
ORGANIZATIONAL EFFECTIVENESS AND SUPPLY QUALITY: A METHODOLOGICAL RESEARCH FOR TURKISH RURAL TOURISM

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ABSTRACT

Although Turkey has considerable rural tourism potential it struggles with long-standing unemployment in urban areas. The area of potential employment success in rural tourism depends on organizational effectiveness, people and products plus the location itself. This paper investigates the relation between the effectiveness of DMOs (Destination Management Organizations) and quality levels of rural tourism products/services in Turkey. In doing so it questions settled public's opinion. With its unique analysis model it aims to become a model for other counties or tourism destinations.

Keywords: Rural Tourism, Supply, Effectiveness, DMOs, Turkey

1. Introduction

Nearly 30 years ago, while 45 % of Turkish population lived in rural area, at the present time, rural population corresponds to 8 % of the Turkish population. On the other hand, Turkey appears to be struggling with long-standing unemployment. Indeed, the *youth unemployment* rate is 17 % in the urban area (TurkStat,2014).

Turkey, such as many developing tourism destinations, has national parks, wilderness areas, mountains, lakes, and cultural sites, most of which are generally rural. In the context of stopping rural-urban migration and inducing people in poor rural areas, some tourism potential must be considered on a preferential basis within the scope of tourism diversity policies.

In previous studies it has been underlined that rural tourism is based on three axes: space, people, products.

-The area without human existence cannot support the coexistence;

-People without space or products have only a limited capacity to receive tourists;

-Products that are not based on space and people have only a short existence and cannot deliver sustainable development locally (Dragulanescu and Drutu, 2012).

The fact remains that an organization is required to think strategically and conceptually in order to achieve organizational goals in rural tourism destinations. In this case, organization should be considered as the fourth axe on which rural tourism is based on. Organizational effectiveness, on the other hand, incorporates far more than commercial, economic, logistical issues. Rather, it requires more of A holistic view. Namely, it focuses on the overall effectiveness, as well as sustainability, concern for the environment, innovation, management, strategy, engagement via communication (Mihalicz, 2012).

To Sum up, rural success not only depends on the area, people, products, or more clearly, commercial, economic, logistical issues, but also on organization and its effectiveness in *planning, organizing, leading/commanding, coordinating and controlling*, in short, the five functions of management. At this juncture, it is not easy to give a precise definition of the term 'management' as a cross- section of scholars from different disciplines describe management from their own angles.

The definitions by some of the opinion leaders, scholars and practitioners are given in Timms's (2011) Study. For example, Henry Fayol defines management as to forecast, to plan, to organize, to command, to coordinate and to control. Management is also not "Business Management" but the governing organ of all institutions of Modern Society. Effectiveness, on the other hand, focuses on opportunities to produce revenue, to create markets, and to change the economic characteristics of existing products and markets.

As a result, it is worth noting that managerial effectiveness of Destination Management Organizations (DMOs) effects quality level of service/products in a destination. Considering this fact, this paper focuses on the effectiveness of DMOs and quality levels of rural tourism products/services in Turkey, and examines the relation/correlation between the effectiveness and the quality by asking settled public's opinion. In this paper, the effectiveness of DMOs is ranked as performance of five management functions. To be more precise, the basic elements of management (planning, organizing, commanding (leading), coordinating, and controlling) were developed by Henri Fayol over 90 years ago (McNamara, 2009). IN the way, these management functions concern the internal environment for performance within an organization; it must be operated in the external environment of an organization as well.

The explanation of the basic elements by Olum (2004) is given below.

1.1.Planning

Planning involves selecting missions and objectives and the actions to achieve them. It requires decision-making. Plans range from overall purposes and objectives to the most detailed actions to be taken.

1.2.Organizing

Organizing, therefore, is that part of management that involves establishing an intentional structure of roles for people to fill in an organization. Intentional in that all tasks necessary to accomplish goals are assigned and assigned to people who can do them best.

1.3.Leadng

Leading is the influencing of people so that they will contribute to organization and group goals; it has to do predominantly with the interpersonal aspect of managing. Most important problems to managers arise from people – their desires and attitudes, their behavior as individuals and in groups. Hence, effective managers need to be effective leaders. Leading involves motivation, leadership styles and approaches and communication.

1.4.Controlling

Controlling measures performance against goals and plans, shows where negative deviations exist, and, by putting in motion actions to correct deviations, helps ensure accomplishment of plans.

1.5.Coordinating

Coordination is the essence of manager-ship for achieving harmony among individual efforts toward the accomplishment of group goals. Each of the managerial functions discussed earlier on is an exercise contributing to coordination.

2. Literature Review

As cited in a study of Aref and Gill (2009) the concept of rural tourism has become important around the world. While developing rural tourism worldwide, accordingly due to the rising demand, Europe has designated infrastructure and got its services ready (Dettori et al, 2004). Moreover, many European countries (French, Austria, Italy, Germany, England, Ireland, Sweden, Holland, Belgium, Spain, Portugal, Scandinavia Islands et all,) offer service to overseas tourists along with domestic tourists (Soykan, 2006).

While the above studies point out the development in the World and Europe, years some studies emphasize the problems of local producers. For example, according to Fostner's study (2004) the most important problem of local producers in rural tourism is the distance to the market and deficiency of information about the market (Harman, 2014). Related to the economic arguments, Ozbay K. et al. (2003) theoretically say that confidential and efficient transportation structures are the key factor of economic improvement. Housing is also a basic need for rural tourism. Simply put, housing services have to be of distinctive quality. For example, some successful rural tourism areas such as Canada and the Southwest of England experience housing problems (Soykan, 2006).

When we look at the barriers based upon countries, for example we can notice that Rural tourism in Iran has several barriers. Roads and accommodation infrastructures were cited as the two main barriers for developing rural tourism in our case study. Understanding barriers of rural tourism is important when a community is getting organized for involvement in tourism activates. This understanding can help individuals, community and organizations more effectively and impact the tourism policy-making process.

There are several references in the literature that directly deal with the barriers of tourism development through local communities, particularly in third world countries. A case in point is that rural tourism in Iran has several barriers that cannot develop. Roads and accommodation infrastructures were cited as the two main barriers for encouraging rural tourism in our case study (Aref and Gill, 2009).

On the other hand, although methodological research is not included in that area, we encounter SWOT (Strengths, Weaknesses, Opportunities, Threats) and status analyses studies regarding some cities and counties in Turkey. For example, Çakır and Çakır (2012) has made a study on Şarköy's status rural tourism. Hanedar, Ünal and Kızılaslan' s (2014) study with SWOT analysis is on what has to be done for improvement of rural tourism in Tokat.

3. Aim of the Study and Methodology

3.1.Aim

This much is certain that Turkish tourism struggles for benefit in good earnest from natural, rural and cultural value in the context of four season tourism events. On the other hand, there is no strive to constitute DMOs for a planned and systematic approach to holistic destination management. As cited in the introduction section of this paper, organization is the fourth axe which tourism is based on. Because there is no formal DMOs for managerial successful of destination in Turkey we suppose that management functions (including planning, organizing, commanding (leading), coordinating, and controlling) cannot perform in good earnest.

Seeing that there is a relation between organizational or managerial effectiveness which is described as an decision activity planned and systematic and quality level of touristic services and products, this relation should be searched, and expected as positive. To investigate the relation, this paper focuses on Turkey as a developing rural tourism country destination. With unique analysis approach it aims to become a model for further destination researches.

3.2.Methodolgy

Sustainability and efficiency in rural tourism is tied on holistic satisfaction of destination visitors regarding local services and products such as transportation, housing/accommodation in addition to shareholders interest, media communication, branding, cultural affection and the maintenance of concrete sources. This satisfaction is interested in services and products quality and managerial effectiveness Within this context, our survey questions are given below:

- What is the quality level of touristic service and products in rural tourism of Turkey?
- What is the level of organizational/managerial effectiveness of DMOs?
- Is there a significant relation between quality level of touristic service and products and managerial effectiveness of DMOs?

For surveying the effectiveness and the quality, we applied the above questions to primary data. We conducted a questionnaire consisting of 72 questions in long vacation term to Turkish people living in various locations in Turkey to apply our questionnaire in their hometown; we selected senior students of Uludağ University, Büyükşehir Vocational School living in different cities of Turkey as surveyors. They selected respondents arbitrary from among settled public in their hometown. 7 Likert scale was used by respondents to rate the degree. SPSS 22 software program was used for statistical data analysis.

4. Findings

Turkey comprises 81 cities and 7 geographical regions. Our research area contains 29 cities from 6 geographic regions in Turkey. THE Cities are Adana, Afyonkarahisar, Antalya, Aydın, Balıkesir, Bursa, Çanakkale, Edirne, Eskişehir, Gümüşhane, Hatay, İstanbul, İzmir, Kayseri, Konya, Kütahya, Manisa, Kahramanmaraş, Muğla, Nevşehir, Niğde, Ordu, Samsun, Tekirdağ, Şanlıurfa, Yozgat, Karaman, Osmaniye, Düzce. A Total of 115 persons in 18 and 67 age range responded to our survey. 76 % is male whereas 24 % is female.

At this juncture, reliability score of this survey, performed on opinion of local residents/native population regarding the quality and the effectiveness in Rural Tourism, is 0,879.

Table 1. Reliability Analysis

Cronbach's Alpha	N of Items
0,879	70

When we look at analysis summaries for transportation comfort, safety, easiness and price it is seen that the average rate is 4,42. For healthy, reliable, comfortable and in central place accommodation the average rate is 4,64.

On the other hand, for general attitude including features and facilities such as warm welcome, clean services, entertainment and guiding services, social house-dwelling and affordable prices the average rate is 4,59.

For attitudes of stakeholders like caring tourists and helping them, and collaborating in destination the average rate is 5,01.

For local information and advertising efforts the average rate is 4,47. For local destination branding the average rate is 4,60.

For contribution of rural tourism movements regarding acculturation the rate is 4.86.

For keeping the touristic values alive and protection the average rate is 4,84.

On the other hand, for their/responders' opinion on organizational/managerial effectiveness of DMOs the average rate is 4,63. its managerial effectiveness at planning 4,49, at organizing 4,66, at commanding (leading) 5,45, at coordinating 4,39, and at controlling 4,18

As is also understood from coefficient of correlation (0,457) in table 2, there is a significant relation between rural tourism transportation and the managerial effectiveness in Turkey. Namely, success in transportation is not independent from managerial effectiveness of DMOs.

Table 2. Pearson Correlation Analysis for Relation Between Transportation and The Managerial Effectiveness

		DMANAGE 1	DTRANSP 1
DMANAGE 1	Pearson Correlation	1	,457**
	Sig. (2-tailed)		,000
	N	115	115
DTRANSP1	Pearson Correlation	,457**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

As is also understood from coefficient of correlation (0,409) in table 3, there is a significant relation between rural tourism accommodation and the managerial effectiveness in Turkey. Just as in the transportation, success in accommodation is not also independent from managerial effectiveness of DMOs.

Table 3. Pearson Correlation Analysis for Relation Between Accommodation and The Managerial Effectiveness

		DMANAGE 1	DHOUSE1
DMANAGE1	Pearson Correlation	1	,409**
	Sig. (2-tailed)		,000
	N	115	115
DHOUSE1	Pearson Correlation	,409**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Similarly, it is seen that there a significant relation between the general features such as attitude and features and facilities and the managerial effectiveness in Turkey. (see table 4)

Table 4. Pearson Correlation Analysis for Relation Between the General Features and The Managerial Effectiveness

		DMANAGE 1	DCONSUMER1
DMANAGE1	Pearson Correlation	1	,385**
	Sig. (2-tailed)		,000
	N	115	115
DCONSUMER1	Pearson Correlation	,385**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

When we look at Pearson Correlation Coefficient (0,359) in table 5, The attitudes of stakeholders like caring tourists and helping them, and also their collaborating within destination is in relation with the managerial effectiveness in Turkey.

Table 5. Pearson Correlation Analysis for Relation Between the Attitudes of Stakeholders and The Managerial Effectiveness

		DMANAGE 1	DSTAKE1
DMANAGE1	Pearson Correlation	1	,359**
	Sig. (2-tailed)		,000
	N	115	115
DSTAKE1	Pearson Correlation	,359**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

There is a positive relationship between local presentation and advertising efforts and the managerial effectiveness. As seen IN table 6, Correlation Coefficient (0,676) confirms our hypothesis in this paper.

Table 6. Pearson Correlation Analysis for Relation Between Local Presentation and Advertising Efforts and The Managerial Effectiveness

		DMANAGE 1	DMEDIA1
DMANAGE1	Pearson Correlation	1	,676**
	Sig. (2-tailed)		,000
	N	115	115
DMEDIA1	Pearson Correlation	,676**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

According to the table 7, there is positive significant relation between branding and the managerial effectiveness.

Table 7. Pearson Correlation Analysis for Relation Between Branding and The Managerial Effectiveness

		DMANAGE 1	DBRAND1
DMANAGE1	Pearson Correlation	1	,695**
	Sig. (2-tailed)		,000
	N	115	115
DBRAND1	Pearson Correlation	,695**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

Table 8 also reflects the relation level between acculturation / cultural interaction and the managerial effectiveness. Pearson Correlation Coefficient is 0,695.

Table 8. Pearson Correlation Analysis for Relation Between Acculturation and The Managerial Effectiveness

		DMANAGE 1	DBRAND1
DMANAGE1	Pearson Correlation	1	,695**
	Sig. (2-tailed)		,000
	N	115	115
DBRAND1	Pearson Correlation	,695**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

When we look at Pearson Correlation Coefficient (0,692) in table 9, keeping the touristic values alive and protection is in relation with the managerial effectiveness in Turkey.

Table 9. Pearson Correlation Analysis for Relation Between Keeping the Touristic Values Alive and Protection and The Managerial Effectiveness

		DMANAGE 1	DASSET1
DMANAGE1	Pearson Correlation	1	,692**
	Sig. (2-tailed)		,000
	N	115	115
DASSET1	Pearson Correlation	,692**	1
	Sig. (2-tailed)	,000	
	N	115	115

** . Correlation is significant at the 0.01 level (2-tailed).

5. Conclusion

Considerable rural tourism potential of Turkey can contribute to solve unemployment in the urban area. It is clear that success in rural tourism depends on organizational effectiveness as well as area, people and products. The findings reflect that the quality levels of rural tourism within the context of transportation and accommodation in addition to advertising efforts, branding, keeping the touristic values alive and protection, attitudes of stakeholders, and managerial effectiveness of tourism destination management organization in Turkey are sufficient.

What is surprising is that although there is no DMOs grouped under a single roof in Turkey, the respondents rate the managerial effectiveness as being sufficient. To make it clear, there is no sole organization responsible from planning, organizing, leading/commanding, coordinating and controlling in local destinations of Turkey. At local level, there are institutions and organizations independent of each other respectively, provincial organization of the ministry of culture and tourism, municipal authority and also societies and clubs.

As a result, as things stand Turkey has no supply problem in rural tourism. Quite the contrary, it can be in trouble with touristic demand. Proof of this is rural-urban migration, and also the youth unemployment rate in cities.

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