, and employment sector. On this note, it can be concluded that the COVID-19 pandemic era hit hard in the tourism sector. In this situation, special stimulus package from the government is necessary for the travel and tourism industry to survive the current situation and revive after the pandemic.

b) Practical Implications

The findings of the present study hold broader implications for tourism practitioners. The issue of health and hygiene is one of the most important considerations for the tourism and hospitality sector at the moment. Tourism and hospitality management must consider wearing masks mandatory until a sustained solution, for instance the most contemplated solution which is COVID-19 vaccine, is achieved. Irrespective of type of operations, managers must consider creating dedicated task forces among employees to address hygiene issues and related training and awareness creation especially in the hotels. Moreover, the tourism and hospitality organizations should set some standards like mandatory temperature checking and its record keeping at the entry and exit points of work places and institutions.

c) Theoretical Implications

The study's contribution to the theory is in the form of various themes such as Human Resource Management, Health and Hygiene, Continuity, and Concerns that can be studied as valuable factors in future researches. In view of the existing pandemic these should be regarded as crucial to the current theory on hospitality and tourism related study. During this period, there is also an expansion in theoretical contribution which this study will add to the existing epidemiological crisis literature on the context of tourism and hospitality. The study also included the perspectives of those who are responsible for preparing manpower and hiring them once they have completed their necessary skills training and education for the tourism and hospitality industries.

The current SARS COVID-19 outbreak will have a greater and longer-lasting effect, particularly in the absence of an immediate vaccine to provide immunity to the general public. The perpetuity of this outbreak is critical for the tourism and hospitality sector. The impact will last longer, and industries that depend on social interactions, such as tourism and hospitality, will need to prepare for turbulent times ahead. Going forward, it will be important for governments and marketing companies to conduct research into the industry's consequences as a result of the current disaster. This study supports the idea of raising consciousness and seeing the pandemic as a wake-up call to plan for the consequences. Other dimensions of the current study that have been illustrated in the future study, such as changes in travel and dining patterns, cautious spending, the need for adaptability, market analysis, leadership positions, and demographic concerns, will be crucial in preparing the industry and stakeholders.

Acknowledgement

I would like to express my best gratitude to the Almighty, who is most merciful and benevolent enough to enable me to complete my thesis paper properly.

I wish to play on records of my heartfelt and sincere thanks to my honorable supervisor (Md Zaker Hossin) for providing me an opportunity to complete my thesis paper. I appreciate his contributions of ideas to make my work productive and stimulating. His valuable suggestions, comments, and guidance encourage me to learn more day by day. Moreover, his deep insights helped me at various stages of my research.

Finally, I am extremely grateful to my beloved family and friends who encouraged me a lot on my research work.

Abbreviation

COVID-19	Corona virus Disease 2019
SARS	Severe acute respiratory syndrome
UNWTO	United Nations World Tourism Organization
WHO	World Health Organization
USA	United States of America
UK	United Kingdom
TOAB	Tour Operator Association of Bangladesh
PATA	Pacific Asia Travel Association
WTTC	World Travel and Tourism Council
INR	Indian Rupee
GDP	Gross Domestic Product
USD	United States Dollar

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Governance Framework for Farm Tourism in Camarines Sur, Philippines

By Julyven Marta Fridas P. Maniscan

Abstract- This study aims to design a suitable governance framework for the promotion of farm tourism in the province of Camarines Sur. This was done by describing the current state of the industry, profiling farm tourism stakeholders, and determining the existing relationship between stakeholders and the current governance set-up in the province. Different government agencies, Local Government Units (LGUs), academe and farm-owner operators are involved as respondents of the study.

Qualitative method including Key Informant Interviews (KII) and desk review were done to collect data. The findings revealed that the farm tourism industry in Camarines Sur is still young yet developmental. Likewise, the social network analysis illustrates a self-managed type of network governance. This results to limited efforts on farm tourism done in the area. Hence, the study recommends a process framework for its transition to NAO type of governance.

Keywords: *farm tourism, network governance, governance framework, development.*

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I. Introduction

Tourism is undeniably one of the most important industries in the world because of its major contributions to the economic growth of different countries. Its role is not limited in achieving economic development goals but also vital in fulfilling social, environmental, and human development goals (Millennium Development Goals). It has been included as targets in SDG Goals 8, 12, and 14 on inclusive and sustainable economic growth, sustainable consumption and production (SCP) and the sustainable use of oceans and marine resources respectively.

One sub-set of tourism which is currently emerging in the Philippines is agri-tourism or farm tourism. It is defined as an activity, enterprise or business that combines elements of tourism with elements of agriculture (Tennessee Agritourism, 2003). Moreover, the Farm Tourism Development Act of the Philippines known as RA 10816 explains farm tourism as the practice of attracting visitors and tourists to farm areas for production, educational and recreational purposes. It involves any agricultural and fishery based operation or activity that educates and trains farm visitor and tourists and provides venue for outdoor recreation and accessible family outings. This shows a combination of agriculture, tourism, environmental conservation, and education which could help further boost economic growth and generate additional employment. It is a hybrid concept that can be harnessed as a form of special interest tourism focusing on unique travel experiences and activities that people may enjoy in agricultural settings. Hence, a niche product that has a lot of potentials.

The concept of farm tourism is not a new phenomenon. Since the early twentieth century, it has been recognized worldwide (Busby and Rendle, 2000) and emerged in the 1990s in many countries when sustainable development became one of the recent trends. In a study conducted in 2012 by Xu, et.al in North Carolina, farmers and residents concluded that farm tourism is important for delivering an array of socio-cultural, environmental, and economic benefits to society. Its development can provide an added value to farm lands and different forms of livelihood to the community. It also enables transfer of skills among farmers and people of all ages from all walks of life.

Underscoring the importance of the industry, it is beneficial if the potential of agrifarms in areas where agriculture and tourism are major contributors in local economy will be magnified through stakeholders' engagement. Therefore, this study aimed to design a governance framework which helps to define the roles and functions of each stakeholders necessary for the development of farm tourism in Camarines Sur.

Camarines Sur is one of the provinces in Bicol Region, Philippines. It has a land area of 5,497.03 km2 which is 29.87% of the total regional area. It is considered as the largest in terms of population and land area among the 4 other provinces in the region. It has a lot of strengths in both tourism and agriculture sectors. Its strengths include a very strategic location and fertile soil suited to the growing and production of a wide variety of food and commercial crops. Its locally grown fruits and ornamentals are already gaining popularity in foreign markets, hence, the existence of many farms. In 2015, it was considered as the province which posted positive growth production (DA Annual Report). The province has become one of today's most exciting growth areas in the country's business market because of its natural resources which continue to attract foreign and domestic tourists.

In 2012, Camarines Sur became also the top tourist destination with a record-breaking of 2.5 million visitor arrivals (PSA PR-201502-NS1-01). However, in 2013, it was reported by the Philippine Statistics Authority (PSA) that Camarines Sur has declined in

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terms of tourists' arrival due to the lack of activities in some of its well-known tourist destinations. Because of this, a convergence effort of stakeholders is seen to form a strong foundation to continuously boost the economic growth of the area, make the tourism industry more vibrant, and promote awareness of more products and services that agriculture and tourism could offer. Furthermore, an established governance framework can help encourage more farmers in making their farms a hub for learning and receiving tourists from different places.

Therefore, to attain all of these, it is helpful to describe the state of farm tourism industry in Camarines Sur, examine the relationship of its stakeholders, and determine the governance framework that will harmonize the actors, so that the industry will be developed, thereby, serve as an engine of sustainable and a more inclusive form of development.

II. Literature Review

a) *Farm Tourism as an Engine of Sustainable Development*

Although there are different forms of tourism, Nagar (2013) accounted in his study that tourists are looking for a balance between tourism, nature and culture, conservation and development in every place they visit. In the 1990s there has been a growth of new types of tourists in rural spaces, with behavior patterns clearly different from the homecoming motivation of traditional rural tourism (Brown & Hall, 2000, Perales, 2002). This paves the opportunity for developing non-traditional tourist destination, such as the countryside tourism. This shows that tourists visit destination not only for recreation but for a more meaningful cause. Nowadays, tourists are more attracted to go rural which is developed at a smaller scale than mass tourism. Also, tourist's inclination towards novelty, culture, history, adventure, heritage and interaction with local people, urge policy makers to develop rural tourism, a new trend in tourism which satisfies the current needs of tourists that are unhappy with mass tourism. It constitutes an alternative to traditional mass tourism. Hence, the emergence of farm tourism.

Farm tourism as a form of rural tourism is considered as a mechanism for inclusive and sustainable development through capacity development and technology transfer. Lack (1995) cited that in these parts of the world, farm tourism is viewed as a legitimate way to enhance farm income thus contribute to the stability of rural areas (Agricultural Land Commission, 1997). Morais et.al, in his study concluded that farmers and residents of North Carolina recognize that farm tourism is important for delivering an array of socio-cultural, environmental, and economic benefits to society. The widespread recognition of farm tourism as an educational tool and a way to preserve rural heritage (i.e., by educating the public about agriculture, preserving farmland, and sharing rural heritage and lifestyles) suggests that farm tourism farmers and promoters (e.g., local development agencies) need to capture those benefits in their advertisements to further promote the industry.

Dabphet (2006), stated that many researchers involved in the study of tourism have suggested sustainability as conceptually important. Some researchers (Archer & Cooper, 1998; Ham & Weiler, 2002) have attempted to concentrate on the relationship between economics and the environment. Alternately, Butler through broadly (1999b) defined the concept of sustainable tourism development within three areas of sustainable development (environmental, socio-cultural, economic) and associated it with the idea of carrying capacity. Lane (1994, p.102) suggested that sustainable tourism should aim 'to minimize environmental and cultural damage, optimize visitor satisfaction, and maximize long-term economic growth for the region'. These ideas gave rise to the emergence of several research studies in sustainable tourism, and farm tourism in particular. Schmitz, et.al (2013)conducted a study on the position of farm tourism in Walloon Tourist Market. He emphasized that there is a future in the farm tourism industry if the link to agricultural activities is maintained. Which means, that there should be greater participation from the farmers and the host community.

b) *Farm Tourism and Stakeholders*

Nagar's (2013) study, emphasized that identification of stakeholders' involvement in destination tourism planning and development, as well as the factors that might influence their level of involvement, are not only important for tourism destination planners, but also the host community's support for destination tourism development and competitive strategies. Similarly, in the case of farm tourism development, the role of stakeholders such as regulators, technology provider, communities, and owner-operators are very important. Their interrelationship will determine the positive and negative effects of farm tourism operations to participants. Likewise, it will also pave way to promote the industry.

Section 11 of the *Republic Act 10816* (RA10816) known as an 'Act Providing for the Development and Promotion of Farm Tourism in the Philippines' indicates the different bodies that should initiate and be involved in the promotion of farm tourism in the country. This includes the roles of the Department of Trade and Industry (DTI), Agricultural Training Institute (ATI), Technical Education and Skills Development Authority (TESDA), and other agencies.

Additionally, section 4 of RA 10816 cites that the Farm Tourism Strategic Action Plan in consonance with the National Tourism Development Plan shall likewise define the roles and responsibilities of national government agencies, local government units (LGUs), farm tourism operators, tour operators, educational institutions, and other industry stakeholders in its implementation. Also, Republic Act 9593 known as the *'Tourism Act of 2009'* states that the country shall 'strengthen the role of tourism councils and encourage the participation of non-government organizations (NGOs), people's organizations (POs) and the private sector in initiating programs for tourism development and environmental protection' and 'encourage private sector participation and farm tourism for countryside development and preservation of rural life.

Furthermore, it is important to note that these legal frameworks encourage cooperation among, and/or request the assistance of, departments, bureaus, offices, agencies or instrumentalities of the government, farm tourism stakeholders, financial and educational institutions, nongovernment organizations, people's organizations and other like-minded institutions and individuals in the implementation of its functions to effectively attain the promotion and development of farm tourism in the country.

Lastly, Dabphet noted that educational institutions also play important roles in the process of sustainable tourism development. They are seen as the producers of the educational experience and are ultimately responsible for planning, development, and delivery of the tourism knowledge.

c) *Governance as Harmonizer of Stakeholders*

Governance refers to the management of the country's economic and social resources for development (World Bank, 1987). The United Nations describes it as a complex mechanism, process, relationships, and institutions through which citizens articulate their interests, exercise their rights and obligations and mediate their differences while Kooiman (1993) defines it as 'the pattern or structure that emerges in a socio-political system as a common result or outcome of the interacting intervention efforts of all involved actors'. These definitions show that it involves people, policies, and processes to provide framework to which certain decisions and actions will take place. More so, it includes the identification of roles, responsibilities, capacities, and accountability of each stakeholder and how they interact with one another to attain certain goals.

Governance functions as harmonizer of stakeholders. It balances competing goals between each of them. Bourne (2015) para phrased Cadbury's (2002) definition of governance 'as holding the balance between economic and social goals and between individual and communal goals. The governance framework encourages the efficient use of resources and require accountability for the stewardship of those resources. The aim is to align as nearly as possible the interests of individuals, the organization and society". This is also very much relevant to how the World Development Report (WDR) 2017 defined governance as the process to which state and non-state actors interact to design and implement policies within a givens et of formal and informal rules that shape and are shaped by power, which makes others act in the interests of those groups and individuals and to bring about specific outcomes. In this sense, governance is very much needed in order for the stakeholders to function well and manage themselves well to ensure the responsible use of the resources they have. The practice of a suitable type of governance such as collaborative governance or network governance should take into place.

III. Methodology

a) *Methods and Design*

This study is an exploratory research. It is also qualitative as it aimed to explore the meaning and understanding of a complex social environment such as the relationship of farm tourism stakeholders and its current governance set-up. Analyses were based on the data gathered from the field and did not employ any statistics to explain the findings.

A combination of secondary and primary data gathering methods are used in the study. Data about the current state of farm tourism (plans, programs, initiatives, projects) were gathered through Key Informant Interviews (KIIs). Mandates of the government agencies were reviewed from their respective websites. Likewise, brochures, pamphlets, and other materials from selected farm tourism sites were also collected and became the sources of other relevant information. Furthermore, a desk review method was also done for the Implementing Rules and Regulations (IRR) of the RA 10816 and other relevant documents.

The researcher analyzed the profile of stakeholders and their perceptions on the current state of farm tourism industry through content analysis. Other methods used are, social network analysis (SNA), power interest analysis and SWOT analysis. The power interest matrix is used to classify stakeholders according to the level of power an interest they have. On the other hand, the SWOT analysis is done to highlight the resources of municipalities on farm tourism and identify areas which needed attention.

IV. Results

a) *Status of the Farm Tourism Industry*

Table 1 summarizes the data gathered from the KII and desk review. It substantiates that the farm tourism industry in Camarines Sur is not yet well-established. In this case, the key essence of the Republic Act 10816 which is to disseminate the value of agriculture, provide additional income to farmers, and involve the community are not yet realized. At present, farm tourism industry is considered small scale but has potentials given the existence of stakeholders that can help farmers to develop their farms operate as a farm tourism site and lure visitors who can contribute to economic development. The perceptions simply imply that all stakeholders need to play significant roles so that more coordinated farm tourism development can be achieved. The fact that tourism demands a more systematic approach more than any other agencies requires a strong foundation for its development.

b) Profile of Stakeholders

i. *Farm Profile*

The results of the study show that the seven (7) farms included in the study offer diverse crops (Table 2). They offer unique farm tourism experience given the variety of activities that tourists can enjoy. Out of the seven (7) farms, there are two which can be considered as 'Gem Farms', farms planted with a specific crop which serves as its banner product. These are the Bicol Strawberry Farm known for its high-quality strawberry production and the MikeLiz Integrated Farm known for its dragon fruit plantation. Most of the farms show a very good fusion of agriculture and tourism. Another notable feature is the farms' product innovation which shows a great potential in attracting tourists and visitors. The MikeLiz Integrated Farm based on its profile, offers unique products from its farm produce. This displays good characteristics of a farm tourism site by making use of what is inside the farm and turn them into unique and profitable products.

Considering the accreditation status of farms, it is noteworthy that currently, only Sonrisa Farm was granted an accreditation by the Department of Tourism (DOT) as a farm tourism site. Nonetheless, some are already certified in Good Agricultural Practices (GAP), Organic Agriculture, recognized as Learning Sites of the Agricultural Training Institute (ATI) and Farm School of the Technical Education and Skills Development Authority (TESDA). These are indications that farms are either integrated or diversified, specialized farm producing a specific commodity, or it demonstrates a special technology.

In addition, only the Iriga City Organic Agrciulture Learning Farm (ICOALF) is owned and funded by the government and the rest are small family farms which affirm the statement in the previous part that most of farm tourism sites in the Philippines are still privately owned and operated. Thus, collaboration of stakeholders is much needed, otherwise, farms will just be operating independently without the participation of other stakeholders.

c) Profile of the Government Agencies

Cited in Section 8 of the Implementing Rules and Regulations (IRR) of the Farm Tourism Development Act of the Philippines, is the creation of a Farm Tourism Development Board composed of the Department of Tourism (DOT), Department of Agriculture (DA), Department of Trade and Industry (DTI), and the Academe. These agencies are expected to take the lead in crafting and in the implementation of policies, projects, and activities toward the development and promotion of the industry. Table 3 shows its mandate as a government institution and their plans and current initiatives.

In general, it is good to affirm that each of the major agencies has taken initial steps to at least help the farmers appreciate the value of farm tourism, expand partnerships, and develop the industry in general. However, from the profile, there is no stated activities and projects which show collaborative effort between the four of them. This implies that there is a need for a comprehensive strategic action plan which will involve stakeholders and other line agencies and can guide them address their needs, share resources, expand network, and explore possible options to develop the industry in Camarines Sur.

Governance among stakeholders is an important element to consider in the development of the industry. It is important to note that sustainable tourism development cannot be achieved without governance because of its nature; that of fostering common goal by collective action (Zeijl-Rozema, Cörvers, Kemp, & Martens, 2008). Table 5 shows the summary of the functions and roles of each stakeholder or national agencies as stated in the Implementing Rules and Regulations (IRR) of the RA 101816.

d) Profile of the Local Government Units (LGUs)

Topcu (2017), underscored the importance of farm tourism industry as a sector for the development of the locals who are dependent on farming. Thus, it requires initiatives from the LGUs.

Table 4 shows the profile of two offices which are the Tourism Office and Municipal Agriculture Office (MAO) in seven municipalities where selected farm tourism sites are located. They were profiled since they are two important pillars of the Local Government Units (LGUs) because of their mandates on tourism and agriculture development.

The findings show that efforts of the LGUs on farm tourism, do not focus much on farm tourism. Nonetheless, there are plans for implementations. The data show that there is still a need for collaboration between the two offices at the local level and a comprehensive understanding of their roles and functions being the pillars off arm tourism development at the LGU level.

e) SWOT Analysis of Municipalities

Table 5 shows the SWOT analysis of each municipality included in the study. It highlights the resources of the municipality which they can capitalize and areas which needed attention. Strengths include the existing industries such as ecotourism and faith tourism which can complement the farm tourism industry. Aside from hospitable people, other municipalities cited community participation, accessibility, good water and electricity supply, and their farmers as strengths. These characteristics can strengthen farm tourism and enable them to sell unique rural experience to visitors.

Moreover, the municipalities also cited weaknesses which can limit farm tourism development in their areas. Both are cognizant about the limited budget, lack of support from other stakeholders, and lack of capital of small farmers to develop farm tourism sites. These weaknesses can be the bases of the LGU for future initiatives. The identification of needs suggests that farm tourism development should be prioritized.

In general, the strengths and opportunities identified by the Local Government Units (LGUs) affirm the statement that Camarines Sur has an edge over other provinces in the Bicol Region. This implies that the farm tourism industry can be further developed by capitalizing on each municipality's resources. The strengths of the municipalities indicate that tourism and agriculture are both major industries. However, interventions from the government are needed to address the weaknesses cited. The interventions should come from the concerned agencies through careful analyses and validation.

f) Stakeholders' Relationship

This study applied the Social Network Analysis to determine the existing relationship of stakeholders. However, only the degree of centrality is determined. *Degree Centrality* is an attribute of individual actors as a consequence of their position. The sizes of nodes (stakeholders) shown in the network map indicate who are the central actors among all stakeholders considering the number of ties they have. Here, the in and out degree centrality are examined. In-degree centrality is the total number of ties the node (stakeholder) has, as a result of referral from other nodes (stakeholders) while the out-degree centrality indicates the number of stakeholders that the node has referred to. Freeman's approach was used in determining the degree centrality.

The SNA was done through a network map which was drawn from the responses of the Key Informants (KIs) of the different agencies. Each of the respondents identified agencies or entities (not limited to the ones included in the study) which they consider as farm tourism stakeholders. There was no limit as to the number of stakeholders they referred to.

The network map generated (Figure 1) shows that the DOT is the most central stakeholder as it has the biggest size of node. It has also the highest number of ties for in and out-degree centrality. Considering the in-degree centrality, the DOT and DA-ATI are the central actors. This implies that these agencies are the ones seen by other stakeholders prominent in the farm tourism development. According to the Freeman's approach, if the actor receives many ties, they are often said to be prominent, or to have high prestige. That is, many others seek to direct ties with them, and this may indicate their importance. This is because that they received the most number of arrows from other stakeholders. For the out-degree centrality, the DOT followed by the CBSUA display highest level of awareness of the stakeholders who need to be involved in the farm tourism industry in Camarines Sur. This implies that these agencies are willing to have a tie or coordination with the stakeholders they referred to

Anchoring on the social network analysis, the stakeholders are also analyzed through a power and interest matrix. According to Mayers (2005), stakeholder power can be understood as the extent to which stakeholders are able to persuade or coerce others into making decisions, and following certain courses of action. Power may be derived from the nature of a stakeholder's organization, or their position in relation to other stakeholders (for example, line ministries which control budgets and other departments) while interest is how actors respond and get involved in different farm tourism activities. In this case, the Department of Tourism (DOT), Department of Trade and Industry (DTI), Central Bicol State University of Agriculture (CBSUA), and Agricultural Training Institute (ATI) are classified as stakeholders with high power and interest. Their power is derived from their position as government agencies. In terms of relation to other organizations, the DOT and DA-ATI as shown in the stakeholder's analysis are central actors considering the in-degree centrality. They are seen as prominent stakeholders. Meanwhile, the DOT and CBSUA are considered actors with the highest level of awareness in terms of stakeholders with crucial role in the farm tourism industry. These characteristics of stakeholders are manifestations of their high interest while their position as government agencies is a manifestation of their high power. On one hand, the Local Government Units (LGUs) are classified as stakeholders with high power but low interest in farm tourism. This is supported by the social network analysis wherein LGUs are seen as an important stakeholder by government agencies as well as farm owner-operators. However, a very limited number of LGUs are functional in the farm tourism industry. None of them has incorporated farm tourism initiatives in their Tourism Development Plans and functions of the Tourism Office as well as the Agriculture office. Lack of personnel to handle farm tourism projects is also a challenge to the LGUs. All of these are manifestations of low interest on farm tourism despite having direct contact with the community and has the full responsibility over the resources in their locality.

Meanwhile, farm tourism site owners are seen to be the stakeholders with high interest but low in power. They posed very high interest on farm tourism by their commitment in farm development and engaging in farm tourism operations. However, the lack of farm tourism association which can be a medium for their concerns make them less empowered to access technical and financial support from the government. Nonetheless, the government agencies recognize them as crucial in farm tourism development as shown in the social network analysis. Lastly, the community is viewed as the stakeholder with low interest and power because of their lack of knowledge on farm tourism and less involvement in farm tourism operation which need to be given attention because of their vital role in the industry.

Generally, the stakeholders which are high in power and interest should be kept satisfied while those classified as low in power but with high interest should be monitored. On the other hand, those with low interest but high in power should be managed closely and the stakeholders which are low in power and interest should be kept informed.

g) *Governance Framework for Farm Tourism in Camarines Sur*

This part of the study combines the network analytical and ''governance'' perspectives. Thus, network governance is discussed in this section. Network as a form of governance is viewed as a mechanism of coordination, or network governance (Kenis and Provan, 2008). It promotes interdependency and coordination for mutual benefit (Arganoff, 2001). Sectors and actors (state, market, and civil society) come together in a policy cycle through joint interest in a specific activity and outcome that no one party can address without the contributions of the other.

As cited by Huppe, et.al (2012) in the "Frontiers of Networked Governance", governance networks do not merely aggregate resources, but are structured to take advantage that each participating sector brings different resources to the fore; they combine the voluntary energy and legitimacy of the civil-society sector with the financial muscle and interest of businesses and the enforcement and rule-making power and coordination and capacity–building skills of states and international organizations (Börzel, 1998; Creech, 2008; Goldsmith & Eggers 2004; Reinicke & Deng, 2000). These networks create bridges that enable various participants use the advantage the synergies between the resources that they contribute, allowing for the pooling of knowledge, the exchange of experience, and for the generation of a feasible institutional framework for fruitful collaboration. Because they span socioeconomic, political, and cultural differences, networks can transform what might otherwise degenerate into counterproductive confrontations across public, private and civil society sectors into constructive, collaborative relationships (Reinicke & Deng, 2000). Additionally, governance networks allow part of societal steering and problem solving to be accomplished by a wide variety of actors that agree to create problem solving spaces outside the government, to address all or some of the stages of strategy formation: (1) problem analysis (2) goal formulation stage, and (3) strategy development and implementation.

Kenis and Provan (2008) categorized network governance into three modes(Table 8), the self-managed or participant-governed network, lead organization-governed network, and the network administration organization (NAO). Each of these has different structures and characteristics which may be considered in adopting the type of network governance in farm tourism.

By examining the stakeholders' profile and the network map of stakeholders using the characteristics of the three modes of network governance, two main factors were noted:

- There is no separate entity which facilitates the operation.
- There are very limited networks between stakeholders.

The current farm tourism governance can still be improved by adopting a form of governance which will mold more functional stakeholders. Therefore, this study considered the four contingency conditions proposed by Kenis and Provan (2008) that are likely to affect the successful adoption of any of the three forms of network governance. According to them, these factors (*trust, number of participants, goal consensus, need for network-level competencies)* are important and can explain considerable variance in the choice of one form or another. In general, they argue that as trust becomes less densely distributed throughout the network, and as the number of participants gets larger, as network goal consensus declines, and as the need for network-level competencies increases, brokered forms of network governance, like lead organization and NAO, are likely to become more effective than shared-governance networks.

The characteristics of the farm tourism industry in Camarines Sur show that the network administrative organization (NAO) form of network governance is suitable to be adopted in Camarines Sur. This means that the industry should evolve from self-managed to network administrative organization type (NAO) of network governance. This considers the diversity of the stakeholders which come from the different sectors, the number of industry actors, and the need to centralize the processes so that a certain entity would be able to manage and sustain the network. It should be noted, however, that movement from either shared governance or a lead organization to an NAO involves strategic choice. That is, evolution is not simply a natural process that occurs as contingency components. Hence, a separate entity or NAO should be created first to make the framework functional. In creating the NAO, an organization should take the initiative to capacitate the stakeholders which will be involved. During this process, the industry may adopt the lead organization type of governance. Through this, decisions and activities are coordinated to the DOT-RO V as the lead organization.

NAOs typically have board structures that include all or subsets of network members (Evan and Olk 1990; Provan, Isett, Milward. 2004).Hence, the DOT is selected as it has the capacity and resources to organize the stakeholders and capacitate actors in the provincial level (based from the SNA). The process of forming the NAO should be included in the initial steps of shifting the industry from a self-managed to a brokered-type of governance (Figure 7). Table 9details how the industry could shift from a self-managed to a network administrative organization (NAO) type of governance.

h) NAO Structure

In creating the structure of the NAO, this study proposes to pattern it to the composition of the Farm Tourism Board in the national level. The National Farm Tourism Board is included in the IRR of the RA 101816. This is to ensure that the operations of the industry will be facilitated and all stakeholders from the different sectors are well-represented. The structure which is based on the national level also ensures that accountability and responsiveness are considered.

Figure 3shows the proposed organizational structure for the PFTDB. It illustrates the governance framework for farm tourism stakeholders in Camarines Sur adopting the network administrative organization type of network governance. Figure 4 shows that each stakeholder has a two-way arrow indicating interdependency between networks. All of them should create and strengthen network with the identified actors/agencies to make the governance framework functional. The Provincial Farm Tourism Farm Board is situated at the center being the lead agency or the entity which is responsible for managing and sustaining the stakeholders' network. The NAO which needs to be functional serves as a broker among stakeholders within the province and initiator of programs on farm tourism.

The framework acknowledges that public - private tourism partnership represent pooling of knowledge, expertise, capital and other resources from various stakeholders (Bramwell and lane 2000). However, it should always be considered that the NAO or any type of governance does not guarantee a perfect and smooth operations. Hence, the coordination between stakeholders, willingness/commitment to contribute to the desired goal, and cooperation are three important institutional functions which facilitate the development of the industry. Kenis and Provan (2008) further clarified that a particular governance has practical implications. From a policy perspective, it should be clear that selection of governance form, whether through mandate or funding incentives, can have critical implications for overall network effectiveness. From a management perspective, effective network management requires the need to recognize and respond to both internal and external network demands, both when selecting a governance form and when managing tensions that arise as part of that form.

V. Conclusion

This study generally aimed to design a governance framework suitable for the farm tourism industry in Camarines Sur. The objectives of the study focused on the current status of farm tourism in Camarines Sur and the relationship of stakeholders. Several stakeholders were identified based on the Implementing Rules and Regulations (IRR) of the Farm Tourism Development Act otherwise known as RA 10816. The agencies included are the Department of Tourism-Regional Office V, Agricultural Training institute-Regional Office V, Department of Trade and Industry-Camarines Sur Provincial Office, and the Central Bicol State University of Agriculture as the representative for the academe sector. These stakeholders were chosen as they were identified by the govergnment to comprise the Farm Tourism Development Board. Likewise, there were seven (7) farm tourism sites chosen to be a part of the study. These farms are practicum- partners of Central Bicol State University of Agriculture and have satisfied the pre-requisites of a farm tourism site. Interviews were also conducted among Tourism Officers and Municipal/City Agriculturists of municipalities where selected farms are located. Secondary data were also obtained from secondary sources such as brochures from farms, Tourism Development Plans (TDPs) of municipalities, and other relevant documents from the agencies. The mandates of government agencies were also taken from their official websites.

The study was qualitatively interpreted. The current status of farm tourism industry was analyzed and described based on the perceptions of the major agencies. The researcher used content analysis in interpreting the data gathered. Other data were analyzed using the social network analysis through the use of the UCINET software, power interest analysis and case study which highlights one of the farms which applies best practices in farm tourism and SWOT analysis.

Results of the study revealed that the farm tourism industry in Camarines Sur is still young, and developmental. The profile of the farms also revealed that farm tourism sites in Camarines Sur are diverse in terms of activities, crops produced, as well as services offered. Lack of policy orientation and in-depth understanding on farm tourism are posed as challenges of government agencies in initiating farm tourism-related programs. Meanwhile, the profile of the Local Government Units (LGUs) shows that there is a need for understanding and appreciation of farm tourism concepts among the tourism office and agricultural office in the municipal level. Lack of designated personnel to handle programs on farm tourism is also a problem. Although some municipalities are exerting effort to assist farmers, the coordination between the two offices (tourism and agriculture) still needs to be strengthened.

The roles, strengths, weaknesses, as well as the stakeholders' implications in involving them in governance were also assessed based on their profile and the current relationship that they have. In terms of the current relationship that the stakeholders have, the DOT is considered as the most central actor. The network map shows that the DOT and the DA-ATI are the most prominent entities in the industry while the DOT and CBSUA are the one with high level of awareness as to the stakeholders with important roles in farm tourism industry. This also implies their willingness to have a network with greater number of stakeholders.

Overall, the study concluded that network administrative organization (NAO) type of network governance is the suitable mode of governance for the development of farm tourism industry in Camarines Sur. In establishing this, the industry should evolved from a self-managed to a NAO type of governance through different strategies. This way, stakeholders can build networks and promote convergence effort. This form of governance also enhances learning between network actors, and may result in strategic alignment towards common goals and collective outcomes, thus enhance the ability of the network to create shared value. The NAO type of governance can be attained by capacitating the Provincial Government of Camarines Sur through the effort of the Department of Tourism-Regional Office V (DOT-RO V0 which is considered as the most prominent actor among the stakeholders.

Further, the study recommends the conduct of research studies focusing on community participation on farm tourism and the acceptability of NAO as a governance framework for the industry in Camarines Sur.

Statement of Contribution

- What is the Contribution to Knowledge, Theory, Policy or Practice Offered by the Paper?

This research introduces concepts and ideas necessary in understanding the basic principles of farm tourism as an industry. It is an exploratory study which considers the current status of the farm tourism industry, relationship of stakeholders, and current governance set-up as bases in determining the ideal governance framework.

More so, the study is anchored on the concept that governanceserves as harmonizer of stakeholders. Thus, study contributes to the knowledge building of network governance and its application to the development of an emerging industry such as farm tourism.

The output of the study aims to serve as basis in developing strategies and policies on farm tourism and provide better understanding of the importance of the elements of public governance such as such as institutions, systems and processes, and actors of development.

- How does the Paper Offer a Social Science Perspective/Approach?

The study encompasses the fields of governance, development management, and farm tourism.

It covers concepts on network governance as a mechanism to promote interdependency and collaboration for mutual benefit. Hence, the researcher included state and non-state actors as respondents of the study.

It also highlights the roles and importance of stakeholders from various sectors which is anchored on the very aim of Development Management - to capacitate the government, private sector, and civil society as major development actors.

Lastly, the paper highlights farm tourism not just as a subset of tourism but a tool in achieving a more inclusive and sustainable form of development.

Research Highlights

- The farm tourism industry in Camarines Sur, Philippines is young, yet, developmental.
- The stakeholders of the industry exhibit a self-managed mode of governance.
- Harmonizing and limiting factors are identified and considered for a functional governance framework.
- The farm tourism industry in Camarines Sur has to evolve from a self-managed to a network administrative organization (NAO) mode of network governance.

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The Mechanism of Assessing Human's Economic Excellence by using "KPI" Tools

By Navruz-Zoda Bakhtiyor Negmatovich
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Abstract- The article describes the concept of "human economic excellence". An algorithm for the calculation of the "multiplier of human economic excelence" is recommended in five stages. "Significant skill indicators" for evaluating a person's economic excellence by using the KPI tool has been produced. On the basis of these assessment indicators, four quality levels were determined: "a person with economic excellence", "a person with economic maturity", "a person with economic potential" and "a person without economic excellence" based on the author's method of evaluating the real economic excellence of 500 employed people in the Bukhara region of the Republic of Uzbekistan.

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GJMBR-F Classification: *JEL Code: A10*

THEMECHANISMOFASSESSINGHUMANSECONOMICEXCELLENCEBYUSINGKPITOOLS

Strictly as per the compliance and regulations of:

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I. Introduction

The concept of "perfect man" has been interpreted differently in different periods. According to N.Komilov, "a unique moral code of a perfect person was developed, and having these qualities was considered as a dream of every person. It is also clear from this that the notions of good morals and the perfect person in the Middle Ages have a relative nature - on the one hand, the concept of an abstract being, which is considered to be the totality of spiritual and spiritual power, intelligence, and good qualities, and on the other hand, a person who aspired to this peak and achieved certain positions was also considered a perfect person" [1]. These and other interpretations have mainly expressed the three-dimensional image of a perfect person: physical, spiritual and mental.

In the conditions of the market economy, the concept of a perfect person is based on the expansion of the "economic excellence" component [2] along with the physically healthy, spiritually mature and intellectual components. The fact is that today it is not enough to be a healthy, polite and intelligent person. He must also have the ability to earn enough money to meet the needs of himself and his family members who are not able to work, and to cover household expenses. Therefore, when evaluating a person economically, it is important to determine his economic excellence.

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It is appropriate to distinguish two abilities that describe the economic excellence of a perfect person: 1. Human ability to work consists of specific and abstract types of physical and mental work, arising in the process of using labor force in practice. A person makes a living by receiving wages as a result of work. 2. Human entrepreneurial ability is a form of realization of the entrepreneurial qualities of each person in active and independent entrepreneurial work, effective use of the connection of production factors, making consistent management decisions, mastering technological and organizational-management innovations, is the economic ability of a person related to assimilation of innovations, risk-taking and provision of profitable work [3].

People with economic excellence is matured in the process of labor and entrepreneurial activity in the business system in the following four stages: formation of human ability as capital; education of a person capable of working as a labor force; creating an entrepreneur with developed entrepreneurial skills; to reach the level of a business person in the status of a company manager.

In the article, the task of developing Key Performance Indicator (KPI) that allows to quantitatively determine these skills with the aim of evaluating the development of human economic excellence and the development of labor and entrepreneurial skills in the economy was set.

II. Analysis of Literature on the Topic

Instrumental skills, interpersonal skills, imaginative skills and systemic skills [4] are of great importance in determining the qualities that describe a person's economic excellence.

Also, the psychological approach to determining economic excellence is worthy of attention, according to which the personal qualities that determine the inclination to entrepreneurial activity and psychological readiness are divided into the following three groups [5]: 1. "Qualities describing the characteristics of the nervous system and thinking" group. 2. "Characteristics of the motivational field" group. 3. "Leadership phenomenon" group.

3 areas of competence ("ideas and opportunities", "resources", "actions") as a tool aimed at increasing the entrepreneurial potential of European citizens and organizations in the scientific research

conducted by the European Commission on the issue of the structure of competence in the field of entrepreneurship (EntreComp - Entrepreneurship Competence Framework) 15 with basic competencies [6], they play an important role in describing the economic excellence of a person.

The model "Business Excellence" created in cooperation with leading European companies with the support of the European Foundation for Quality Management (EFQM) serves as an effective tool for assessing the entrepreneurial ability in relation to both opportunities (qualities) and results (partial and final). According to Dmitriy Maslov, a member of the expert group of the European Foundation for Quality Management on the revision of the EFQM-2006 model, Aleksandr Shestakov, an expert of the jury for the award of the Government of the Russian Federation for quality, and Derek Midhurst, director of the UK company "D&D Excellence Limited": "The philosophy of Total Quality Management (TQM) As a European interpretation, the concept of EFQM, in turn, is also a practical tool (model) intended to be used for quality improvement" [7]. The EFQM "Business Excellence" model can serve as a methodological basis for evaluating human economic excellence.

The Key Performance Indicators (KPI) approach [8], developed by dividing entrepreneurial skills into hard skills, soft skills, and digital skills, serves as a basis for the scientific justification of the mechanism for evaluating a person's economic excellence by using the KPI tool.

III. Research Methodology

In the study, using the method of systematic analysis, human economic excellence was divided into two levels - labor and entrepreneurial skills. Key Performance Indicators (KPIs) describing 7 main and 40 sub-criteria for evaluating human economic excellence was developed using the method of logical analysis. Using the grouping method, the achieved state of a person's economic excellence was divided into high, moderate, medium and low level of economic excellence. By using the comparative method, based on the comparison of real and standard levels of economic ability, 4 quality authorities of a person: "skilled", "mature", "competent" and "unskilled" were recommended.

IV. Analysis and Results

In order to evaluate the economic excellence of a person, we recommend that the calculation of the "Multiplier of the economic excellence of a person" be carried out in the following five steps (Figure 1):

The first stage. Forming a standard determinant of a person's economic excellence. We recommend the phrase "economic excellence" as a benchmark for a person's level of economic perfection. In this case, we understand "economic excellence" as a set of economic skills that allow a person to skillfully perform labor and business activities.

Economic skills depend on the economic roles performed by a person. A person shows his abilities and potential in the economic sphere in the process of performing various economic roles.

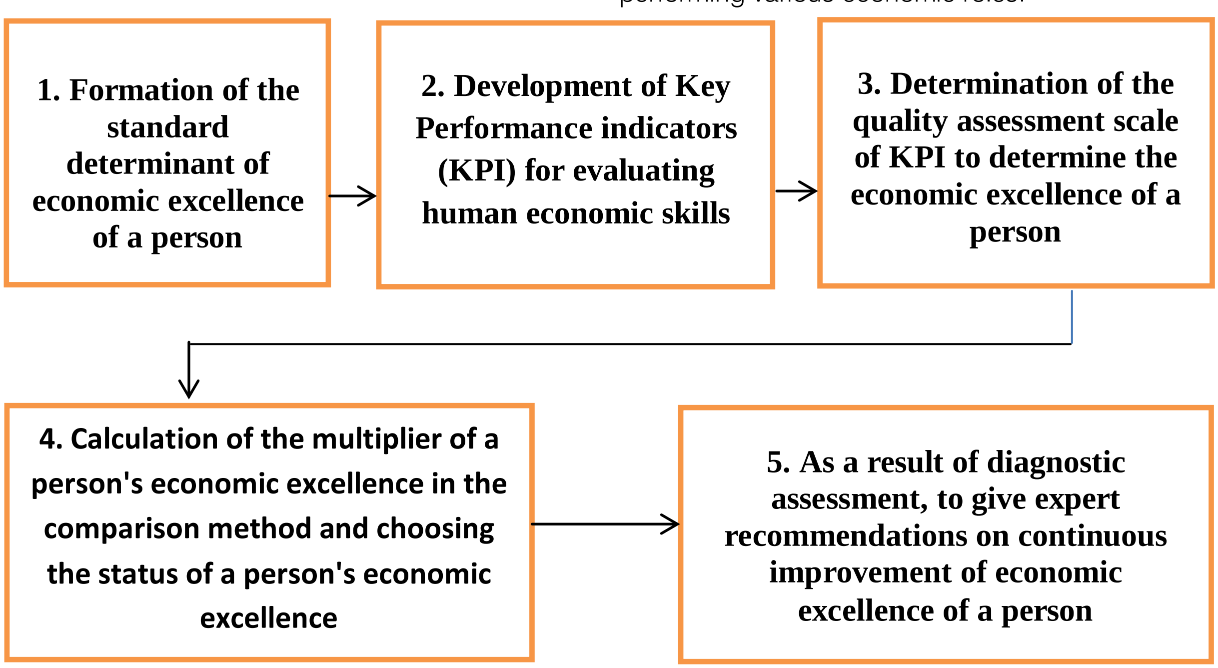

Figure 1: Stages of Assessing the Economic Excellence of A Person

[1] Author's work

"Economic role, - according to A.P. Vyatkin, - is considered as a unit of measurement of economic behavior, and it is defined as "functions, instructions and guidelines and behavior that an individual is obliged to perform in order to satisfy his consumer and economic needs in various economic structures reaction complex" [9, 75]. Russian psychologist A.D. Karnyshev connects special economic excellence with economic roles. He distinguishes the following six economic roles of man [9,77; 10]:

1. *Consumer* (consumer of the benefits created in society for living).
2. *client*(purchaser of goods and services for the purpose of consumption and use).
3. *Producer* (producer of benefits needed for himself and others).
4. *Entrepreneur* (a person who uses his own funds to produce goods and provide services and realizes entrepreneurial skills).
5. *Vendor* (seller of goods and services created by him and produced by others).
6. *Payer* (payer of tax, duty, utility and other fees determined by the state and competent authorities).

It should be noted that among the above-mentioned human economic roles, there is one more important economic activity characteristic of people, which was identified by A.D. Karnyshev was not taken into account. This, in our opinion, is the economic benefit of man. In this case, by "economic usefulness of a person" we mean the ability of a person to satisfy his needs at the expense of the income he receives as a result of the realization of his work and entrepreneurial abilities for the benefit of society.

Based on these opinions, we came to the conclusion that "economic excellence" as a standard determinant of a person's level of economic perfection is manifested in a harmonious unity of the following seven qualities (Fig. 2).

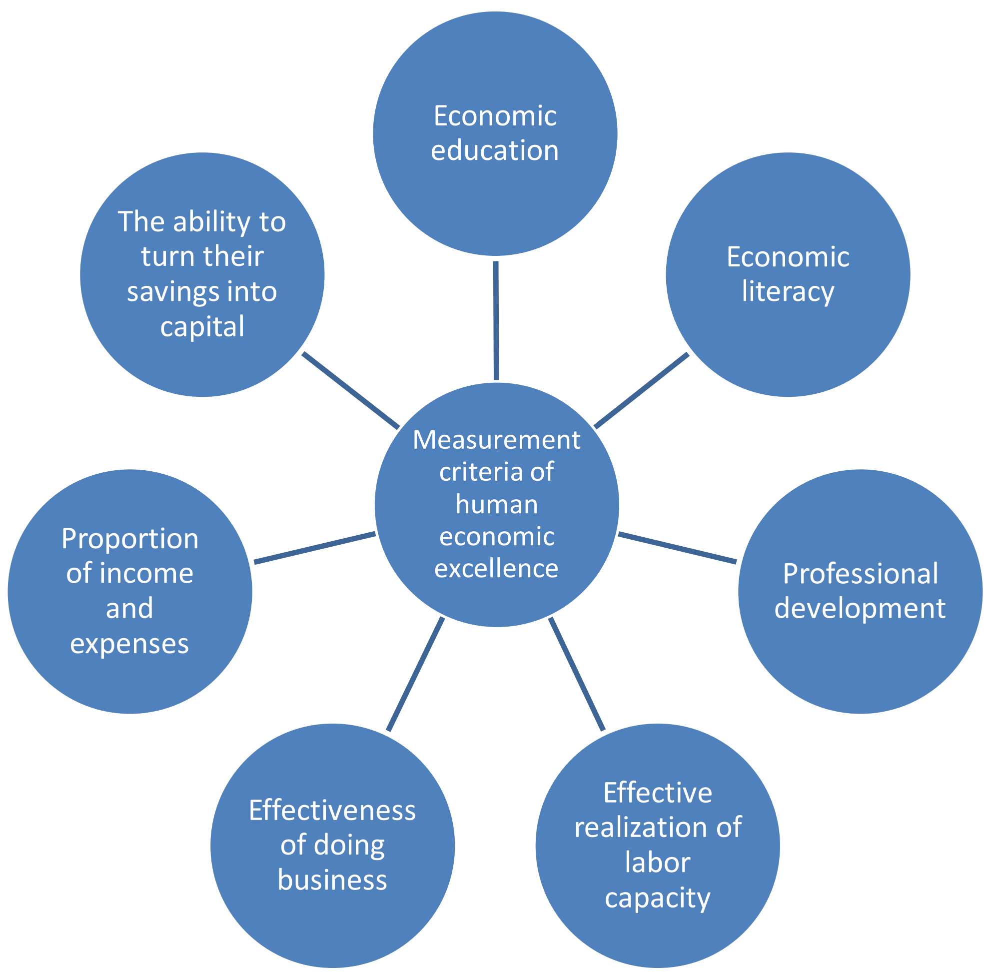

Figure 2: Qualities Describing the Economic Excellence of a Person[2]

[2] Source: author's work

The second stage: Development of Key Performance indicators (KPI) for evaluating human economic excellence. KPI (Key Performance Indicators) - "these are quantitative indicators of activity, especially effectiveness and efficiency, which help to measure the level of achievement of goals or the optimality of the process" [11]. In our opinion, the algorithm for the development of key performance indicators (KPIs) describing the economic skills of a person can consist of the following processes:

1. Entering the qualities describing the economic skills of a person into the KPI system using *Latin letters*:

- ❖ KPI(E) - Economic education is the main criterion;
- ❖ KPI(K) - Economic knowledge is the main criterion;
- ❖ KPI(P) - Professional skills are the main criteria.
- ❖ KPI(L) - The main criterion is the effective realization of labor capacity.
- ❖ KPI(B) -The main criterion for the effectiveness of doing business.
- ❖ KPI(I) -The main criterion is the ratio of income and expenses.
- ❖ KPI(S) -Investment skill is the main criterion.

2. Expressing the sub-criteria describing the main criteria for evaluating a person's economic skills to the KPI system by means of numbers:

- KPI(E) - Economic education: KPI (E1). Hard work; KPI (E2). Economy; KPI(E3). Live by calculation; KPI(E4). The ability to conduct economic affairs; KPI(E5). The ability to control one's ego. KPI(E6). Figurative description of money; KPI(E7). Preservation of property.
- KPI(K) - Economic literacy: KPI(K1). Knowing the calculations of all utility bills and ensuring timely payment; KPI(K2). To know the income from the salary and the net income; KPI(K3). The level of imagination about the prices of daily consumer goods and services; KPI(K4). Ability to create and maintain a family budget; KPI (K5). The skill of conducting price negotiations and buying experience when buying things from the market and stores; KPI(K6). Knowledge of taxes and their social importance; KPI(K7). Knowing the reasons for frequent changes in the prices of goods and services in the market economy.
- KPI(P) - Professional skills: KPI(P1). High career and professional skills in the position; KPI(P2). The career and professional skills in the position are average; KPI(P3). The career and professional skills in the position are low.
- KPI(L) - Effective realization of labor capacity: KPI(L1). There is no income from work, the income is only from entrepreneurship or other financial sources; KPI(L2). As a hired or independent worker, he earns little, just enough to cover his expenses; KPI(L3). The average income he receives as a hired or self-employed worker is enough to fully cover his expenses and partially cover his family's expenses; KPI(L4). The income he receives as a hired or independent worker is not bad, enough to cover his and his family's expenses; KPI(L5). The income from both hired labor and self-employment is high, fully sufficient to cover the expenses of himself and his family; KPI(L6). His income from wage labor and self-employment is high, more than covering his and his family's expenses.
- KPI(B) - Effectiveness of doing business activities: KPI(B1). There is no income from entrepreneurship, the income is only from hired labor or self-employment; KPI(B2). Entrepreneurial income is up to 25% more than the income from labor (the sum of wage and self-employment); KPI(B3). Entrepreneurial income is 26% to 50% more than the income from work; KPI(B4). Entrepreneurial income is 51% to 75% more than the income from labor; KPI(B5). Entrepreneurial income is 76% to 100% more than the income from work; KPI(B6). Business income is more than 100% of income from labor.
- KPI(I) - Proportion of income and expenses: KPI(I1). Consumers do not save all of their monthly (annual) income by spending it on expenses; KPI(I2). Spends 99% to 95% of monthly (annual) income and saves 1% to 5%; KPI(I3). Spends 94% to 90% of my monthly (annual) income and saves 6% to 10%; KPI(I4). Spends 89% to 85% of my monthly (annual) income and saves 11% to 15%; KPI(I5). . According to the "80/20" golden rule of wealth, 80% or less of monthly (annual) income is spent on consumer spending and 20% or more is saved.
- KPI(S) - Investment skills: KPI (S1). Does not have a fund or keeps the funds at home and does not receive income from them; KPI(S2). By using (investing in) their savings, they receive additional profit of up to 25% of their total income per month (year); KPI(S3). Using their savings, they receive additional profit from 26% to 50% of their total income per month (year); KPI(S4). Using their savings, they receive additional benefits from 51% to 75% of their total monthly (annual) income; KPI(S5). Using their savings, they receive additional benefits from 76% to 99% of their total income per month (year); KPI(S6). Using their savings, they receive additional profit of 100% of their total income per month (year) and more.

3. Create a special test to determine the level of development of people's economic skills based on the main and sub-criteria of evaluating human economic skills.

The Third Stage: Determination of the quality status assessment scale of Key Performance Indicators (KPI) to determine the economic skills of a person. In the diagnostic process, it is recommended to evaluate the economic skills of people with a 100-point system according to KPI. In this case, the points are distributed in each main criteria section as follows:

- For economic education - 15 points.
- For economic knowledge – 15 points.
- For professional skills - 14 points.
- For effective realization of working capacity – 14 points.
- For the effectiveness of doing business – 14 points.
- For the ratio of income and expenses - 14 points.
- For investment skills - 14 points.

The assessment points divided by the main criteria are distributed proportionally in the sub-criteria section, depending on the number of important skill indicators and their quality level.

The Fourth Stage: Calculating the multiplier of a person's economic exellence in the comparative method and choosing the status of a person's economic excellence. It is recommended to calculate the multiplier of the person's economic excellence by the following formula, in exchange for comparing the total points collected by the expert method in the KPI system of the person being studied for his economic excellence with the benchmark score:

$$Hee = \frac{KPI(E) + KPI(K) + KPI(P) + KPI(L) + KPI(B) + KPI(I) + KPI(S)}{Eee},$$

Here:

Hee is a multiplier of the economic skill of a person (this indicator is measured in the range of 0.0 to 1.0 in the coefficient scale);

KPI(E), KPI(K), KPI(P), KPI(L), KPI(B), KPI(I), KPI(S) are the values of 7 main criteria for evaluating a person's economic skills (these criteria are the result of diagnosis of KPI determined during the quality assessment process);

Eee is a benchmark indicator of a person's economic excellence (Eee is quantified by equating to a total of 100 points the best state of key skill indicators (KPIs) describing 7 main and 40 sub-criteria).

Based on the coefficient of the multiplier of economic excellence of a person (Hee), it is selected that his state of economic skill corresponds to one of the following four quality levels and corresponding skill status:

1. From 0.0 to 0.49 - "Man with no economic excellence" based on a low level of economic excellence.
2. From 0.50 to 0.69 - "Man with economic potential" who is determined in his economic excellence at a moderate level.
3. From 0.79 to 0.85 - "Economically mature person" who has achieved a moderate level of economic excellence;
4. From 0.86 to 1.0 - "Economically skilled person" who has achieved a high level of economic excellence.

The fifth stage: As a result of diagnostic assessment, providing expert recommendations on continuous improvement of economic excellence of a person. A "Roadmap" will be drawn up for improving the economic skills of people based on the coefficient of the multiplier of the economic skill of a person. Based on the results of the diagnosis of the economic skills of a person, measures related to the promotion of people with economic potential to the status of people with economic potential and from maturity to the level of economic maturity, and from maturity to the status of people with economic excellence are developed.

In order to practically calculate the multiplier of the economic excellence of a person, we conducted a diagnosis of the economic skill of 500 people employed in the Bukhara region of the Republic of Uzbekistan. In this, the diagnostic study was carried out in 4 stages (Fig. 3).

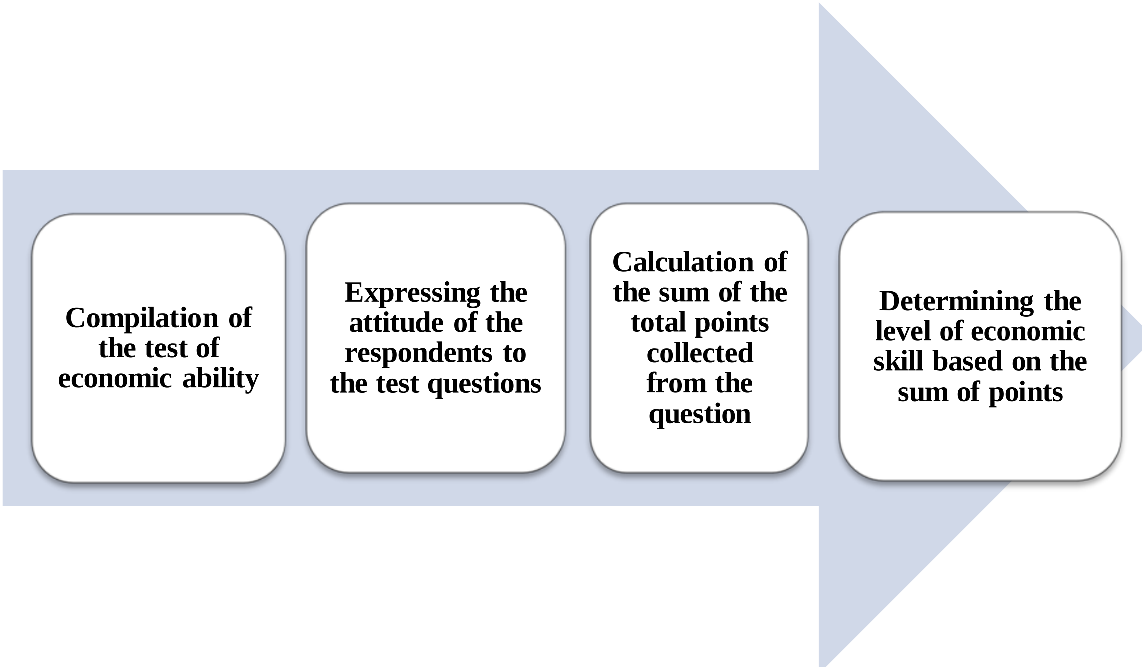

Figure 3: Stages of Diagnosing Human Economic Excellence

In order to diagnose a person's economic skills, we developed the "test of economic ability" and calculated the economic skills of respondents by expert method (on a 100-point scale) using it (Table 4).

Table 1: Results of Economic Skills Assessment of 500 Respondents[3]

N	Multiplier value of human economic excellence (Hee).	The level of economic excellence of a person	Human economy Excellence status	Number of respondents	Theirs percentage, %
1	From 0.0 to 0.49	Low	"A person without economic excellence"	65	13,0
2	From 0.50 to 0.69	Medium	"A person with economic potential"	372	74,4
3	From 0.70 to 0.85	In moderation	"Economicmatureperson"	53	11,6
4	From 0.86 to 1.0	High	"A person with economic skills"	5	1,0
Total:				100	100%

The results of the research show that there are very few people with "high" level of economic excellence, only 5 people, and 1.0% of the respondents have the status of "Economically skilled person". 53 of the respondents have developed their economic excellence at the "standard" level, and 11.6 percent have the status of "Economically mature person". The largest number of respondents - 372 people - had their economic skills at the "medium" level, and the share of those with the status of "Economic potential person" made 74.4%. Finally, there are 65 people with "low" level of economic skills, and 13.0 percent of the respondents belong to the category of employed people with the status of "Person without economic excellence".

[3] Source: based on the author's "Economic Aptitude Test" survey.

V. Summary

Based on the research results, we came to the following conclusions:

1. In the conditions of the market economy, along with the traditional three-dimensional qualities of a perfect person, we recommend taking into account and evaluating his "economic excellence" as a fourth-dimensional criterion describing his economic aspect.
2. "Human economic excellence" is understood as a set of economic skills that enable a person to skillfully perform labor and business activities.
3. Calculation of the "multiplier of human economic excellence" to form the standard determinant of economic excellence; development of key performance indicators (KPIs); determining the rating scale; calculating the multiplier in the comparison method and choosing the status of the person's economic skill; as a result of diagnostic evaluation, it is carried out in stages such as providing expert recommendations on continuous improvement of economic excellence.
4. "Key performance indicators" (KPI) will be developed, which will allow to evaluate the labor and entrepreneurial ability of people by expressing the main criteria of human economic skills through Latin letters and sub-criteria through numbers into the KPI system.
5. By means of 40 key performance indicators (KPIs) developed on the basis of 7 main criteria, determination of the "high", "moderate", "medium" and "low" levels of the real achievement of human economic skills and the "skilled" of employed people, gives the opportunity to determine the quality status of "mature", "competent" and "unskilled".

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7. Manuscript submitted *must not have been submitted or published elsewhere* and all authors must be aware of the submission.

Declaration of Conflicts of Interest

It is required for authors to declare all financial, institutional, and personal relationships with other individuals and organizations that could influence (bias) their research.

Policy on Plagiarism

Plagiarism is not acceptable in Global Journals submissions at all.

Plagiarized content will not be considered for publication. We reserve the right to inform authors' institutions about plagiarism detected either before or after publication. If plagiarism is identified, we will follow COPE guidelines:

Authors are solely responsible for all the plagiarism that is found. The author must not fabricate, falsify or plagiarize existing research data. The following, if copied, will be considered plagiarism:

- Words (language)
- Ideas
- Findings
- Writings
- Diagrams
- Graphs
- Illustrations
- Lectures

- Printed material
- Graphic representations
- Computer programs
- Electronic material
- Any other original work

Authorship Policies

Global Journals follows the definition of authorship set up by the Open Association of Research Society, USA. According to its guidelines, authorship criteria must be based on:

1. Substantial contributions to the conception and acquisition of data, analysis, and interpretation of findings.
2. Drafting the paper and revising it critically regarding important academic content.
3. Final approval of the version of the paper to be published.

Changes in Authorship

The corresponding author should mention the name and complete details of all co-authors during submission and in manuscript. We support addition, rearrangement, manipulation, and deletions in authors list till the early view publication of the journal. We expect that corresponding author will notify all co-authors of submission. We follow COPE guidelines for changes in authorship.

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Appealing Decisions

Unless specified in the notification, the Editorial Board's decision on publication of the paper is final and cannot be appealed before making the major change in the manuscript.

Acknowledgments

Contributors to the research other than authors credited should be mentioned in Acknowledgments. The source of funding for the research can be included. Suppliers of resources may be mentioned along with their addresses.

Declaration of funding sources

Global Journals is in partnership with various universities, laboratories, and other institutions worldwide in the research domain. Authors are requested to disclose their source of funding during every stage of their research, such as making analysis, performing laboratory operations, computing data, and using institutional resources, from writing an article to its submission. This will also help authors to get reimbursements by requesting an open access publication letter from Global Journals and submitting to the respective funding source.

Preparing your Manuscript

Authors can submit papers and articles in an acceptable file format: MS Word (doc, docx), LaTeX (.tex, .zip or .rar including all of your files), Adobe PDF (.pdf), rich text format (.rtf), simple text document (.txt), Open Document Text (.odt), and Apple Pages (.pages). Our professional layout editors will format the entire paper according to our official guidelines. This is one of the highlights of publishing with Global Journals—authors should not be concerned about the formatting of their paper. Global Journals accepts articles and manuscripts in every major language, be it Spanish, Chinese, Japanese, Portuguese, Russian, French, German, Dutch, Italian, Greek, or any other national language, but the title, subtitle, and abstract should be in English. This will facilitate indexing and the pre-peer review process.

The following is the official style and template developed for publication of a research paper. Authors are not required to follow this style during the submission of the paper. It is just for reference purposes.

Manuscript Style Instruction (Optional)

- Microsoft Word Document Setting Instructions.
- Font type of all text should be Swis721 Lt BT.
- Page size: 8.27" x 11'", left margin: 0.65, right margin: 0.65, bottom margin: 0.75.
- Paper title should be in one column of font size 24.
- Author name in font size of 11 in one column.
- Abstract: font size 9 with the word "Abstract" in bold italics.
- Main text: font size 10 with two justified columns.
- Two columns with equal column width of 3.38 and spacing of 0.2.
- First character must be three lines drop-capped.
- The paragraph before spacing of 1 pt and after of 0 pt.
- Line spacing of 1 pt.
- Large images must be in one column.
- The names of first main headings (Heading 1) must be in Roman font, capital letters, and font size of 10.
- The names of second main headings (Heading 2) must not include numbers and must be in italics with a font size of 10.

Structure and Format of Manuscript

The recommended size of an original research paper is under 15,000 words and review papers under 7,000 words. Research articles should be less than 10,000 words. Research papers are usually longer than review papers. Review papers are reports of significant research (typically less than 7,000 words, including tables, figures, and references)

A research paper must include:

a) A title which should be relevant to the theme of the paper.
b) A summary, known as an abstract (less than 150 words), containing the major results and conclusions.
c) Up to 10 keywords that precisely identify the paper's subject, purpose, and focus.
d) An introduction, giving fundamental background objectives.
e) Resources and techniques with sufficient complete experimental details (wherever possible by reference) to permit repetition, sources of information must be given, and numerical methods must be specified by reference.
f) Results which should be presented concisely by well-designed tables and figures.
g) Suitable statistical data should also be given.
h) All data must have been gathered with attention to numerical detail in the planning stage.

Design has been recognized to be essential to experiments for a considerable time, and the editor has decided that any paper that appears not to have adequate numerical treatments of the data will be returned unrefereed.

i) Discussion should cover implications and consequences and not just recapitulate the results; conclusions should also be summarized.
j) There should be brief acknowledgments.
k) There ought to be references in the conventional format. Global Journals recommends APA format.

Authors should carefully consider the preparation of papers to ensure that they communicate effectively. Papers are much more likely to be accepted if they are carefully designed and laid out, contain few or no errors, are summarizing, and follow instructions. They will also be published with much fewer delays than those that require much technical and editorial correction.

The Editorial Board reserves the right to make literary corrections and suggestions to improve brevity.

Format Structure

It is necessary that authors take care in submitting a manuscript that is written in simple language and adheres to published guidelines.

All manuscripts submitted to Global Journals should include:

Title

The title page must carry an informative title that reflects the content, a running title (less than 45 characters together with spaces), names of the authors and co-authors, and the place(s) where the work was carried out.

Author details

The full postal address of any related author(s) must be specified.

Abstract

The abstract is the foundation of the research paper. It should be clear and concise and must contain the objective of the paper and inferences drawn. It is advised to not include big mathematical equations or complicated jargon.

Many researchers searching for information online will use search engines such as Google, Yahoo or others. By optimizing your paper for search engines, you will amplify the chance of someone finding it. In turn, this will make it more likely to be viewed and cited in further works. Global Journals has compiled these guidelines to facilitate you to maximize the web-friendliness of the most public part of your paper.

Keywords

A major lynchpin of research work for the writing of research papers is the keyword search, which one will employ to find both library and internet resources. Up to eleven keywords or very brief phrases have to be given to help data retrieval, mining, and indexing.

One must be persistent and creative in using keywords. An effective keyword search requires a strategy: planning of a list of possible keywords and phrases to try.

Choice of the main keywords is the first tool of writing a research paper. Research paper writing is an art. Keyword search should be as strategic as possible.

One should start brainstorming lists of potential keywords before even beginning searching. Think about the most important concepts related to research work. Ask, "What words would a source have to include to be truly valuable in a research paper?" Then consider synonyms for the important words.

It may take the discovery of only one important paper to steer in the right keyword direction because, in most databases, the keywords under which a research paper is abstracted are listed with the paper.

Numerical Methods

Numerical methods used should be transparent and, where appropriate, supported by references.

Abbreviations

Authors must list all the abbreviations used in the paper at the end of the paper or in a separate table before using them.

Formulas and equations

Authors are advised to submit any mathematical equation using either MathJax, KaTeX, or LaTeX, or in a very high-quality image.

Tables, Figures, and Figure Legends

Tables: Tables should be cautiously designed, uncrowned, and include only essential data. Each must have an Arabic number, e.g., Table 4, a self-explanatory caption, and be on a separate sheet. Authors must submit tables in an editable format and not as images. References to these tables (if any) must be mentioned accurately.

Figures

Figures are supposed to be submitted as separate files. Always include a citation in the text for each figure using Arabic numbers, e.g., Fig. 4. Artwork must be submitted online in vector electronic form or by emailing it.

Preparation of Eletronic Figures for Publication

Although low-quality images are sufficient for review purposes, print publication requires high-quality images to prevent the final product being blurred or fuzzy. Submit (possibly by e-mail) EPS (line art) or TIFF (halftone/ photographs) files only. MS PowerPoint and Word Graphics are unsuitable for printed pictures. Avoid using pixel-oriented software. Scans (TIFF only) should have a resolution of at least 350 dpi (halftone) or 700 to 1100 dpi (line drawings). Please give the data for figures in black and white or submit a Color Work Agreement form. EPS files must be saved with fonts embedded (and with a TIFF preview, if possible).

For scanned images, the scanning resolution at final image size ought to be as follows to ensure good reproduction: line art: >650 dpi; halftones (including gel photographs): >350 dpi; figures containing both halftone and line images: >650 dpi.

Color charges: Authors are advised to pay the full cost for the reproduction of their color artwork. Hence, please note that if there is color artwork in your manuscript when it is accepted for publication, we would require you to complete and return a Color Work Agreement form before your paper can be published. Also, you can email your editor to remove the color fee after acceptance of the paper.

Tips for writing a good quality Management Research Paper

Techniques for writing a good quality management and business research paper:

1. Choosing the topic: In most cases, the topic is selected by the interests of the author, but it can also be suggested by the guides. You can have several topics, and then judge which you are most comfortable with. This may be done by asking several questions of yourself, like "Will I be able to carry out a search in this area? Will I find all necessary resources to accomplish the search? Will I be able to find all information in this field area?" If the answer to this type of question is "yes," then you ought to choose that topic. In most cases, you may have to conduct surveys and visit several places. Also, you might have to do a lot of work to find all the rises and falls of the various data on that subject. Sometimes, detailed information plays a vital role, instead of short information. Evaluators are human: The first thing to remember is that evaluators are also human beings. They are not only meant for rejecting a paper. They are here to evaluate your paper. So present your best aspect.

2. Think like evaluators: If you are in confusion or getting demotivated because your paper may not be accepted by the evaluators, then think, and try to evaluate your paper like an evaluator. Try to understand what an evaluator wants in your research paper, and you will automatically have your answer. Make blueprints of paper: The outline is the plan or framework that will help you to arrange your thoughts. It will make your paper logical. But remember that all points of your outline must be related to the topic you have chosen.

3. Ask your guides: If you are having any difficulty with your research, then do not hesitate to share your difficulty with your guide (if you have one). They will surely help you out and resolve your doubts. If you can't clarify what exactly you require for your work, then ask your supervisor to help you with an alternative. He or she might also provide you with a list of essential readings.

4. Use of computer is recommended: As you are doing research in the field of management and business then this point is quite obvious. Use right software: Always use good quality software packages. If you are not capable of judging good software, then you can lose the quality of your paper unknowingly. There are various programs available to help you which you can get through the internet.

5. Use the internet for help: An excellent start for your paper is using Google. It is a wondrous search engine, where you can have your doubts resolved. You may also read some answers for the frequent question of how to write your research paper or find a model research paper. You can download books from the internet. If you have all the required books, place importance on reading, selecting, and analyzing the specified information. Then sketch out your research paper. Use big pictures: You may use encyclopedias like Wikipedia to get pictures with the best resolution. At Global Journals, you should strictly follow here.

6. Bookmarks are useful: When you read any book or magazine, you generally use bookmarks, right? It is a good habit which helps to not lose your continuity. You should always use bookmarks while searching on the internet also, which will make your search easier.

7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

Criterion for Grading a Research Paper (Compilation)
by Global Journals

Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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