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# Development of a scale to measure destination social responsibility and the co-orientation analysis in the perception of destination social responsibility

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Development of a scale to measure  
destination social responsibility and the co-  
orientation analysis in the perception of  
destination social responsibility

By

Yuan Lee

Submitted in fulfilment of the degree of a Doctor of Philosophy

University of the Sunshine Coast

Queensland, Australia

2021



## **Declarations**

I, Yuan Lee, declare that the thesis is my own account of research undertaken by me; and the thesis has been wholly completed during candidature, except where the Committee has approved a transfer of enrolment from another higher degree by research; and where work has been done conjointly with other persons, my contribution is clearly stated and the contribution of other persons is clearly acknowledged; and the thesis does not contain as its main content any work or material which is embodied in a thesis or dissertation previously submitted by me or any other person for a University degree or other similar qualification at this or other higher education institution, except where approval has previously been granted by the Committee.

Signature

## **Abstract**

With worldwide efforts for achieving destination management in a responsible manner, the need for measuring destination social responsibility has emerged within tourism sectors. This study has two research aims: (i) to develop a scale that embodies the components and measurement items of destination social responsibility in a multidimensional perspective and (ii) to analyse the differences in perceptions of destination social responsibility between local government officials and residents by using the co-orientation model. Destination social responsibility refers to the collective efforts and ideology of the stakeholders of tourist destination that are used to carry out social responsibility (Su et al., 2018). The co-orientation model is a framework that uses indicators of agreement, congruency, accuracy, and meta-agreement to analyze the view of two communication parties about a common issue or cognitive object and describe the state of the communication. Data was collected using a survey of local residents and public officials in Busan (n=388), South Korea in 2018. It was found that the components of destination social responsibility consist of the following four constructs: responsibility for governance, responsibility for economy, responsibility for environment and responsibility for cooperation. The co-orientation analysis revealed that there were statistically significant differences held in the perceptions of destination social responsibility by local residents and public officials and both groups inaccurately estimated the other group's view of destination social responsibility. It seems public officials over-estimate local residents' evaluation on destination social responsibility while residents underestimate the local government's perception of destination social responsibility. The multi-dimensional destination social responsibility scale developed in the present study may serve as a reference and be applied in future quantitative research and verifications of causality. An examination of the different view of destination social responsibility issues among groups provides useful insights into the sources of problems in a communication. Other academic and practical implications of this study were discussed in terms of tourism policy, tourism communication, and tourism culture.

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## Contents

Declaration.....	2
Abstract.....	3
Acknowledgement .....	4
Content .....	5
Lists of Table .....	9
Lists of Figure.....	10
<b>Chapter 1: Introduction .....</b>	<b>11</b>
1.1 The outline of chapter 1.....	11
1.2 Significance of destination social responsibility research .....	12
1.3 Research gaps.....	13
1.3.1 Research gap 1: The necessity of a scale development.....	13
1.3.2 Research gap 2: The co-orientation analysis of destination social responsibility.....	15
1.4 Research objectives.....	16
1.5 Methodology and methods.....	18
1.6 Definitions of terms .....	20
1.7 Structure of the thesis.....	21
<b>Chapter 2: Destination social responsibility .....</b>	<b>23</b>
2.1 Introduction.....	23
2.2 The definition of destination social responsibility .....	23
2.2.1 Destinations .....	23
2.2.2 Social responsibilities .....	25
2.2.2.1 The definition of social responsibility .....	25
2.2.2.2 The responsibility for tourism effects .....	26
2.2.2.3 The expansion of social responsibility.....	26
2.3 Stakeholders of destination social responsibility .....	28
2.3.1 The definitions of stakeholders and stakeholder theory .....	29
2.3.1.1 The definition of tourism stakeholders .....	29
2.3.1.2 The classification of stakeholders .....	30
2.3.1.3 The prior studies on tourism stakeholders .....	32
2.3.2 The normative approaches to destination social responsibility.....	33
<b>Chapter 3: Responsible tourism and sustainability .....</b>	<b>35</b>
3.1. Responsible tourism.....	36

3.1.1 Responsible tourism and destination social responsibility .....	<u>36</u>
3.1.2 The definition of responsible tourism .....	<u>36</u>
3.1.2.1 Growing interests of tourism suppliers and consumers .....	<u>36</u>
3.1.2.2 The definitions of responsible tourism .....	<u>37</u>
3.1.3 The global efforts of responsible tourism .....	<u>38</u>
3.1.3.1 International and national efforts for responsible tourism.....	<u>38</u>
3.1.3.2 Travel businesses' efforts for responsible tourism .....	<u>41</u>
3.1.4 Various contexts of responsible tourism research.....	<u>43</u>
3.1.4.1 The tourists .....	<u>43</u>
3.1.4.2 The tourism businesses .....	<u>46</u>
3.1.4.3 The community.....	<u>47</u>
3.2 Destination sustainability .....	<u>47</u>
3.2.1 Sustainability and destination social responsibility .....	<u>49</u>
3.2.2 Sustainable development .....	<u>49</u>
3.2.2.1 The definitions of sustainable development and sustainability .....	<u>49</u>
3.2.2.2 Sustainable development in international society.....	<u>50</u>
3.2.2.3 Sustainable development in Korea .....	<u>54</u>
3.2.3 Sustainable tourism development.....	<u>55</u>
3.2.3.1 The international efforts for sustainable tourism.....	<u>55</u>
3.2.3.2 The efforts for sustainable tourism in South Korea.....	<u>57</u>
3.2.4 Destination sustainability .....	<u>58</u>
3.2.4.1 Economic sustainability in destinations.....	<u>59</u>
3.2.4.2 Environmental sustainability in destinations .....	<u>62</u>
3.2.4.3 Social and cultural sustainability in destinations .....	<u>63</u>
3.3 Summary .....	<u>65</u>
<b>Chapter 4: Governance .....</b>	<b><u>66</u></b>
4.1 Governance and destination social responsibility .....	<u>66</u>
4.2 The definition of governance .....	<u>66</u>
4.3 Attributes of governance.....	<u>72</u>
4.4 The discourse of governance in Korea.....	<u>73</u>
4.5 Tourism governance.....	<u>74</u>
4.5.1 The role of collaboration and participation of local residents in governance .....	<u>74</u>
4.5.2 Network governance.....	<u>75</u>
4.5.3 Destination management organization's view to tourism governance.....	<u>76</u>
4.5.4 Sustainable tourism governance.....	<u>77</u>
4.5.5 Governance in cultural tourism and festivals.....	<u>78</u>

4.5.6 Governance in a convention industry.....	<u>79</u>
4.6 Summary.....	<u>81</u>
<b>Chapter 5: Methodology.....</b>	<b><u>83</u></b>
5.1 Area of study: Busan, South Korea.....	<u>83</u>
5.2 Study sample and respondents.....	<u>84</u>
5.2.1 Data description.....	<u>84</u>
5.2.2 The significance of the government and residents in this study.....	<u>85</u>
5.3 Procedure of data collection.....	<u>85</u>
5.3.1 Procedure of data collection.....	<u>85</u>
5.3.2 The process in collecting local resident sample.....	<u>86</u>
5.3.3 The process in collecting public official sample.....	<u>87</u>
5.4 Measures and analysis technique.....	<u>89</u>
<b>Chapter 6: Development of a scale of destination social responsibility.....</b>	<b><u>92</u></b>
6.1 Overview of scale development and validation.....	<u>92</u>
6.2 Generation of items.....	<u>94</u>
6.2.1 Specification of domains of construct and generation of initial items.....	<u>94</u>
6.2.2 In-depth interviews.....	<u>101</u>
6.3 Generation of items and purification in a pilot survey.....	<u>109</u>
6.3.1 Characteristics of data in a pilot survey.....	<u>109</u>
6.3.2 Reliability analysis in a pilot survey.....	<u>109</u>
6.3.3 Exploratory factor analysis of a pilot survey.....	<u>111</u>
6.4 Refining of measures in a main study.....	<u>114</u>
6.4.1 Characteristics of data in a main study.....	<u>114</u>
6.4.2 Assessment of reliability in a main study.....	<u>115</u>
6.4.3 Exploratory factor analysis in a main survey.....	<u>118</u>
6.4.4 Assessment validity via confirmatory factor analysis.....	<u>124</u>
6.5 Discussions.....	<u>131</u>
<b>Chapter 7: The co-orientation analysis of destination social responsibility.....</b>	<b><u>133</u></b>
7.1 Overview of the co-orientation analysis.....	<u>133</u>
7.2 The academic background of communication models.....	<u>134</u>
7.2.1 Heider's balance theory.....	<u>134</u>
7.2.2 Newcomb's A-B-X model.....	<u>134</u>
7.2.3 Carter's affective relations theory.....	<u>136</u>
7.3 McLeod and Chaffee's co-orientation model.....	<u>136</u>
7.3.1 The elements of the co-orientation model.....	<u>136</u>

7.3.2 The value of the co-orientation approach to destination social responsibility.....	140
7.3.3 The co-orientation model of stakeholders' perceptions of destination social responsibility .....	143
7.3.4 The communication states in a co-orientation model .....	146
7.4 Literature reviews in the co-orientation analysis .....	148
7.5 The results of the co-orientation analysis in destination social responsibility .....	153
7.5.1 Agreement .....	153
7.5.2 Congruency .....	154
7.5.2.1 Congruency I.....	154
7.5.2.2 Congruency II .....	156
7.5.3 Accuracy.....	157
7.5.3.1 Accuracy I.....	157
7.5.3.2 Accuracy II.....	159
7.5.4 Meta-agreement.....	161
7.6 Findings and discussion .....	163
<b>Chapter 8: Discussions and Conclusions .....</b>	<b>167</b>
8.1 Discussions .....	167
8.1.1 The scale development of destination social responsibility .....	167
8.1.2 The co-orientation analysis of destination social responsibility.....	167
8.1.3 Synthesis.....	169
8.2 Conclusions.....	170
8.2.1 Contributions to the research field.....	170
8.2.1.1 Developing a multi-dimensional destination social responsibility.....	170
8.2.1.2 Tourism communication for destination social responsibility .....	171
8.2.1.3 Tourism policy for governance and destination social responsibility .....	172
8.2.1.4 Tourism stakeholder cooperation .....	174
8.2.2 Implications for practitioners.....	174
8.2.2.1 Tourism policy and public education .....	174
8.2.2.2 Destination marketing .....	175
8.2.2.3 Tourism communication and citizen relationship management.....	175
8.2.2.4 Destination social responsibility as tourism culture .....	176
8.2.3 Limitations .....	177
8.2.4 Suggestions for further study .....	178
References.....	180
Appendix 1 Questionnaire .....	214
Appendix 2 The transcripts in in-depth interview.....	230

## List of Table

Table 1-1: Research contribution .....	<u>22</u>
Table 2-1: The definition of tourist destinations .....	<u>24</u>
Table 2-2: ISO 26000's guidance on social responsibility.....	<u>28</u>
Table 2-3: The classification of stakeholders .....	<u>31</u>
Table 2-4: Stakeholder theory .....	<u>34</u>
Table 3-1: The organisational efforts for responsible tourism .....	<u>40</u>
Table 3-2: The guidelines of responsible tourism .....	<u>42</u>
Table 3-3: The interpretations of sustainability in tourism contexts .....	<u>50</u>
Table 3-4: The conference on sustainable development.....	<u>53</u>
Table 3-5: 2030 Agenda of sustainable development goal.....	<u>57</u>
Table 4-1: The definitions of governance.....	<u>71</u>
Table 4-2: The definitions of tourism governance .....	<u>81</u>
Table 5-1: Sample characteristics.....	<u>84</u>
Table 5-2: The districts of Busan .....	<u>88</u>
Table 6-1: Initial items of destination social responsibility for economy .....	<u>97</u>
Table 6-2: Initial items of destination social responsibility for environment.....	<u>98</u>
Table 6-3: Initial items of destination social responsibility for culture.....	<u>99</u>
Table 6-4: Initial items of destination social responsibility for cooperative forms of governance .....	<u>100</u>
Table 6-5: Designs of in-depth interviews .....	<u>103</u>
Table 6-6: Interview open-ended questions.....	<u>104</u>
Table 6-7: In-depth interview results .....	<u>108</u>
Table 6-8: Reliability analysis of a pilot survey.....	<u>109</u>
Table 6-9: The EFA results of a pilot survey .....	<u>113</u>
Table 6-10: Reliability analysis of a main survey .....	<u>115</u>
Table 6-11: The initial EFA results in a main survey .....	<u>121</u>
Table 6-12: The final EFA results and reliability in a main study .....	<u>123</u>
Table 6-13: Inter-factor correlation from the confirmatory factor analysis.....	<u>126</u>
Table 6-14: The model fitness of destination social responsibility latent model .....	<u>127</u>
Table 6-15: The CFA results .....	<u>128</u>
Table 7-1: The co-orientation indicators of this study .....	<u>146</u>
Table 7-2: Agreement analysis.....	<u>153</u>
Table 7-3: Congruency I analysis .....	<u>155</u>
Table 7-4: Congruency II analysis .....	<u>157</u>

Table 7-5: Accuracy I analysis .....	<u>159</u>
Table 7-6: Accuracy II analysis .....	<u>160</u>
Table 7-7: Meta-agreement analysis .....	<u>162</u>

## **List of Figures**

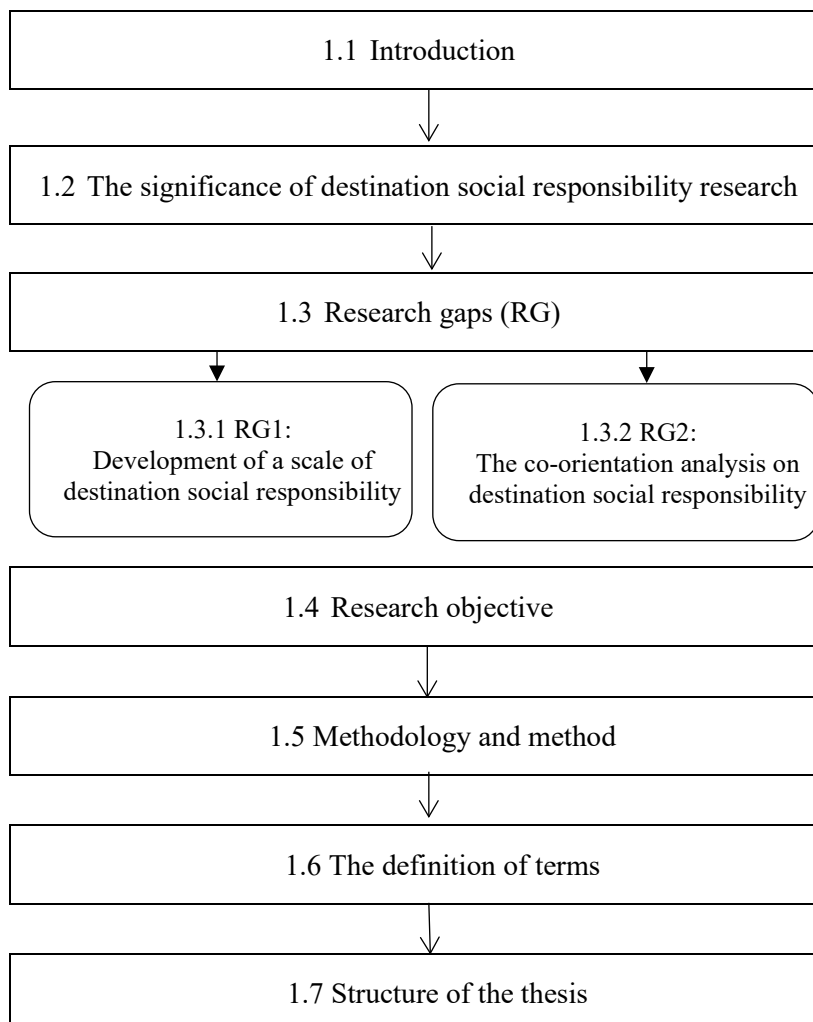
Figure 1-1: The outline of chapter 1 .....	<u>11</u>
Figure 3-1: The outline of responsible tourism.....	<u>35</u>
Figure 3-2: The outline of destination sustainability .....	<u>48</u>
Figure 5-1: The location of Busan and city map.....	<u>83</u>
Figure 6-1: Flow chart of the scale development procedure.....	<u>93</u>
Figure 7-1: Chafee and McLeod (1973)'s co-orientation model .....	<u>138</u>
Figure 7-2: The co-orientation model in this study.....	<u>144</u>
Figure 7-3: The communication status of a co-orientation model .....	<u>147</u>

# Chapter 1: Introduction

## 1.1 The outline of chapter 1

Chapter 1 outlines the significance and background of this research on destination social responsibility, the research gaps along with the research questions and goals. This chapter includes a description of the method and the thesis structure.

**Figure 1-1: The outline of Chapter 1**



## **1.2 Significance of destination social responsibility research**

Destination social responsibility is defined as "the collective ideology and efforts of tourism stakeholders to carry out socially responsible activities" (Su et al., 2018). The significance of destination social responsibility research can be understood from ethical consumers' expectation, and tourism businesses' efforts, sustainable management of ecological environment and tourism effects points of view. In other words, the pressures from the existence of responsible tourists, travel and hospitality industry's new practice, the degraded environment describes the reasons for why destination social responsibility research has received academic and practical attentions.

First, as consumers' ethical standards improve, it can be observed that more and more tourists are aware of the trend of being responsible for their actions (Reference). There is empirical evidence demonstrating tourists' good intentions in supporting environmentally and socially responsible products (Miller, 2003; Font, 2007). For example, the Pacific Asia Travel Association showed that more than half of Korean respondents were willing to pay an extra 25% fee for responsible tourism, which aims to preserve local culture and environment (Choi and Choi, 2010). According to a survey by the Tear fund in 2001, 52% of the British tourist respondents were willing to purchase tourism products that contribute to the development of local communities and environmental protection (Choi and Choi, 2010). This shows that moral factors other than prices, such as social responsibility, affect the decision-making process of consumers when they purchase tourist products. In other words, increasing environmental awareness among tourism consumers and providers has led to common responsibility for sustainable development. Likewise, the government has influenced on the tourism operators to adopt responsible practices.

Second, the effects of the tourism industry demonstrate the need for collective efforts of tourism stakeholders to carry out social responsibility. From tourism suppliers' perspectives, destination social responsibility contributes to the competitiveness of tourist destinations. Destination social responsibility enhances residents' perceptions of positive tourism impacts and their satisfaction and contributes to resident environmentally responsible behaviour (Su et al., 2018). Destination social responsibility contributes to the development of local communities by influencing the relationship quality between local residents and destination economic performance (Su et al., 2017).

Third, destination social responsibility is important because it contributes to the sustainability of tourism resources. Some people may abuse the natural environment as a shared

resource and its results in the depletion and devastation of tourism resources. The tendency to regard and abuse nature as a common property limits tourism opportunities for future generations. In this context, Jucan and Jucan (2010) argued that a tourist destination is responsible for preventing overuse of tourism resources. For example, the rapid increase in the number of tourists on Boracay Island in the Philippines has resulted in the acceleration of environmental pollution and the destruction of the ecosystem. As a result, the Philippine government ordered the closing of the restaurants and resorts that were not equipped with pollution treatment facilities for six months in 2018. Since re-opening the island to tourists, they have limited the daily number of tourists to 19,000, while making efforts to protect the valuable tourism resources by banning drinking and smoking on the beach in Boracay Island.

The negative effects of the tourism industry on destinations have revealed the significance of destination social responsibility. The tourism industry has both positive and negative effects on destinations. It generates a greater awareness of destinations and protection of wildlife, along with economic, environmental, and social benefits. For example, the tourism industry accounted for 10.3% of the world's GDP in 2019, and created 330 million jobs, one in ten worldwide. The sector recorded growth of 3.5% in 2019, outperforming global economic growth of 2.5% for the ninth consecutive year (Travel Tips and News, 2020). In contrast, the tourism industry can have negative effects on destinations, such as economic (e.g., the leakage of financial gains), environmental (e.g., climate change, habitat loss, ecological resource depletion) and culturally (e.g., increased exposure to crimes). In this context, the concepts of sustainable tourism development and responsible tourism have emerged to maximize the positive effects of tourism on destinations while minimising negative tourism effects (Moscardo and Murphy, 2014).

## **1.3 Research gaps**

### **1.3.1 Research gap 1: The necessity of scale development**

Tourism policymakers need an integrated information base to present guidelines, and implement policies and raise awareness on destination social responsibility. However, despite this practical need, many tourism policymakers seem to lack the knowledge to understand the key components of destination social responsibility and thus can lose the potential benefits of destination social responsibility. Previous studies have explored the construct and facets of

destination social responsibility, but the need to develop measures for destination social responsibility has been relatively neglected. In response to this academic need, Su et al. (2018) presented a single dimension of destination social responsibility and then Su et al. (2020) presented a multi-dimensional destination social responsibility reflecting the perspective of local residents. Su et al.'s (2020) scale of destination social responsibility indicates a resident centric destination social responsibility scale, including environmental, economic, social, stakeholders, and voluntariness dimensions.

However, the existing scale of destination social responsibility is not sufficient to reflect the joint efforts of multiple tourism stakeholders such as local government and residents in a tourist destination. Despite the usefulness of resident centric destination social responsibility, the resident-centred destination social responsibility scale is not enough to reflect the combined efforts of various tourism stakeholders related to destination social responsibility. For example, the existing scale of destination social responsibility does not reflect the views of public officials, who are important stakeholders in destination social responsibility practice. Thus, this dissertation aims to develop a multidimensional scale of destination social responsibility that includes both the perspective of local residents and local government.

This study is different from the prior study on the scale development of destination social responsibility in that it sheds light on the importance of governance as one of the components of destination social responsibility. It has been pointed out that destination social responsibility represents stakeholders' responsible practice to promote destination sustainability (Lee et al., 2022) and governance is associated with sustainability (Niesten et al., 2017). Therefore, it is worthy to examine whether or not governance can be another important aspect of destination social responsibility. Multiple tourism stakeholders interact in a process of deciding for promoting destination social responsibility. Accordingly, governance can be another important aspect of destination social responsibility. Furthermore, considering the definition of destination social responsibility in terms of the collective efforts of stakeholders to implement socially responsible activities, cooperation as one of the components of destination social responsibility is worth to explore as well. Little is known about the importance of governance and cooperation in the discourse of destination social responsibility.

### **1.3.2 Research gap 2: The co-orientation analysis of destination social responsibility**

Despite the importance of communication about corporate social responsibility among tourism stakeholders, communication about destination social responsibility has received little attention and there is a lack of knowledge about communication of destination social responsibility. Recent research on destination social responsibility highlights that the multi-dimensional destination social responsibility scale necessitates an examination of differences in the stakeholders' perceptions of the destination's responsible activities (Lee et al., 2021). The literature on destination social responsibility has been not only scarce but also has focused primarily on the managerial perspective, leaving an important question unanswered: how do tourism stakeholder groups such as local residents actually perceive destination social responsibility practices differently with a contrast with the local government?

Answering this research question, this research uncovers the gap in perceived evaluations of destination social responsibility issues between tourism stakeholder groups. Recent research on communication on corporate social responsibility in tourism and hospitality field emphasizes the effectiveness of two-way communication for consumers' more favorable attitudes (Ettinger et al., 2021). An examination of differences in stakeholders' perceptions of the destination's responsible activities reveals in which categories of destination social responsibility destination organization managers and the local government need to promote two-way communication about destination social responsibility practice. Communication on destination social responsibility should not be dismissed as conveying a false impression or providing misleading information about how a destination are more sound.

McLeod and Chaffee's (1973)'s co-orientation model is a useful framework for examining the differences of perceptions and investigating communication relations between two groups. The co-orientation model includes not only one group's evaluation, but also the estimated perception one side assumes that the other side would have. The reason is because one group not only has its own evaluation of object X but also could estimate how the other group evaluate it. Tourism practitioners can find usefulness in the co-orientation model for examining differences in communication through the measurable elements of the co-orientation model such as agreement, congruency, accuracy, and meta-agreement. However, there have been a few studies using s co-orientation framework in the field of tourism. Based on the co-orientation model, this dissertation aims to identify the differences in perceptions of destination

social responsibility between two important stakeholder groups: the local government and the local residents in Busan.

Previous research on social responsibility literature pointed out that while there is much more research on certain stakeholder groups such as management, employees, and consumers, there is less emphasis on the role of local communities as stakeholders and very little related to suppliers, NGOs, and government (Font and Lynes, 2018). Likewise, because of the difficulty in collecting the data of public officials in the tourism field, the prior studies on destination social responsibility have not revealed the perspectives of local governments. Accordingly, comparison of differences in perceptions of social responsibility between local residents and public officials is also underrepresented in the tourism field. Local government should not be overlooked because local government plays a crucial role in implementing destination social responsibility. For example, local government not only develops tourist attractions but also regulates commercial activities and presents incentives and guidelines. Considering the importance of the role of local government and local residents, this dissertation identifies differences in perceptions of destination social responsibility between the local government and local residents using the co-orientation model and uncovers where the difficulties lie in building the common ground of destination social responsibility issues.

## **1.4 Research objectives**

As the result of an examination of the identified research gaps and the need for destination social responsibility studies, the following research objectives emerged. In general, this research aims to address the following research objectives:

Research Objective 1: To develop measurement items that define the most relevant constructs of destination social responsibility.

Research Objective 2: To identify the status of destination social responsibility, communication between local government and local residents based on the coorientation model.

Based on the scale of destination social responsibility that the author develops in the first purpose of this study, the co-orientation model examines the communication status of destination social responsibility through indicators of co-orientation addressing agreement, congruency, accuracy, and meta-agreement. Accordingly, the second research objective has four detailed research questions to use the four co-orientation indicators: research question 2-

1 via agreement, research question 2-2 via congruency, research question 2-3 via accuracy and research question 2-4 via meta-agreement.

The research question 2-1 is, “To what extent do local government and local residents agree with destination social responsibility?” The research question 2-1 could be examined through the indicator of agreement. Agreement examines the difference in perception between two groups. The research question 2-1 compares the differences in perceptions of destination social responsibility between the local government and local residents via the indicator of agreement.

The research question 2-2 is, “To what extent is there a difference between one group’s actual evaluation of destination social responsibility and one group’s estimated perceptions of what the other side assume that the one side would have?” Congruency examines the degree to which each of the sides believes that the idea or evaluation of the other side is similar to theirs. The research question 2-2 could be examined through the indicators of congruency.

The detailed research question 2-3 is, “To what extent do local government and local residents accurately predict the other party's views on destination social responsibility?” Accuracy compares how accurately each group understands the other group’s thoughts on an object. The research question 2-3 could be answered through the indicators of accuracy.

The detailed research question 2-4 examines the difference between local government’s estimate of local residents’ view of destination social responsibility and local residents’ estimate of local governments' perception of destination social responsibility. This research question could be examined through meta-agreement.

The first purpose of the study is to develop a multi-dimensional destination social responsibility constructs and verify its reliability and validity of the dimensions. This study comprehensively examined the prior studies related to destination social responsibility to develop measurement items for destination social responsibility. Destination social responsibility is a relatively new concept compared to corporate social responsibility. There is a need to examine the theoretical background of destination social responsibility. This thesis clarifies the existing theoretical literature on destination social responsibility such as sustainable tourism development, responsible tourism and governance and then measurement items for destination social responsibility are selected based on the review of the literature.

The scale development of destination social responsibility has practical significance that identification of the constructs of destination social responsibility could be used as a guideline in tourism decision making. As destination sustainability should be ensured by people's

attitudes and their behaviour, the discourse on destination social responsibility falls under the category of social responsibility, and could create changes in people's attitudes and behaviour. The scale development of destination social responsibility could be a starting point for introducing a new approach to tourism policy and developing strategies for ensuring social responsibility.

Scale development of destination social responsibility has academic significance in the following ways. A multi-dimensional scale elaborates the idea of destination social responsibility based on prior studies of responsible tourism, destination sustainability and governance. This work has is distinct from the existing scale of corporate social responsibility and destination social responsibility.

The major contribution of the co-orientation analysis can be found from the perspective of communication. Communication among tourism stakeholders concerns challenging issues and it facilitates their engagement in destination social responsibility. The co-orientation model of destination social responsibility facilitate communication literature because it compares others' perceptions of major stakeholders with regard to destination social responsibility and differences between local government and local residents' own evaluation and estimated perception that one side assumes that the other side would have. The co-orientation analysis of destination social responsibility offers useful insights into the sources of problems of communication and sheds lights on the importance of governance and cooperation and promotes collaborative tourism communication. The priorities of destination social responsibility communication can be identified by focussing on areas where the differences in agreement, congruency, and accuracy are prominent.

## **1.5 Methodology and methods**

The first object of this study is to create an instrument which serves as a measure of destination social responsibility and evaluate their dimensionality. Validity and reliability are key to the development of a measurement scale. Validity refers to “the degree to which a study accurately reflects or assesses the specific concept that the researcher is attempting to measure”, and reliability refers to “the degree to which a test is consistent and stable in measuring what it is intended to measure” (DeVellis, 2012). In order to ensure reliability and validity, the scale development procedure for the present study used the following three steps: (1) initial item

generation by literature review and in-depth interviews, (2) first data collection and purification of measures in a pilot study, and (3) second data collection and reanalysis of measures in a main study. These three main steps for developing new items in a scale of destination social responsibility were primarily in accordance with the guidelines suggested by Churchill (1979). The destination social responsibility scale was developed into three separate parts: Through the three steps, SPSS and AMOS program were utilized to acquire an adequate level of reliability and validity items.

Step one focused on generating and refining items. To obtain reliable and valid scale of destination social responsibility, this study adopts a multiple stage of item generation to construct the destination social responsibility scale. On the deductive and the quantitative stage of item generation, a comprehensive list of items was adopted and modified based on pre-existing quantitative studies and other literature. To derive measurement items for destination social responsibility, the theoretical background of destination social responsibility has been established based on knowledge regarding stakeholders, responsible tourism, destination sustainability, and governance theory. At the qualitative and the inductive stage of this study, a few items were added through in-depth interview. A content validity was examined, and items were evaluated through both experts to enhance clarity and relevance (Babbie, 1992).

In step two, scale items were examined through a pilot study. An exploratory factor analysis was performed to identify weak and ambiguous items, missing questions, and poor reliability (DeVellis, 2012). Reliability addresses whether the same study, when conducted under the same conditions, would get the same results. Internal consistency was tested using Cronbach's Alpha, which determines the internal consistency. The alpha levels enable a researcher to identify measurement items that are not consistent with the others and eliminate them (Hair et al., 2010). A construct validity was also considered to ensure that all the items were measuring the intended construct through exploratory factor analysis. At the step two, experts and researchers evaluated the measurement items before having a main study.

Step three used the data collected from the main study for analysis. In step three, both exploratory factor analysis and confirmatory factor analysis in this study were performed through SPSS and AMOS programs to evaluate validity. Face validity, content validity, and construct validity were considered. Face validity is addressed by the credibility of the researcher (Babbie, 1992). Content validity was evaluated by professionals or experts who look over whether or not the individual items in the survey are useful items to address the research goals and provide feedback. Construct validity addresses whether or not the survey measures

the intended constructs. A confirmatory factor analysis was performed to check the overall fit of the model. In order to acquire an adequate level of validity and a proportion of variance in common, convergent validity test was conducted (Hair et al., 2010). The current study assessed standardized indicator loadings and the loading's significance based on examining theoretical justifications for each factor. Discriminant validity was examined in order to evaluate whether or not a construct was distinct from the others. The rule of thumb for discriminant validity was the inter-factor correlation below .85 (Kline, 2005). Another test was conducted for examining discriminant validity by comparing squared correlation with average variance explained for all latent variables along with the examination of the inter-factor correlations (Fornell & Larcker, 1981).

The second objective of this study is to analyze the differences in perceptions of destination social responsibility between local government officials and local residents by using the co-orientation model. To analyze the factors of destination social responsibility derived through the first objective of this dissertation earlier, the perceptual differences between the local government and local residents were analyzed through co-orientation measurement elements such as agreement, congruency, accuracy, and meta-agreement. All the questionnaires were collected offline. For the co-orientation analysis, an independent t-test and a paired t-test were performed on the surveys using SPSS program.

## **1.6 Definitions of terms**

The following terms are defined to clarify their use in the study. By synthesizing previous studies, operational definitions of terms were made as follows.

1. Destination social responsibility is defined as "the collective ideology and efforts of tourism stakeholders to carry out socially responsible activities" (Su et al., 2018).
2. Responsible tourism is defined as any form of tourism that can be consumed in a more responsible way in which different parties such as tourists, tourism suppliers, service providers, and governments are involved (Mathew and Sreejesh, 2017; Caruana et al., 2014).
3. Destination sustainability is a balanced state in economic benefits, social impacts and environmental protection in a tourist destination (Mathew and Sreejesh, 2017).
4. Governance is conceptualized as the entire process of interactions among stakeholders'

networks in a decision-making process involved in resolving a collective problem and pursuing a common end (Pahl-Wostl, 2009; Eberlein et al., 2014) through rules or norms and means of enforcement.

5. Cooperation refers to working with partners to leverage existing resources to provide maximum strategic benefit (Hardy et al., 2003; Saito and Ruhanen, 2017).

## **1.7 Structure of the thesis**

This study consists of a total of eight chapters, and the contents of each chapter are as follows: Chapter 1 suggests the background, purpose, method, and composition of the research. In other words, it shows the importance of the research on destination social responsibility and introduces the contents of each chapter. Chapter 2 reviews the meaning of the tourist destination and social responsibility and provides a brief discussion about stakeholder theory.

Chapter 3 and Chapter 4 provide the theoretical background for developing a scale of destination social responsibility while encompassing the concepts of responsible tourism, destination sustainability, and governance. Reviewing the existing literature associated with destination social responsibility offers a comprehensive understanding of destination social responsibility.

Chapter 6 provides the measurement items for destination social responsibility that have been collected, refined, modified, and supplemented. Data collection has been conducted to verify the reliability and validity of this research. Chapter 7, the co-orientation research, includes the research background, method, and the prior studies of the co-orientation model that have been reviewed. The agreement, congruency, accuracy, and meta-agreement on destination social responsibility between the government and residents have been analyzed to find out communication situations. Chapter 8 presents a summary and conclusions and suggested academic and practical implications and limitations. The academic and practical significance of this study can be found in Table 1-1.

**Table 1-1: Research contribution**

Contributions to Theory	Contributions to Practice
<p>(1) Scale development of destination social responsibility</p> <ul style="list-style-type: none"> <li>Based on stakeholder theory, a broad range of tourism stakeholders should be responsible for destination social responsibility, which indicating tourism stakeholders should make collective efforts for destination social responsibility as a common obligation.</li> <li>A multi-dimensional scale elaborates the idea of destination social responsibility based on the prior studies of responsible tourism, destination sustainability and governance.</li> </ul>	<p>(1) Tourism policy</p> <ul style="list-style-type: none"> <li>The scale development of destination social responsibility can be used as public education material and a training program related to social responsibility for responsible consumers or suppliers.</li> <li>Tourism policy makers can use the measurement items of destination social responsibility to provide signals about the unpredictable problems of tourism development and to cope with adverse tourism effects as a systematic diagnostic tool.</li> </ul>
<p>(2) Governance and destination social responsibility</p> <ul style="list-style-type: none"> <li>This study attempted to measure the concept of governance based on a quantitative method and demonstrated that the concept of governance should be included in the destination social responsibility dimensions.</li> </ul>	<p>(2) Destination marketing and destination social responsibility branding</p> <ul style="list-style-type: none"> <li>The terminology of destination social responsibility can be used for describing a destination identity in symbolic designs and language expressions.</li> <li>It can be used as a touch point of destination branding and promotion</li> </ul>
<p>(3) Advanced knowledge in tourism communication and citizen relationship management</p> <ul style="list-style-type: none"> <li>The analysis of a co-orientation model contributes to tourism communication literature by analyzing the differences by measuring not only the perceptions of communication participants on destination social responsibility, but also their own estimates of the other party's thoughts.</li> <li>The co-orientation analysis of destination social responsibility reveals the importance of bilateral communication between public officials and local residents</li> </ul>	<p>(3) Tourism communication and understanding stakeholders' destination social responsibility perception</p> <ul style="list-style-type: none"> <li>The priorities of destination social responsibility communication can be identified, focusing on areas where the differences in agreement, congruency, and accuracy are prominent.</li> <li>The co-orientation analysis of destination social responsibility offered useful insights into the sources of problems of communication and sheds lights on the importance of governance and cooperation and promotes collaborative tourism communication.</li> </ul>

# **Chapter 2: Destination social responsibility**

## **2.1 Introduction**

This chapter provides an overview of the concept of destination social responsibility and stakeholder theory. This chapter defines destination social responsibility and identifies the stakeholders engaged with destination social responsibility before providing a review of scale development of destination social responsibility.

## **2.2 The definition of destination social responsibility**

The definition of destination social responsibility is a starting point for developing a measurement of destination social responsibility in academic literature. Destination social responsibility is defined as “the collective ideology and efforts of tourism stakeholders to conduct socially responsible activities” (Su et al., 2018). Based on this definition, this chapter examines the meaning of destination, social responsibility, and stakeholders for a better understanding of the concept of destination social responsibility.

### **2.2.1 Destinations**

A tourist destination can be viewed as an integrated portfolio of tourism goods and service packages with various tourism resources available in one geographical area, which can lead tourists to visit there across spatial boundaries (Buhalis, 2000). A tourist destination has multifaceted components, including environmental components (i.e., mountains, rivers), physical components (i.e., infrastructure, transport) and social components (i.e., arts, tradition, and culture). A tourist destination needs to reorganize tourism resources to meet changing demands in the fierce competition between tourism markets (Hovinen, 2002). The reason is because destination social responsibility could provide tourists with an alternative destination experience in a particular location.

**Table 2-1: The definition of tourist destinations**

Sources	The definition of tourist destination
Pechlaner (2000)	A set of packages of tourist products, services, and facilities with multidimensional attributes such as natural and artificial attractions that can attract tourists to a specific location.
Buhalis (2000)	A mixture of tourism service products which provides consumers with an integrated experience.
United Nation World Tourism Organization (2013)	The place visited that is central to the decision to take the trip.
The Ministry of Culture, Sports and Tourism. (2020). Tourism Promotion Act In South Korea	An area that has natural or cultural tourism resources and establishes basic convenience facilities for tourists, designated under this Act.

Although a tourist destination has a multitude of levels of spatial scales such as international, national, and regional levels, this research sets the boundary of a destination at a regional level for two reasons. First, one of the main reasons is that each region of tourism destination such as South Korea has a different culture and regional policy. Each region is managed by the local regulations of the local municipality. A destination should be under a local authority or municipal administration where city council and the mayor and local representatives are elected. For example, residents and visitors perceive Seoul, Busan, and Jeju island as unique areas because each region has a different culture, history, and infrastructure.

The second reason for the boundary of a destination at a regional level is that setting a large area (i.e. nation or state) or a small area (a tourist attraction and tourism spot) as a tourist destination could be problematic. Targeting a large area as a destination is not feasible because it is difficult to find available data and information about data and make an assessment of a tourist destination. On the other hand, too small an area for the destination boundary, such as a specific resort or tourism spot, is not suitable for discussing tourism effects on a local community. Thus, this study focusses on the regional scope of destination social responsibility to examine regional efforts for destination social responsibility in a tourist destination designated by political jurisdiction and managed by identifiable organisations or authorities. Accordingly, in this research, the destination boundary is set as an administrative region managed by the municipal authority of Busan metropolitan city, South Korea.

## **2.2.2 Social responsibilities**

### **2.2.2.1 The definition of social responsibility**

The notion of social responsibility stems from the original articulation as corporate social responsibility to the current ISO 26000 definition (Weidema et al., 2018) in which the “corporate” has diminished, following the recognition that the concept of corporate social responsibility equally applies to all types of organisations: “responsibility of an organization for the impacts of its decisions and activities on society and the environment” (ISO 26000, 2010). If you look at the dictionary meaning of social responsibility, the dictionary definition of ‘social responsibility,’ segments the phrase into two different words: ‘social’ and ‘responsibility’. According to the Korean national dictionary, the term ‘social’ is defined as “something that is related to the society, or a subject that obtains sociability” (National Institute of Korean Language, 2017) and the term ‘responsibility’ is defined as “a duty, burden, or even a sanction that is given as the consequence of a certain task” (National Institute of Korean Language, 2017). In other words, social responsibility could be understood as a duty that an individual or an organisation should undertake in social issues.

Bowen was one of the first to articulate a definition of what social responsibility and corporate social responsibility means. Bowen's treatment of corporate social responsibility derives from his belief that the actions of larger companies affected the lives of citizens. Bowen inquired: What are the reasonable responsibilities of business people towards a society? In this context, Bowen defined corporate social responsibility as the obligation of business people to pursue those policies, to decide, or to adhere to a plan of action, which are desirable in terms of the objectives and values of our society (Carroll and Brown, 2018). Since corporate social responsibility has been integrated into corporate sustainability (Ashrafi et al., 2018), social responsibility indicates the obligation of an individual or an organisation that take into account multiple types of stakeholders and the triple bottom line of economic, social and environmental performance in line with values or expectations of members of society (Aguinis, and Glavas, 2019).

### **2.2.2.2 The responsibility for tourism effects**

Just as a responsibility arises for the consequences of certain actions, an appropriate response to negative tourism effects actions should be made to resolve issues caused by the tourism industry. Irresponsible destination management results in resource exploitation, biodiversity loss, environmental degradation, and cultural commodification (Nesticò and Maselli, 2020). The explicit attributes of social responsibility are formed by a society's expectation of an organisation at a certain point of time (Carroll, 1979). The implicit attributes of social responsibility are formed by normative and organisational principles in a society (Carroll, 1979). The world-wide efforts to minimise negative tourism effects shows society's expectations of tourism are growing and there is a need for the implementation of destination social responsibility activities.

Tourism is a multi-faceted phenomenon, which means that tourism causes both positive and negative tourism effects on local communities in economic, environmental, and sociocultural aspects. Over the past few decades, the growth of tourism and its effects around the world has brought about the discussion that tourism stakeholders have responsibilities for negative tourism effects within destinations (Mason, 2015). The tourism effects arise when tourism providers are involved in attracting tourists and managing tourism activities. Since the middle of the twentieth century, the rapid growth of mass tourism has led to economic benefits for destinations such as employment opportunities. Tourism negative impacts occur when the intensive use of tourism resources puts pressure on the environmental carrying capacity of destinations and prevents the preservation of cultural heritage and natural areas (Archer et al., 2005).

### **2.2.2.3 The expansion of social responsibility**

The entities that fulfill social responsibilities extend from a company to individuals or organisations. In the field of sociology, the responsible consumption of consumers has been discussed, showing that the boundaries of the concept of social responsibilities are extending (Ulusoy, 2016). The social responsibility of government agencies has been discussed in the field of public administration (Vlaicu and Whalley, 2016).

The white paper on the development and promotion of tourism in 1996 stated the responsibilities of several actors including the government, business, industry, employees, and tourists on policy levels in South Africa (Department of Environmental Affairs and Tourism,

1996). ISO 26000 functions as an international guideline for social responsibility and the Consumer Policy Committee of ISO defined social responsibility as “the responsibility of an organisation for the impacts of its decisions and activities on society and the environment, through transparency and ethical behaviour” (ISO, 2010). ISO 26000 has identified the seven cores of social responsibility in terms of organisational governance, human rights, labor practices, natural environment, fair managing practices, consumer issues, and community involvement. In other words, according to ISO guidelines on social responsibility, all organisations should fulfill their social responsibilities in the seven aspects.

The study of social responsibility in the tourism field has been conducted mainly focussing on corporate social responsibility, but this ignores the collective influence among various actors and limits the actors of social responsibility to businesses. Discussions related to social responsibility lasted for more than 50 years. The concepts of social accounting, social indicators, social audit, social performance, and corporate citizenship emerged in the late 1970s (Davenport, 2000; Kim et al., 2005). These discussions expanded the discussion about corporate social responsibility (Barodiya, 2015).

Carroll (1979), who was one of the leading scholars of corporate social responsibility, classified corporate social responsibility into economic, legal, ethical, and philanthropic activities. The advantage of corporate social responsibility programs is that they can enhance the reputation of a firm, build a brand image, and boost employee morale (Creel, 2012). The disadvantages of corporate social responsibility programs are the cost of corporate social responsibility programs and the fact that the resulting increase in commodity prices could conflict with business objectives and shareholder interests. Although large companies can allocate financial budgets for corporate social responsibility programs, the cost of corporate social responsibility programs is burdensome for small businesses.

**Table 2-2: ISO 26000's guidance on social responsibility**

Related indicators and elements
Decision-making processes and structure
issue 1: Due diligence
issue 2: Human rights risk situations
issue 3: Avoidance of complicity
issue 4: Resolving grievances
issue 5: Discrimination and vulnerable groups
issue 6: Civil and political rights
issue 7: Economic, social, and cultural rights
issue 8: Fundamental principles and rights at work
issue 1: Employment and employment relationships
issue 2: Conditions of work and social protection
issue 3: Social dialogue
issue 4: Health and safety at work
issue 5: Human development and training in the workplace
issue 1: Prevention of pollution
issue 2: Sustainable resource use
issue 3: Climate change mitigation and adaptation
issue 4: Protection of the environment, biodiversity, and restoration of natural habitats
issue 1: Anti-corruption
issue 2: Responsible political involvement
issue 3: Fair competition
issue 4: Promoting social responsibility in the value chain
issue 5: Respect for property rights
issue 1: Fair marketing, factual and unbiased information, and fair contractual practices
issue 2: Protecting consumers' health and safety
issue 3: Sustainable consumption
issue 4: Consumer service, support, complaint, and dispute resolution
issue 5: Consumer data protection and privacy
issue 6: Access to essential services
issue 7: Education and awareness
issue 1: Community involvement
issue 2: Education and culture
issue 3: Employment creation and skills development
issue 4: Technology development and access
issue 5: Wealth and income creation
issue 6: Health
issue 7: Social investment

Source: ISO, I. (2010). 26000 Guidance on social responsibility. *Ginebra: ISO*,3(4), 6. Retrieved on 3/7/2021 from <https://www.iso.org/obp/ui#iso:std:iso:26000>.

## 2.3 Stakeholders of destination social responsibility

It has been well-acknowledged out that social responsibility is closely linked to stakeholder theory (Barnett, 2007; Ghaderi et al., 2019; McWilliams et al., 2006). Stakeholder theory posits that an individual or organization is responsible to work for the

good of other interested parties. From the definition of destination social responsibility (Su et al., 2018), the question arises as to who tourism stakeholders are to make collective efforts to carry out socially responsible practice in the concept of destination social responsibility. If responsibilities are assigned to those who have free will to choose their actions, to bear the responsibility for those actions and accept the responsibility for it, the question, “Who is responsible for carrying out destination social responsibility?” or “Who are the tourism stakeholders who fulfils destination social responsibilities?” can be asked. To find an answer to this question, this study examines the concept of stakeholder and examines related theories. This review reveals that the range of stakeholders is expanding due to complicated social phenomena in modern societies. This supports the claim that it is reasonable to consider the stakeholders involved in destination social responsibility from a broader perspective.

## **2.3.1 The definitions of stakeholders and stakeholder theory**

### **2.3.1.1 The definition of tourism stakeholders**

According to Freeman (1984: 46), who is a leading scholar of stakeholder theory, the term corporate stakeholders are defined as any group or individual who can affect or is affected by the achievement of the organisation’s objectives. Freeman’s definition of stakeholder provides a broad scope for stakeholder because under this definition, the stakeholders of a company include not only the agents who participate in the management of the company, but also individuals and groups that are affected by corporate performance. From Freeman’s definition of stakeholders, the concept of stakeholders has changed from a narrow meaning, encompassing one who affects corporate activities to a broader meaning encompassing one is affected by corporate activities. As for the broad perspective of corporate stakeholders, for this study, a tourism stakeholder is defined as one who affects and is affected by tourism activities.

Tourism stakeholders of destination social responsibility can be defined as not only the actors who influence destination management processes, but also the ones who are influenced by destination management. Tourism stakeholders include individuals or groups include both people who directly influence and people who are influenced by the decisions related to tourism management. In addition, stakeholders involved in some issue or organisation can be explained as individuals or groups with direct or indirect interests in a specific subject (Clegg et al., 2015). In other words, tourism stakeholders that should fulfill social responsibilities are not limited to

an individual or an organisation that influences tourism activities. Tourism stakeholders that should fulfill social responsibilities include those affected by tourism activities.

### **2.3.1.2 The classification of stakeholders**

There are various classifications of stakeholders such as internal or external stakeholders, primary or secondary stakeholders, market or non-market stakeholders, and voluntary or involuntary stakeholders in the context of corporate management. Regarding the classification of primary and secondary stakeholders, primary stakeholders refer to people who have a direct interest in a relation of companies; secondary stakeholders refer to those who have an indirect interest (Van der Laan et al., 2008). Casciaro and Piskorski (2005) identified groups with explicit contract relationships as primary stakeholders and groups with implicit contract relationships as secondary stakeholders. Maon et al. (2009) differentiated primary stakeholders from secondary stakeholders. Primary stakeholders for them included consumers, internal managers, employees, and business partners and secondary stakeholders included local communities, media, government, and NGOs.

Carroll (1989) classified internal stakeholders and external stakeholders into two groups. Internal stakeholders included the shareholders and employees, while the external stakeholders included the customers, government, and local communities. Davis and Frederick (1984) classified market stakeholders and non-market stakeholders into different stakeholder groups. Market stakeholders refer to individuals or organisations that supply capital or human resources, or that participate in production or sales activities. Non-market stakeholders refers to individuals or organisations that do not participate in the production or sales activities and include local communities, government, and social organisations.

Clarkson (1995) defined voluntary stakeholders as a group who voluntarily chose to share interests by investing money or human resources in companies, and included agents such as investors, suppliers, employees, and customers in this criteria. On the other hand, Clarkson (1995) defined involuntary stakeholders as the groups that do not recognise they were exposed to the interests until the risks posed by a company's activity. The government and local community are examples of involuntary stakeholders.

**Table 2-3: The classification of stakeholders**

Author	The classification of stakeholders
Savage et al. (1991)	Stakeholders' potential powers to threaten or cooperate with the organisation
Goodpaster (1991)	The strategic and the moral stakeholder
Brenner (1993)	A group that maintains just and important business relations with a corporation.
Rowley (1997)	Network density and the centrality of the organisation focus
Scholes and Clutterbuck (1998)	Power of influence, impact on the organisation and affinity with organisational objectives
Donaldson and Preston (1995)	An individual or group having a procedural or substantive interest in management activities.
Langtry (1994)	An individual or a group that has moral or legal claims to a business.
Kamann (2007)	Power and the level of interest
Davis and Frederick (1984)	A person who has the right to participate in corporate management activities and decision-making of the company
Mitchell et al. (1997)	An individual or a group that has power, legitimacy and urgency of a company
Hill and Jones (1992)	An individual or a group who can legitimately claim a company and has an exchange relation such as stockholders, managers, creditors, employees, customers, suppliers, local communities, and the general public.
Evan and Freeman (1988)	An individual or a group of people who can put pressure on business activities and influence the success of a company and includes customers, suppliers, employees, communities, managers and shareholders.
Carroll (1991)	Primary stakeholders: an individual or a group of people with direct involvement and interests in economic transactions and contracts (business organisations with legal or institutional rights) Secondary stakeholders – An individual or a group of people with indirect involvement and interests.
Clarkson (1995)	Primary stakeholders: An individual or a group of people who take voluntary interests and risks by investing capital or human resources (i.e. investors, employees, suppliers, customers) Secondary stakeholders: An individual or a group of people who are not engaged in a transaction and are involuntarily exposed to risks from their management activities (i.e. government).

Source: Choi, D. B. (2018). Effects of board characteristics of internal and external stakeholder management. [Master's Degree Thesis, Dept. of Business Administration. College of Business Administration/Business School. Seoul National University].

### **2.3.1.3 The prior studies on tourism stakeholders**

As the tourism industry begins to have greater importance within the local communities, the range of tourism stakeholders is expanding and the interdependence of tourism stakeholder is increasing (Tkaczynski et al., 2009). Individuals or groups of tourism stakeholders who affect or are affected by tourism activities vary, ranging from a central or local government, local councils, touring agencies, tourism industry operators, tourism employees, tourism developers, local merchants, non-governmental organisation, journalists, tourism organisations, non-tourism business practitioners, local community groups, local residents and tourists. These multiple tourism stakeholders are who can voice their real issues but also are potential influencers (Saito and Ruhanen, 2017). As there are various tourism stakeholders who are related to sustainable development (Waligo et al., 2013), we can assume that there are various tourism stakeholders who are related to destination social responsibility.

Hede (2008) classified the tourism stakeholders into two different levels: individual, and organisational. According to Hede (2008), the hosting staff, volunteer workers, visitors, investors, and local residents are included as individual-level stakeholders, while the local community organisations, government, sponsors, media, and businesses are identified as organisational-level stakeholders. Gray (1990) considered tourism stakeholders as the people who share common tourism-related interests. Mistilis et al., (2014) classified public and private stakeholders in tourism stakeholder networks in implementing online destination marketing in Australia.

More recently, a different type of power of tourism stakeholders was examined in tourism research. Saito and Ruhanen (2017) examined the coercive, legitimate, induced and competent power of tourism stakeholders in collaborative activities and each stakeholder group exerts a different level of influence over the decision process (Saito and Ruhanen, 2017). For example, it was found that the government holds coercive power and DMOs hold legitimate power. Tiew et al. (2015) found that tourism stakeholders exert a different source of power in collaborative activities in a music festival. Stakeholder's individual attributes become a resource-based power while structural positioning becomes a network-based power. Similarly, Kennedy and Augustyn (2014) investigated the stakeholder's positioning within an institutional network to determine the different strength of power in an English seaside resort setting.

### **2.3.2 The normative approaches to destination social responsibility**

This research on destination social responsibility takes the normative perspective of the stakeholder argument. The reason for this is that destination social responsibility is based on the idea of collective responsibility, which arises from the interdependent relationship of stakeholders in a society. As a society becomes more complex, tourism stakeholders form an interconnected system in a destination. For example, various tourism stakeholders in tourism and the hospitality industry, ranging from government, large organisations, small to medium-sized business to local communities, form interdependent relations in a destination. Thus, the scope of tourism stakeholders in relation to destination social responsibility is expanding and all parties that are involved in tourism activities need to accept a collective sense of responsibility (Goodwin and Francis, 2003).

This research is based on the normative approach to destination social responsibility from among several approaches to social responsibility arguments as shown in the Table 2-4 (Kim, 2009). The normative approach provides moral guidelines for management of social issues beyond economic motive (Garriga and Melé, 2004) and highlights the fact that various stakeholders can't not ignore social norms as a member of the society and conduct their obligations and responsibilities to form a better relationship with other stakeholders (Harjoto and Jo, 2015). The normative approach of some nations leads people's attention on corporate social responsibility (Kim, 2019). As like the normative approach's affects on corporate social responsibility discussion, the social expectation could lead destination social responsibility discussion. In other words, as companies consider society's expectations of corporate social responsibility in their business decisions in response to adapt to changing social expectation, the normative approach to destination social responsibility reflects the society's expectations of a tourist destination.

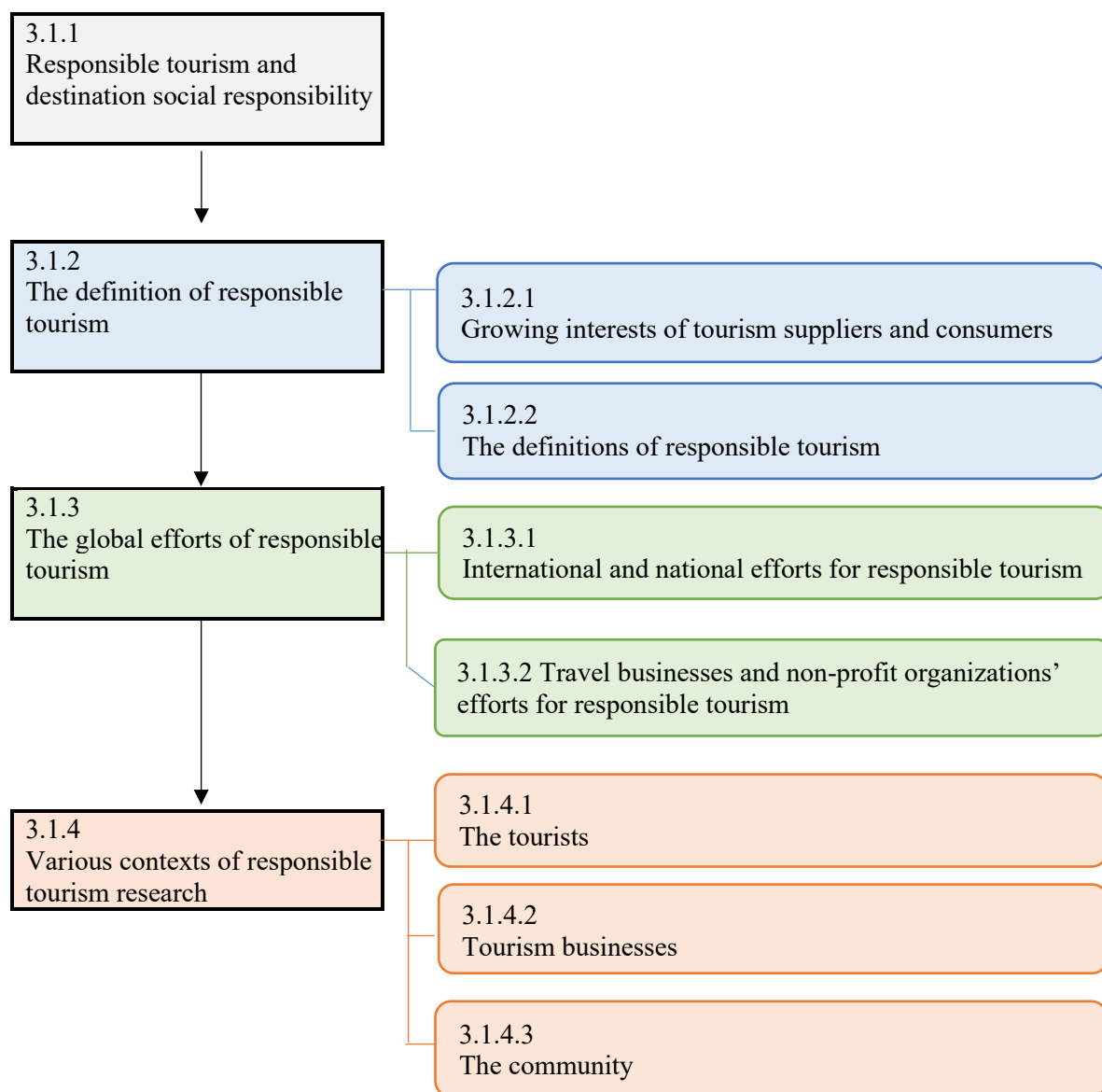
**Table 2-4: Stakeholder theory**

Theory	Approaches	Short description	Some key references
Instrumental theories focusing on economic objectives through social activities	Shareholder Value	Long-term value maximization	Friedman (1970), Jensen (2000)
	Strategies for competitive advantages	Social investments in a competitive context	Porter and Kramer (2002)
		Strategies based on the natural resource and capabilities of the firm	Hart (1995), Litz (1996)
		Strategies from the bottom of the economic pyramid	Prahalad and Hammond (2002), Hart and Christensen (2002), Prahalad (2003)
	Cause-related marketing	Altruistic activities socially recognized used as an instrument of marketing	Varadarajan and Menon (1988), Murray and Montanari (1986)
Political theories focusing on a responsible use of business power in the political arena)	Corporate constitutionalism	Social responsibilities of businesses arise from the amount of social power	Davis (1960)
	Integrative Social Contract Theory	A social contract between business and society exists	Donaldson and Dunfee (1994,1999)
	Corporation citizenship	The firm as being like a citizen with certain involvement in the community	Wood and Lodgson (2002), Andriof and McIntosh (2001)
Integrative theories focusing on integration of social demands	Issues management	Corporate processes of responding to social and political issues	Sethi (1975), Ackerman (1973), Jones (1980), Vogel, (1986), Wartick and Mahon (1994)
	Public responsibility	The law and the existing public policy process as a reference for social performance	Preston and Post (1975, 1981)
	Stakeholder management	Balances the interests of the stakeholders of the firm	Mitchell et al. (1997), Agle and Mitchell (1999), Rowley (1997)

# Chapter 3: Responsible tourism and sustainability

Chapter 3 examines the prior studies in responsible tourism, and sustainability, which are relevant to destination social responsibility, and an overview of their practice (See Figure 3-1).

**Figure 3-1: The outline of responsible tourism**



## **3.1. Responsible tourism**

### **3.1.1 Responsible tourism and destination social responsibility**

The term responsible tourism overlaps with destination social responsibility because responsible tourism highlights the necessity of an alternative tourism in contrast to mass tourism and over-tourism (Caruana et al., 2014). That is, there is a conceptual similarity between responsible tourism and destination social responsibility in that both assume the necessity of social responsibility for minimising the adverse effects of over tourism. Responsible tourism is a means of achieving the sustainability of tourist destinations; and responsible tourism embodies the principles of sustainability in terms of responsible practice and management in environmental conservation, and benefits for the local community (Mihalic, 2016). However, the concept of destination social responsibility is different from that of responsible tourism in that the scope of destination social responsibility discussions is larger and it is not limited to specific types of tourism

### **3.1.2 The definition of responsible tourism**

Responsible tourism is one of the research themes in relation to responsibility in the field of tourism and it is worth of examining it because of its conceptual similarity to destination social responsibility. In this section, the study examines the definitions, the prior studies of responsible tourism along with its practice and the international efforts for attaining responsible tourism. The prior studies of responsible tourism focussed on tourists, travel agencies and hotels, which are also considered in this section.

#### **3.1.2.1 Growing interests of tourism suppliers and consumers**

The discussion of responsible tourism is currently being led by tourism suppliers who are trying to mitigate the negative effects of over-tourism. There has been a call to minimise the negative effects of over-tourism such as the destruction of the natural environment and the damage to cultural resources. Growing interests about the necessity of responsible tourism could be observed in tourism suppliers and consumer. For example, since its establishment in 1999, the International Centre for Responsible Tourism has held the Responsible Tourism

Forum regularly and conducted case studies related to responsible tourism. Moreover, a travel agency called Responsible Travel developed responsible tourism products and carries out projects to minimise the negative impacts of mass tourism and provide support to the local community. From the perspective of tourism demand, responsible tourism has been supported by the consumers who seek moral value in tourism consumption. The market for responsible tourism is steadily growing because the moral tourists are interested in benefits to the local community, and they want to satisfy the desire to experience the unique local culture (Goodwin and Francis, 2003).

### **3.1.2.2 The definitions of responsible tourism**

The definitions of responsible tourism are various (Caruana et al., 2014; Cooper and Ozdil, 1992). The term ‘responsible tourism’ was first coined in the Alternative Tourism Seminar held by United Nations World Tourism Organisation in 1989. The term was used as a replacement for the term ‘alternative tourism’ (Smith, 1990; Kim, 2010). In a similar vein, Harrison and Husbands (1996) defined ‘responsible tourism’ as a new way of tourism that distinguishes it from mass tourism. If we take Husbands and Harrison’s (1996) definition of responsible tourism as a way of doing tourism, it makes sense that the overview of what actually has been done in responsible tourism encompasses not only what is being done by the tourist to achieve responsible tourism but also by others to enable the tourist to participate in responsible tourism.

The meaning of responsible tourism has been categorized into two different perspectives. First, the term responsible tourism is understood as a type of tourism that focusses on tourists’ responsibility and their responsible behaviour. Tourists’ senseless behaviour may cause a negative impact on local communities (Mathew and Sreejesh, 2017). In this vein, Fennell (2006) defined ‘responsible tourism’ as a type of tourism that requires tourists’ responsible and ethical behaviour. Similarly, Choi (2010) defined responsible tourism as a form of tourism that revives the economy, environment, and culture of the local community, which puts a high value on the responsible behaviour of tourists. In a similar context, Hwang and Lee (2011) defined responsible tourism as a form of tourism that emphasises the responsible behaviour of tourists for the economic benefit, environmental protection, and cultural respect of the tourist destination.

Second, responsible tourism could be defined as the form of tourism that emphasises not only the responsibility of tourism consumers, but also the responsibility of tourism suppliers in

order to respect the economic, environmental, cultural value of a tourist destination. This definition of responsible tourism arises from the social perception that not only tourists but also tourism suppliers play an important role in reducing negative tourism impacts. For example, the Cape Town Declaration on Responsible Tourism is the example which reveals that responsible behaviour of tourism businesses, hotel managers, government, locals, and tourists are necessary to negative tourism impacts. Similarly, The travel company named Responsible Travel described how suppliers and consumers can participate in responsible tourism (Cape Town Declaration on Responsible Tourism, 2002).

Frey and George (2010) suggested the broad concept of responsible tourism management as better management of natural resources, economic and social benefits along with the quality of life of the local residents, and improved tourism experiences. Similarly, Caruana et al. (2014) explained responsible tourism as a range of tourism interactions that helps to minimise negative tourism impacts on local communities and increase their benefits. Cooper and Ozdil (1992) argued that both tourism suppliers and consumers must change their attitudes in order to cope with the problems of mass tourism. In a similar vein, Haywood (1989) stated that responsible behaviour of tourism suppliers and consumers play an important role in responsible tourism.

Thus, responsible tourism has a conceptual similarity to destination social responsibility. Responsible tourism encompasses the responsibilities of tourism consumers and suppliers because more more actors participate in tourism a responsible manner. That is, the roles of various stakeholders, including those of the government, businesses, residents, and tourists are all important for the responsible management of a tourist destination. In this regard, responsible tourism is similar to destination social responsibility, which suggests the collective efforts of tourism stakeholders within a tourism system.

### **3.1.3 The global efforts of responsible tourism**

This section reveals how worldwide efforts for responsible tourism have been made by international organisations, national policies, and travel agencies.

#### **3.1.3.1 International and national efforts for responsible tourism**

Tourism development promotes economic development in tourism destinations along with its negative impacts of tourism development (Chou, 2013). There has been the international

and national efforts for responsible tourism. The World Tourism Organisation presented a set of principles for responsible tourism. A guideline named 'Responsible Tourist and Traveller' was developed based on the Global Code of Ethics for Tourism. It consists of eight categories, including local culture, openness to tradition, respect for human rights, conservation of the natural environment, respect for cultural resources, and acquisition of knowledge about the local laws. Overall, it recommends tourists practise responsible tourism (United Nation World Tourism Organisation, 2001).

The Cape Town declaration in 2002 was made in Cape Town, South Africa in 2002 before the opening of the 2002 Johannesburg World Summit on Sustainable Development. The Declaration on Responsible Tourism suggests seven principles of responsible tourism and embodies the practice of responsible tourism. Under the Cape Town Declaration, the seven principles of responsible tourism agreed to the following: minimising negative tourism impacts from the economic, environmental, and social aspects; improving job access and well-being; involving local people in decisions; conserving natural and cultural heritage; providing enjoyable tourist experiences through connections with local people; providing access to the physically challenged; building local pride and respect between tourists and hosts (Responsible Tourism Partnership, n.d.).

It should be noted that the Cape Town declaration is significant because of the role of tourism suppliers and consumers of responsible tourism. For example, the second principle of the Cape Town Declaration revealed improved labor conditions and local community's better accessibility to tourism industries, which is considered as the responsibility of tourism suppliers. The third principle of the Cape Town declaration highlights the participation of local residents and the empowerment of the local authority.

The Cape Town declaration provided the momentum for responsible tourism to move into policy implementation. For example, a total of 280 tourism delegates from 20 countries consisting of world tourism officials, non-governmental organisations, and civic organisations participated in this declaration. After the declaration, global efforts to link the idea of responsible tourism with policies and practices have been made regularly. Responsible tourism has increasingly shifted into a political tool for some destinations. In South Africa its principles have been progressively integrated into strategic destination planning. Moreover, in 2007, the 'Responsible Tourism Day' was established for the world travel market, and the 2nd International Conference on Responsible Tourism was held in Kerala, India in 2008. City of Cape Town has developed a strategy for responsible tourism at a policy level to respond to

adverse tourism effects (City of Cape Town, 2009). The department of environmental affairs and tourism in South Africa developed the responsible tourism handbook and the national guidelines for responsible tourism development.

**Table 3-1: The organizational efforts for responsible tourism**

Organization (Year)	Contents	Electronic source
Peace Boat in 1983	Peace Boat was founded in 1983 and an international non-governmental organization based in Japan that promote sustainability, As a social business model using passenger ships travelling around the world, it promotes responsible tourism, sustainable tourism, lifelong learning, an enhancing local capabilities for sustainability.	Peace Boat. Retrieved on 19/10/2021 from <a href="https://peaceboat.org/english/">https://peaceboat.org/english/</a> ; <a href="https://www.pbcruiase.com.my/">https://www.pbcruiase.com.my/</a> ; <a href="https://cruise.kht-tours.com.my/pages/peace-boat">https://cruise.kht-tours.com.my/pages/peace-boat</a>
Tourism concern In 1989	It builds tourists-to-community relationships and promotes experiential travel called Reality Tours and activism.	Tourism concern (2021). How we worke Retrieved on 6/7/2021 from <a href="http://www.tourismconcern.org.uk">www.tourismconcern.org.uk</a> ; Travindy (2021). The tourism concern archive. Retrieved on 6/7/2021 from <a href="http://www.travindy.com/tourism-concern/">www.travindy.com/tourism-concern/</a>
Global exchange in 1989	Global exchange, American internationa human rights non-governmental organization, promotes social, economic and environmental justice. Their reality tourism program illustrates justice tourism.	Global Exchange. (2020, April). In <i>Wikipedia</i> . Retrieved on 6/7/2021 from <a href="https://en.wikipedia.org/wiki/Global_Exchange">https://en.wikipedia.org/wiki/Global_Exchange</a>
Leeds Metropolitan University In 1999	Established international responsible tourism centre	Goodwin, H., & Font, X. (2007). <i>Advances in responsible tourism. ICRT Occasional Paper</i> 於.
Responsible Travel In 2001	An activist company, founded in 2001, which connects 250 responsible tourism programs around 160 nations and helps t create a kinder, more responsible industr for everyone.	Responsible Travel. (n.d.). <i>About Us</i> . Retrieved on 6/7/2021 from <a href="https://www.responsibletravel.com">https://www.responsibletravel.com</a>
Cape Town tourism declaration in 2002	Established seven principles of responsible tourism	Cape Town Declaration on Responsible Tourism (2002). Retrieved on 6/7/2021 from <a href="https://responsibletourismpartnership.org/cape-town-declaration-on-responsible-tourism/">https://responsibletourismpartnership.org/cape-town-declaration-on-responsible-tourism/</a>

### **3.1.3.2 Travel businesses' efforts for responsible tourism**

As the number of tourists who seek ethical consumption is increasing, travel businesses and non-profit organisations are leading the practice of responsible tourism. In 1988, the British non-profit organisation, Tourism Concern launched a responsible tourism campaign to reduce the adverse effects of mass tourism in tourist destinations. They provided tourism programs to encourage ethical behaviour among tourists and provided information to tourism operators and businesses to increase public awareness of responsible tourism.

Many travel agencies around the world are trying to spread responsible tourism products and provide guidelines through a variety of ways. In 1989, the Reality Tour Program, which was held by a U.S. non-profit organisation named Global Exchange, pointed out environmental degradation in destinations, and offered a new type of tourism and establish new relationships through tourists' interaction with various people from different classes (Lim et al., 2013). The adventure travel agency, Explore, presented guidelines for tourists' responsible tourism behaviour (Explore, 2009).

Similarly, a British travel agency named Responsible Travel founded in 2001 is most committed to responsible tourism company and promotes a tourism program for both tourists and local residents (Responsible Travel, n.d.). They present responsible tourism guidelines for before, during, and after tourism, and are leading the discussion on responsible tourism through many campaigns, publications of reports, and awarding ceremonies (Responsible Travel, n.d.). Real Gap, Britain's largest travel agency, presented their own responsible tourist behaviour guidelines (Real Gap Experience, n.d.). A Canadian travel agency named Transat also provided behaviour tips for travelling (Transat, n.d.). In other words, this travel agency helps people to determine which actions should or should not be taken for responsible tourism.

**Table 3-2: The guidelines for responsible tourism**

Organization	The contents of guidelines
Pacific Asia Travel Association	<p>Before the trip: Plan your trip to help reduce your carbon footprint; think about your emissions; Taking your own eco-friendly container contributes to reduction in plastic waste. Consider travelling with your own toiletries, thus minimizing the use of the complementary single-use' bathroom products.</p> <p>During your trip: Ask your tour guide to give details of established environmental guidelines that minimize the impact of tourists on the environment, culture, and community; Be respectful of local communities, the country, and its natural resources; Avoid activities that might contribute to the poor treatment of wild or protected animals; Try to minimize your impact on the environment by behaving as you would at home. Dispose of all waste appropriately and recycle; Be conscious of the origins of food and the practices adopted; Consider using public transport; do try to buy locally made souvenirs, and Fair Trade products.</p> <p>After your trip: Give feedback to your event organizers about your hotel and other relevant service providers regarding sustainable travel options and green events; Support organizations or societies that follow eco-principles and share your experiences with others with the goal of increasing awareness of environmental issues; if not already in place, consider developing a responsible travel policy for your organization that is designed to reduce environmental and social impact; work with a responsible travel booking agency which can support the organization's policy of responsible travel choices where possible to further reduce travel costs and the environmental and social footprints; consider incentivizing staff to make more responsible travel choices.</p>
Responsible Tourism Travel Agency	<p>Before you book your holiday: ask to see the holiday company's policy for responsible tourism; plan your route to minimize carbon emissions; for many people, it is important that a travel company or accommodation center read up on the principles of Leave No Trace.</p> <p>Before you travel: Read up on local cultures; remove all excess packaging; bring environmentally friendly products to you; ask your travel company for specific tips relating to responsible travel; ask if there are useful gifts that you could pack for your hosts; ask whether there are local conservation or social projects; be aware of any excursions on your trips that involve wild or captive animals. While on holiday, hire a local guide; be careful of what you buy; respect people and their local cultures; use public transport; use water sparingly.</p> <p>When you get back: write to your travel company, hotel or tourist board with any comments or feedback about your holiday, and especially include any suggestions on reducing environmental impacts and increasing benefits to local communities.</p>
Goodwin and Francis (2003) <sup>1</sup>	<p>Protect the environment such as its flora, fauna, and landscapes; respect local culture, traditions, religions and built heritage; Benefit local communities both economically and socially; conserve natural resources from office to destination; Minimize pollution through the noise and congestion.</p>

Adapted from Lim et al. (2013); Pacific Asia Travel Association. (n.d.); Goodwin, H. (2017, October 3).

<sup>1</sup> Responsible travel (n.d.). Retrieved on 7/7/2021 from <https://responsibletourismpartnership.org/icrt>.

### **3.1.4 Various contexts of responsible tourism research**

Husbands and Harrison (1996: 2) clearly capture this view, stating that responsible tourism is a “way of doing tourism.” If we take Husbands and Harrison’s (1996) definition of responsible tourism as a way of doing tourism, then it makes sense to get an overview of what actually *is* being done, in particular what is being done by the tourist to achieve responsible tourism and by others to enable the tourist to participate in responsible tourism. The purpose of the following section is to give a brief overview, looking at where responsible tourism research has been conducted. The section looks at the opportunities provided by other sectors for a tourist to be responsible, so the tourist is looked at in the context of the practices within tourism businesses, and the community. The prior studies of responsible tourism can be approached from three different perspectives. The first point of view can be seen in the studies that focussed on analyzing the tourists’ motivation and their intention to participate in responsible tourism. The second point of view can be seen in research that focusses on tourism suppliers. The third point of view can be found in studies that emphasize the local residents’ attitude to responsible tourism.

#### **3.1.4.1 The tourists**

The prior studies of responsible tourism with a focus on the view of tourists might be categorized into two themes: research which examined how to increase tourists’ motivation to participate in responsible tourism, and research which examined the structural relationships between responsible tourism and other constructs. First, Lee et al. (2017) examined the intention of tourists on responsible tourism and the gaps between their behaviours and thoughts on responsible tourism. This study suggested that to decrease the gaps between intention of tourists and real behaviours in responsible tourism, tourism agencies need to develop more diverse tourism communication strategies. Considering the voices of tourists based on a bottom-up approach, Caruana et al. (2014) described tourists’ different accounts of responsible tourism depending on inner or outer goals.

With respect to the intention of young people to participate in responsible tourism, Cho et al. (2012) examined the ethics of young travellers and their intention to participate in responsible tourism. The results showed that free individual travellers were more likely to accept the principles of responsible tourism and contributed to the local community. Cho et al.

(2012) highlights the necessity of developing a variety of responsible tourism programs to fit different types of young tourists because they have a variety of desires, ethics and incomes.

In a similar vein, Kim (2010) examined tourists' intentions to purchase responsible tourism products based on the data of respondents who have overseas travel experience. The results showed that there were differences in the intention to participate in responsible tourism in economic, environmental and cultural aspects. Although they were interested in respecting local cultures, tourists were less interested in protecting ecological resources and preventing environmental pollution in responsible tourism. There was a significant difference in their interests in responsible tourism depending on the demographic characteristics of respondents. If the respondent possessed much travel experience with a higher level of income and educational background, their intention to participate in responsible tourism was likely to be higher than other respondents. In contrast, young respondents who had less travel experience tended to have a low level of intention to participate in responsible tourism (Kim, 2010).

Lim et al. (2013) quantitatively estimated the value of responsible tourism by measuring tourists' willingness to pay for the benefits gained by responsible consuming. This study translated consumers' willingness to participate in responsible tourism into economic monetary units. By using the contingent valuation method, this study demonstrated that if the initial cost of the tourism package was AUD 1159, an intention to pay additional AUD 778 to participate in responsible tourism experiences. Responsible tourism participants seemed to increase moral satisfaction.

Based on the qualitative method, Han (2010) conducted a qualitative study on the motivation for participating in responsible tourism by using participation observation and interview with travellers in Inner Mongolia. Han (2010)'s research showed that the participants recognised the negative aspects of tourism package and had a positive perception of responsible tourism. It was found that even if the cost of responsible tourism was relatively high and somewhat inconvenient, participants were positive about responsible tourism since they could have a better cultural experience. Moreover, the study results showed that if the cost of responsible tourism is returned to the local community, the participants will value the entire experience of responsible tourism.

There has been some research that has examined the relationship between responsible tourism and other constructs. These studies investigated how to increase tourists' intention to participate in responsible tourism. Ko et al. (2015) confirmed the positive relationship between responsible tourism and place attachment based on the data from visitors to Cheongsan Island

in South Korea. The responsible tourism was categorized into economic, environmental, and sociocultural aspects. Place identity, emotional attachment, and social solidarity have positive effects on economic responsible behaviour. Place dependence and place identity have positive effects on sociocultural responsible behaviour. Place dependence has positive effects on environmentally responsible behaviour.

Based on the theory of planned behaviour, Choi and Cho (2010) verified the relationship between tourists' responsible tourism attitude and behaviour intention. Responsible tourism was presented in economic, environmental, social, and cultural terms. First, economic responsible tourism behaviour consists of the following elements: purchasing at local hotels, restaurants, travel agencies and buying local goods, using stores that employ locals, respecting local prices and paying fair prices. Second, environmentally responsible tourism consists of the following elements: using eco-friendly or public transportation, not purchasing products made from endangered animals and plants, considering waste disposal, and saving energy and water. Third, socially responsible tourism behaviour encompasses the following subjects: using local language and local clothing, learning local history, keeping the promises made to local residents, and seeking permission before taking photos. Finally, the cultural responsible tourism behaviour includes understanding the local culture, recognizing and accepting cultural differences, refraining from violating taboos, and complying with local norms and regulations.

Mathew and Sreejesh (2017) investigated the relationship between responsible tourism, destination sustainability, and perceived quality of life by collecting the data of tourists. Results showed that responsible tourism serves as a mediating variable between destination sustainability and quality of life. Xin et al. (2016) examined the relationship between environmentally responsible activities in ecological attractions, destination image and loyalty by surveying Chinese tourists who have visited Mt. Halla on Jeju Islands. Results showed that environmentally responsible activities affect destination image and loyalty.

### **3.1.4.2 The tourism businesses**

Secondly, another point of view of responsible tourism can be seen in research that focussed on tourism suppliers such as travel agencies and hotels. Spencely (2007) examined the attitudes of responsible tourism of 18 British travel agencies. The results showed that the majority of travel agencies acknowledged that responsible tourism contributes to the sustainability of the destination, and that they were complying with at least one responsible tourism guideline. They pointed out the perceived costs, competitive environment, and lack of government support as the biggest barriers to participating in responsible tourism.

Based on a survey analysis conducted with 244 tour agencies, Frey and George (2010) found that tourism agencies in the Cape Town tourism industry have a positive attitude to responsible tourism, acknowledging the fact that it contributes to environmental preservation and to the social welfare of the local community. However, they do not invest actual time or resources into responsible tourism. Despite the positive attitude of responsible tourism management, tour agencies are not committed to changing existing management practice. Frey and George (2010) suggested that social marketing channels can change the perception of the costs involved in the practice of responsible tourism, thereby promoting changes in tourism agencies. Perceived costs of responsible tourism, resource constraints, and a lack of government support caused tourism agencies' low level of involvement in responsible tourism practice.

Similarly, Wocke and Merwe (2007) examined the reasons why the hotels in South Africa showed limited participation in responsible tourism initiatives and memberships. Although the Ministry of Environment and Tourism in South Africa developed the drafts of responsible tourism guidelines and policy, many hotels were not aware of responsible tourism initiatives and did not understand the exact meaning of responsible tourism practice. These factors impeded their participation in responsible tourism initiatives. In addition, Xin and Chan (2014) conducted in-depth interviews of 25 tour operators at Kinabalu National Park in Malaysia to ask the meaning and indicators of responsible tourism from the viewpoint of tour operators. The main themes of environmental, economic, social and cultural sustainability emerged in their interviews.

### **3.1.4.3 The community**

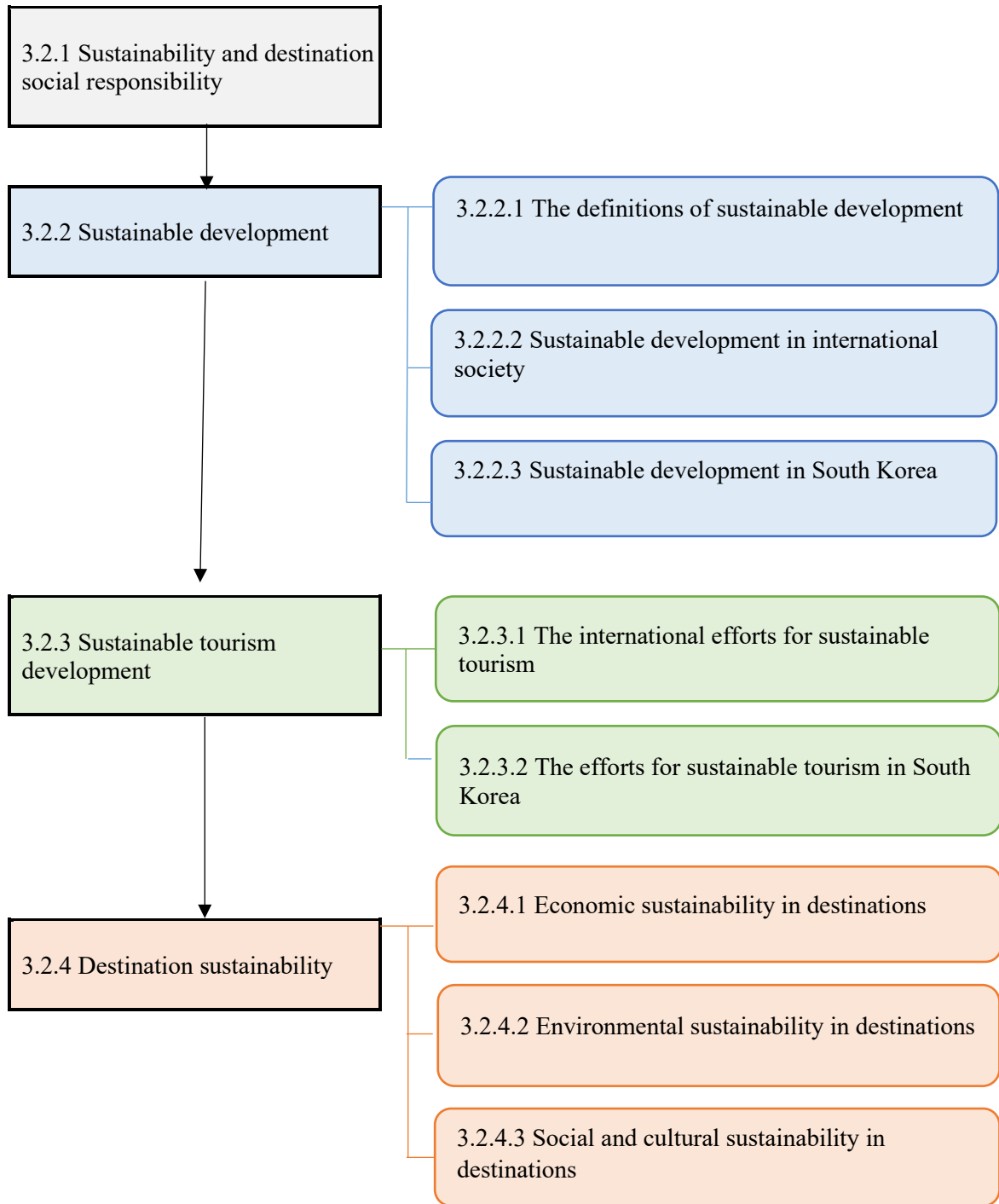
Finally, a few studies of responsible tourism examined the attitudes of local residents toward responsible tourism. The reasons why the attitudes of local residents are important to the success of responsible tourism practice because the attitude of residents supports the development of a tourism industry. For example, Hanafiah et al. (2016) found that responsible tourism practice contributes to not only to protecting natural environments and preserving local culture, but also to improving the quality of life in the Langkawi Island community in Malaysia.

Seo and Hong (2016) examined the attitudes of local residents in Seogwipo and Jeju City. The results revealed that the local resident group was aware of both positive and negative impacts of tourism development and had a low level of trust in corporate social responsibility of tourism development companies in Jeju island. In particular, local residents' assessment of job creation was not positive and they had a negative attitude to economic responsibility.

## **3.2 Destination sustainability**

This section presents the review of previous studies related to destination sustainability and examines the current trends and practices of sustainable development in general and sustainable tourism development in particular. In the first part of this section, world-wide efforts for achieving destination sustainability will be addressed. In the next part, this chapter seeks to understand the theoretical background of sustainable development, sustainable tourism development and each principle of sustainability. The extant literature and global efforts of destination sustainability has been a theoretical foundation for destination social responsibility.

**Figure 3-2: The outline of destination sustainability**



### **3.2.1 Sustainability and destination social responsibility**

Destination sustainability is a key element of destination social responsibility, just as sustainable development lays the foundation of corporate social responsibility. As the paradigm of sustainable development spreads around the world, a social demand for destination sustainability is emerging as a collective goal. Above all, destination sustainability can be achieved when all actors participate in tourism in a responsible manner. A wide range of stakeholders is responsible for the tourism effects on the sustainability of a tourist destination. Thus, destination social responsibility is an essential concept for achieving destination sustainability.

### **3.2.2 Sustainable development**

#### **3.2.2.1 The definitions of sustainable development and sustainability**

In tourism fields, there are several terms relating to ‘sustainability’, such as ‘sustainable tourism’, ‘sustainable tourism development’, ‘sustainable destination’, and ‘destination sustainability’. Despite the proliferation of research on sustainable tourism development, the definition of ‘sustainability’ is controversial (Pforr, 2001). First, sustainable tourism underpins various types of tourism products such as ethical tourism, ecotourism, green tourism, rural tourism, and responsible tourism. These types of tourism seek to have minimal effects on the environment and local communities. Second, in line with the principles of sustainable development, sustainable tourism development encompasses economically, socio-culturally and environmentally sustainable outcomes in the tourism field. Third, just as sustainability and sustainable development are used interchangeably (Mebratu, 1998), ‘destination sustainability’ means ‘sustainable destination’.

Destination sustainability underpins the idea that tourism resources should not be over-consumed and natural environments are protected to provide benefits to the local communities and local cultures. Destination sustainability depends on preserving natural resources, maintaining residents’ quality of life and providing tourists with high-quality experiences (Torres-Delgado & Saarinen, 2014). More importantly, it is worthy to note that sustainable tourism development arouses a sense of responsibility for mitigating negative tourism effects. The Brundtland Report in 1987 established a conceptual foundation for sustainable development and articulated it as ‘a development that meets the needs of the present

generations without compromising the ability of future generations to meet their own needs' (Brundtland Commission, 1987). The discussion of sustainable development started with the notion that the current generation has a sense of responsibility to the future generations to minimise economic and environmental threats (Carmody, 2012).

**Table 3-3: The interpretations of sustainability in tourism contexts**

Terms		Examples
Sustainable tourism	English Tourism Council (2002)	A type of tourism managing tourism impacts on the environment, communities, and the economy.
	United Nation World Tourism Organization (2007)	By balancing the needs of current tourists and host residents, it is tourism that (preserves the economic and social benefits of tourism development, reduces the negative impact on the natural, historical, or cultural environment, and resource management to meet economic, social, and aesthetic needs.
Responsible Tourism	Cape Town Responsible tourism declaration (2002)	A type of tourism to minimise negative social, economic and environmental impacts and generate greater economic benefits for local people, enhance the well-being of host communities, improve working conditions and access to the industry and involve local people in decisions that affect their lives and life chances.
Community tourism	Acharya & Halpenny (2013).	A type of tourism involving homestays for sustainable community development
Pro-poor tourism	Ashley et al. (2000)	A type of tourism which positively affects the livelihoods of the poor

### 3.2.2.2 Sustainable development in international society

Worldwide efforts towards sustainable development have been made for many decades. Many difficulties should be aroused regarding how the idea of sustainable development puts into practice. International organizations' conferences have been held over several decades and their declarations have provided the guidelines for sustainable development. Table 3-4 indicated the conferences on sustainable development held by the world communities. Table 3-4 demonstrates that the continuing interest in sustainability and environmental issues paved

the way for the enhancement of an understanding of sustainable development. The Stockholm Conference, Our Common Future Report, Rio Declaration, and Agenda 21 proclaimed the responsibility of the international community to pursue sustainability (World Commission on Environment and Development, 1987). This trend of sustainable development reflects the formation of a social consensus that sustainability is a universal goal that requires collective efforts to make a destination sustainable.

At the initial stage of global efforts for sustainable development, the United Nations Conference on the Human Environment was held in Stockholm in 1972. The Stockholm conference is meaningful in that it was the first international conference of the United Nations to discuss environmental issues at an international level. The Stockholm Declaration on the Human Environment announced the global responsibility to preserve the environment. The twenty-six principles on the environment and sustainable development were announced. One hundred and nine recommendations were made as strategies for environmental resource protection (Sohn, 1973) and affected the environmental policies of the European community.

Following the Stockholm conference, the United Nations Environment Program was established in Nairobi, Kenya, in June 1973. The United Nations Environment Program helped developing and developed countries implement environmental legislation and pro-environmental policies. Because of the efforts of the United Nations Environment Program, environmental action programs were adopted in the European community (Gray, 1990).

In the early 1980s, people became concerned that the Earth was not sustainable due to a rapidly growing population and limited resources (Swarbrooke, 1999). The Rome Club, who was a team of researchers from the Massachusetts Institute of Technology, released a report on growth limits. This report questioned the viability of continued economic growth by considering the effect of human activities on the future of the world. A rising fear of environmental resource scarcities led to the discussion on new consumption models (Meadows et al., 1972; Redclift, 2005). The World Committee on Environment and Development published a report called “Our Common Future” in 1987 (Brundtland Commission, 1987). The term sustainable development was first officially used in the Brundtland Report.

Sustainable development was defined as “a form of development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland Commission, 1987). This report asserted a set of principles such as inter-generational equity, ecological integrity, and biological conservation. It stressed that economic growth should take place in consideration of inter-generational equity, ecological integrity, and

biological conservation. The continuing interest of international society specified the principles and action plans for sustainable development in the 1990s. For example, the United Nations Conference on Environment and Development announced “The Rio Declaration on Environment and Development” in Rio de Janeiro, Brazil in 1992 based on the principle of sustainable development. More than 150 government representatives signed The Rio Declaration at the so-called Earth Summit. The Rio + 20 reports of “The Future We Want” contained twenty-seven principles of environmental preservation and economic development and proposed the green economy in relation to sustainable development (Hák et al., 2016).

Environmental conventions were held such as Agenda 21, the Convention on climate change to prevent global warming, the convention on biological diversity and the forest. Agenda 21 was adopted in Brazil's Rio de Janeiro in June 1992. Agenda 21 consists of 40 chapters and serves as a practical guideline for sustainable development for the international community. Although Agenda 21 is not binding as a treaty, it provides actionable plans for sustainable development programs (United Nations Conference on Environment and Development, 1992). Then, the United Nations Commission on Sustainable Development was created by the United Nation General Assembly in 1992 to ensure effective follow-up on the United Nations Conference on Environment and Development (Mensah, 2017). In the 2000s, the World Summit on Sustainable Development was held in Johannesburg, South Africa in 2002 (Von Schirnding, 2005). This summit focused on evaluating the achievements of sustainable development over the last 10 years after the Rio Declaration and Agenda 21. The implementation of Agenda 21 and the commitments to the Rio principles were reaffirmed at the World Summit on Sustainable Development in 2002.

After the 1900s, the global warming caused by greenhouse gas accelerated environmental debates. Climate change increased stakeholder awareness of the necessity of recycling and renewable energies (Caradonna, 2014). The political concerns regarding climate change led to the Kyoto Protocol Treaty in 1997 (Kyoto Protocol, 1997; Kyoto Protocol, 2005). Then, greenhouse emissions were a critical agenda at the Stockholm conference in 2013. The United Nations General Assembly members presented the 17 Sustainable Development Goals in 2015, which lays a foundation of “Transforming our world: The 2030 Agenda for sustainable development” (Biermann et al., 2017). The 2030 Agenda included the draft for sustainable development based on discussion of the sustainable development solutions network (Hák et al., 2016).

**Table 3-4: The conference on sustainable development**

Year	Conference Names	Content
1972	United Nation conference on the Human Environment (UCNCHE)	The first large-scale international conference that focused on environmental issues at the policy level. 26 principles on the environment and development were declared during the meeting.
1972	The United Nation Environmental Program (United Nation EP)	Development of regional and international environmental programmes, enhancement of environmental science through identifying and analyzing environmental issues
1979	The First World Climate Conference in Geneva sponsored by the World Meteorological Organization	The science of climate change and a new era of international environmental diplomacy were discussed.
1980	The International Union for the Conservation of Nature	The World Conservation Strategy report- One of the first reports that openly talked about the concept of sustainable development.
1987	The World Commission on Environment and Development (WCED)	Brundtland Commission announced the report of “Our common future”, which officially defines environmentally sustainable development and environmental challenges relating to the tourism industry.
1982	Nairobi conference	The Nairobi Declaration was adopted by the international community in 1982 to mark the 10th anniversary of UCNCHE held in Stockholm in 1972.
1992	The World Conservation Union (IUCN), United Nation EP, and WWF	Caring for the Earth Established three principles: 1. The Principles for Sustainable Living 2. Additional Actions for Sustainable Living 3. Implementation and Follow-up
1992	United Nations Conference on Environment and Development (United Nation CED) Rio Earth Summit	Proposing the principles of Environmentally Sound and Sustainable Development (ESSD). Declared Agenda 21, which is an action plan for the protection of the earth's environment
1993	Convention on Biological Diversity puts the precautionary principle to work	Analyzing the role creating the sustainable society as a Caring for the Earth, is an unattainable utopia while attaining this goal can lead irrevocably to the loss of biological diversity.
1997	Kyoto Protocol takes the first step of stopping dangerous climate change	Evaluating the role and climate change in human lifestyle and consider it as one of issues for sustainable development
1999	The Commission on Sustainable Development: Subordinate body of United Nation CED	Assessment of implementation of agenda 21 which was declared in Rio summit in Brazil in 1992.
2000	With Millennium Development Goals, social justice meets public health and environmentalism	Discussion of the environmental sustainability factors associated with tourism and travel industries and stating destinations.
2002	The World Summit on Sustainable Development (WSSD) 2002	It is informally called Rio +10 World Summit.

Adapted from United Nations (n.d.). Conferences. Department of Economic and Social Affairs, Sustainable Development; United Nation Documents (n.d.). Gathering a body of global agreements; Pan et al. (2018); World Commission on Environment and Development and Development (1987).

### 3.2.2.3 Sustainable development in Korea

South Korea has joined the international community's efforts for sustainable development. After the Stockholm Conference in 1972, the Environmental Conservation committee was established in South Korea in 1977 (Moon, 2006). The concept of sustainable development had been introduced to Korean society in 1992 after the Rio Summit. Sustainable development as a practice drew the attention of the government in Korea. South Korea joined the United Nations Framework Convention on Climate Change in 1993 and ratified the Kyoto Protocol in 2002. The Sustainable Development Committee was launched in 2008 as an advisory body to the president (Lim and Eun, 2018). The National Sustainable Development Portal in South Korea provides educational materials and policy reports on sustainable development and information on United Nations-Sustainable Development Goals.

Sustainable Development Goals deal with global problems such as sustainable ecosystems. For example, Article 1 of the sustainable development law states "the necessity of joining the international community's efforts for sustainable development and the importance of improving the quality of life of both the current generation and future generation." The first paragraph of Article 2 of the sustainable development law defined the concept of sustainable development as "the economic, social and environmental resources in a harmonized and balanced manner without declining the quality of resources for future generation and to meet the needs of the present."

Environmental regulations and policies were established in the tourism field to promote sustainable development. For example, according to the law on tourism promotion, the rule about the provision of information and financial support for sustainable tourism can be observed at Paragraph 3 of Article 48 (The Ministry of Culture, Sports and Tourism, 2020). This policy emphasized the importance of minimizing the use of energy, the appropriate response to climate change, and the prohibition of environmental destruction during tourism development, as shown in the government document system of national tax information in 2016.

### **3.2.3 Sustainable tourism development**

#### **3.2.3.1 The international efforts for sustainable tourism**

The international efforts for sustainable tourism or sustainable tourism development have been divided into three phases since the half of the last century. In the introductory phase of sustainable tourism development from the 1950s to 1970s, the environment-tourism relationship was discussed by international organizations. For example, the International Union of Official Travel Organizations which is the predecessor of United Nations World Tourism Organization introduced in the General Assembly in 1954, a section on the protection of tourism resources from adverse tourism effects and supervision of acts that cause environmental damage (Ballantyne and Packer, 2013). During the 1960s, the advent of mass tourism paralleled increased public awareness of environmental preservation (Ballantyne and Packer, 2013).

At the second phase from the 1980s to 1990s, the idea of sustainable tourism was incorporated in following international conferences. In 1980, the Manila Declaration on World Tourism was adopted at the World Tourism Conference organized by the World Tourism Organization. The Manila Declaration at Manila, Philippines in 1980 included the protection of tourism resources and environmental preservation (ASEAN Cooperation on Environment, 1981; Manila Declaration on World Tourism, 1980). The Globe 90 Conference in Vancouver discussed how to apply the principles of sustainable development to tourism fields (Miller and Twining-Ward, 2005).

The Charter for Sustainable Tourism was adopted at the World Conference on Sustainable Tourism in 1995. It was held by the World Tourism Organization, the United Nations Educational, Scientific and Cultural Organization, the United Nations Environment Program, and European Union. Agenda 21 for the Travel and Tourism Industry was adopted by the World Travel and Tourism Council, the World Tourism Organization, and the Earth Council. Agenda 21 for the Travel and Tourism Industry provided the local goals and actionable plans of government and industry for sustainable tourism development (World Tourism Organization 1995; United Nations World Tourism Organization, 1997). The Global Code of Ethics for Tourism became a fundamental reference to a broad set of principles of key stakeholders in sustainable tourism development (United Nation World Tourism Organization, 1999). The Quebec Declaration on Ecotourism and the Global Code of Ethics for Tourism were adopted by the World Tourism Organization in 1999 (Zaharia, 2014).

At the current phase of sustainable tourism development, the specific strategies to implement sustainable tourism development have been incorporated in following declarations. For instance, the Djerba Declaration on Tourism and Climate Change in Tunisia in 2003 highlighted a need for adaptation and mitigation measures related to climate change in tourism destinations (Scott et al. 2005). It was the 1st International Conference on Climate Change and Tourism.

Then, the Davos Declaration was announced at the 2007 International Conference on Climate Change and Tourism to establish a tourism strategy to cope with climate change (Kim, 2012). Following this, at the Rio+20 Summit (2012), sustainable tourism was considered as the main project for sustainable production and consumption and the strategies for sustainable tourism development were discussed (Kim, 2012).

Finally, the United Nations set the 2017 International Year of Sustainable Tourism for Development, which is aligned with sustainable development goals (Salazar, 2018; United Nations World Tourism Organization, 2017). The 2017 International Year of Sustainable Tourism for Development set the role of tourism in sustainable development covering five areas: (1) sustainable economic growth, (2) social inclusiveness, employment and poverty reduction, resource efficiency, (3) environmental protection and climate change, (4) cultural values, diversity, and heritage, and (5) mutual understanding, peace and security. The adoption of the 2017 International Year of Sustainable Tourism for Development particularly presented goals targeted under Sustainable Development Goals 8 (Sustained economic growth and employment), Sustainable Development Goals 12 (sustainable consumption and production) and Sustainable Development Goals 14 (sustainable use of marine resources).

**Table 3-5: 2030 Agenda of sustainable development goal**

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Goal 1.	End poverty in all its forms everywhere
Goal 2.	Zero Hunger
Goal 3.	Good Health and Well-being
Goal 4.	Quality Education
Goal 5.	Gender Equality
Goal 6.	Clean Water and Sanitation
Goal 7.	Affordable and Clean Energy
Goal 8.	Decent Work and Economic Growth
Goal 9.	Industry, Innovation, and Infrastructure
Goal 10.	Reduce Inequalities
Goal 11.	Sustainable Cities and Communities
Goal 12.	Responsible Consumption and Production
Goal 13.	Climate Action
Goal 14.	Life Below Water
Goal 15.	Life on Land
Goal 16.	Peace, Justice, and Strong Institutions
Goal 17.	Partnerships for the Goals

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United Nation (2021, March 5). Sustainable development goal. News and Media. Communications materials. Retrieved from <https://www.un.org/sustainabledevelopment/news/communications-material/>

### **3.2.3.2 The efforts for sustainable tourism in South Korea**

Along with international efforts for destination sustainability, the government of South Korea has made efforts for sustainable tourism in several ways. For example, South Korea joined global initiatives as a member of Global Partnership for Sustainable Tourism to apply the principles of sustainable development to tourism policies. Global Partnership for Sustainable Tourism provides its partners guidelines and industry solutions in sustainable tourism projects and disseminate the sharing good practices and technical evaluation of its outcomes (Sustainable Tourism Development Goals Partnership Platforms, 2016). Global Partnership for Sustainable Tourism is aligned with sustainable development goal 1, 13, 15, and 17. The seven priority themes of reviewing sustainable tourism projects encompass policy and governance, climate change, environment and biodiversity, elimination of poverty, cultural and natural heritage, private sector's sustainability practices to integration of sustainability into finance (Sustainable Tourism Development Goals Partnership Platforms, 2016). South Korea demonstrated their support of sustainable tourism by holding international meetings and conferences in relation to sustainability. For example, South Korea held the 90th OECD Tourism Committee on sustainable tourism development in 2019 (Yun, 2012). The Ministry

of Culture, Sports, and Tourism of South Korea held a Sustainable Tourism Expert Group Meeting in New York in 2013 (The Ministry of Culture, Sports, and Tourism, 2014).

### **3.2.4 Destination sustainability**

Destination sustainability is a concept in which the notion of sustainable development has been applied in the tourism sector. The World Commission on Environment and Development established the widely accepted definition of sustainable development in the Brundtland Report in 1987 (Schubert and Láng, 2005). According to the Brundtland Report, the concept of sustainable tourism development highlighted natural conservation for viable economic development (Liu, 2003) and the survival of future generations are important (Beekman, 2004). Elkington (1998) applied the three pillars of sustainable development (Hacking and Guthrie, 2008) to corporate activities in the business field and defined the notion of the Triple Bottom Line as a corporate effort to reconcile economic, environmental, and social responsibility (Watts, 2000; Ashrafi et al., 2018). Similarly, sustainable management is a business model for the three principles of sustainable development and pursued economic efficiency and growth, environmental conservation, and social equity (Stylos and Vassiliadis, 2015).

Destination sustainability can be understood as a term that encompasses sustainable tourism development and sustainable tourism. Because the term of sustainability has a more comprehensive meaning compared to the meaning of ‘sustainable development’, sustainability has become a more widely used term than sustainable development (Barkemeyer et al., 2014). As like sustainable development includes environmental, economic, and social value, destination sustainability can be understood as a concept that the three principles of sustainable development are applied to the tourism field. The United Nations of World Tourism Organization (2017) defined sustainable tourism as a type of tourism that fully accounts for its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities. In this context, sustainable tourism development could be described as a way of resource management that fulfills both the current and future generations’ tourism needs and meets economic, social, and aesthetic needs while maintaining cultural uniqueness, ecological conservation, and biological diversity.

First, destination sustainability refers to development pursuing economic development, environmental preservation, and sociocultural sustainability. Long-term sustainability depends on a balance among the three principles of: sustainability and economic growth and a better

quality of life, and it should not compromise the vitality of nature. Secondly, destination sustainability means that future generation's economic, social, and aesthetic desire are equally important as like the current generation's desire and thus preserving tourism opportunities for the future generation (Woodward, 2000). Thirdly, destination sustainability is achieved by the efforts of various stakeholders including the tourism industry, local residents, government, and environmental conservation organizations (Kang et al., 2004). In the following sections, the prior studies on the three principles of sustainable development are examined before discussion of the scale development of destination social responsibility.

#### **3.2.4.1 Economic sustainability in destinations**

The tourism industry contributes to the global economy and the economy of local tourist destinations (Lock, 2021). The United Nations World Tourism Organization data showed tourism industry's contribution to GDP reached approximately 2.9 trillion U.S. dollars in 2019. The tourism industry affects economic sustainability in a tourist destination because the tourism industry is linked to the creation of income and employment and the development of infrastructure (Agyeiwaah et al., 2017). Since the tourism industry has ripple effects on hospitality, convention, and event industry, the role of the tourism industry is significant for the economic growth of a tourist destination. The increased number of tourists boosts economic viability in tourist destinations and affects the economic aspects of destination sustainability (Agyeiwaah et al., 2017).

The department of environmental affairs and tourism in South Africa (1996) presented the eight aspects of economic sustainability: The first principle of economic sustainability is to pursue businesses or landholding agreements that are advantageous to the local community. The second principle of economic sustainability is to develop partnerships or joint investments which can strengthen the economic share and capability of the local community, while allowing the local residents to handle their economic activities. The third principle of economic sustainability is to seek equity through co-ownership of land. The fourth principle of economic sustainability is to use local products and services. The fifth principle of economic sustainability is to hire local workers in a fair and transparent manner. The sixth principle of economic sustainability is to recommend the use and development of fair-trade tourism products. The seventh principle of economic sustainability is to use local tour guides, to encourage the local community to speak on behalf of their interests and to recommend

returning the profit to the community. The eighth principle of economic sustainability is to report and monitor the economic contributions to the local community and set certain goals for it.

Frey and George (2010) presented the factors of economic responsibility such as employment, visitor satisfaction, and increase or decrease in visitors, overcoming seasonality, lodging quality, and tourism capacity, businesses owned by locals, and the unemployment rate to measure economic responsibility. Likewise, according to Martinez et al. (2013)'s study, economic responsibility refers to productive, innovative and sustainable economic activities while ensuring the appropriate distribution of economic interests to the stakeholders from a long-term perspective. Accordingly, sustainable economy relates to sustainable communities such as well-being and social inclusion in a broad perspective.

As a step in the literature review of the scale development of destination social responsibility, it is necessary to examine how economic sustainability has been measured in the prior studies in tourism fields. For example, Song (2003) classified economic sustainability as a long-term benefit, community-based economy, and local employment. First, the efficient use of resources, tourism profit for residents and the distribution of economic benefits are included in long-term benefits. Second, regarding community-based economy, businesses owned by locals and the number of small-sized businesses were measured. Third, the employment of residents, tourism profit, and quality job opportunities were measured for local employment.

In the context of a convention industry, Han et al. (2015) classified economic sustainability of a convention center into economic value creation and partnership. The creation of economic value refers to the number of visitors, profits and job creation, and the economic impact on a community. In Han et al. (2015), partnership included the establishment of a business environment such as online exhibitions and the reduction of carbon emissions. In the context of rural areas, Kim et al. (2010) surveyed the members of the Korean Rural Tourism Association to examine economic sustainability. Economic sustainability was classified into income, marketability, production/distribution, and employment. Economic sustainability was measured by items such as gross village product, distribution, economic activities that use village resources, and local industries, employment, and unemployment rate.

Kim (2001) measured economic sustainability by using the factors of destination image, diversity and independence of economic activities, a contribution to the local economy, and destination attractiveness. Lee and Cha (2004) measured economic sustainability through the

contribution of tourism to local economies, profitability in the off-season, tourism promotion, tourism capacity and minimum return of tourism profits. Oh and Jang (2017) measured economic sustainability through the elements of tourism profits and the number of tourists by collecting the data from visitors to Jeju Islands. These studies witnessed positive and negative effects on a local destination's economic development.

A few of the studies of sustainability focused on the profitability of the tourism industry and the contribution of tourism to the local economy to measure economic sustainability. For example, Oh's (2003) research revealed that although the number of tourists to Jeju Island is increasing, local residents of Jeju Island perceived that the economic benefits given to the local community were limited. Jeju residents considered the distribution structure of tourism revenues an important issue. Tourist companies run by locals could become the economic foundation of the local community because the community led tourism industry generates job opportunities for local residents and increases their income (Agyeiwaah et al., 2017). On the other hand, it has been criticized that tourism profits are distributed to a few tourism companies and external investors while local residents pay the social and environmental costs of tourism development (Lacher and Nepal, 2010). Socio-economic benefits for all stakeholders are related to economic sustainability (Vianna et al., 2012). For example, Goal 8 of the Sustainable Development Goals highlights inclusive and sustainable economic growth, and sustainable tourism that creates jobs and promotes local cultures (Boluk et al., 2019). Income inequality hinders sustainable development and quality of life (Masud et al., 2018). The issue of the distribution and return of tourism profits to the community is related to economic sustainability (Kang et al., 2004).

Economic sustainability refers to practices that support long-term economic growth without negatively impacting social, environmental, and cultural aspects of the community (Marans, 2015). Economic sustainability depends on sustaining natural resources and economic systems would collapse without sustainable environmental resources. The economic sustainability of tourism growth improves the net economic development of the local economy. For example, convention and exhibition industry can generate all the diverse effects on the different actors such as professional conference organizers and local sellers. The economic sustainability of destinations includes various issues of economic viability, the economic contribution of the tourism industry to the local community, the number of tourists, and unique tourism resources.

### 3.2.4.2 Environmental sustainability in destinations

The long-term, accumulated effects of environmental consumption and degradation have resulted in global impacts related to deforestation, biodiversity loss, poor water supplies, desertification, and the over-exploitation of resources leading to global warming and climate change. Since damage to the natural environment caused by the tourism industry threatens a society, environmental sustainability becomes an integral part of destination social responsibility (Lee and Jeon, 2016). Tourism activities have led to the degradation of land, waters, and energy that impede the ecosystem balance and environmental capacity (Hackett and Moore, 2011, Morelli, 2011, Zéghal, 2015). Environmental quality influences economic viability and also people's lives.

Environmental sustainability in tourist destinations refers to the maintenance of natural capital and the optimal use of environmental resources (Velázquez-Sánchez, 2014). The principle of environmental sustainability guides people to reduce the consumption of material, natural resources, and energy (Morelli, 2011). The environmental sustainability of destinations includes various elements such as protection of living resources, eco-friendly tourism facilities, environmental policies, and environmental education as seen in Table 5-2. There are other studies which have examined environmental sustainability in a tourism field. For example, Choi et al., (2014) examined the relationship between local identity and environmental sustainability by surveying the residents who lived in the area where the Northern Port Redevelopment Project was carried out in Busan. The results revealed that the level of involvement and pride – excluding attachment – has positive effects on the environmental sustainability of a marine tourism development.

Song (2013) examined the relationship between environmental sustainability and market competitiveness by undertaking a survey of the residents of Jeju Island. The protection of animals/plants, ecological area, preservation of air, water, and soil presented as the factors of ecological conservation. Second, environmental campaigns and education programs have been suggested as suitable for the environmental education of civic organizations and the media. Third, factors such as environmental regulations and the monitoring activities of local residents have been presented as environmental systems.

Kim et al. (2010) classified the environmental sustainability of rural villages into two elements: physical environment and ecological environment. The physical environment includes transportation, housing, land, and reproduction energy. Ecological environments include water, air, biological diversity, and natural landscape. In addition, Oh, and Jang (2017)

confirmed the positive relationship between environmental sustainability and the moral qualities of the visitors to the Saryeoni Forest Path in Jeju Island. It was found that tourists with higher morals were aware of the impact of natural environment conservation activities on environmental sustainability. In the context of a convention industry, Lee, and Jeon (2016) examined the relationship between environmental sustainability and the competitiveness of the convention and exhibition industry. Moreover, Han et al. (2015) presented elements of environmental sustainability, including certificated eco-friendly facilities, waste management, energy, air, water quality management, and communication to compare South Korea with American Convention Centers.

In sum, economic sustainability in a tourist destination might include the following elements: First, the conservation of biological diversity and the protection of animal and plant habitat improves environmental sustainability. Second, setting a limit on environmental capacity and the number of visitors contributes to environmental sustainability (Martinez et al., 2013). Third, eco-friendly tourism facilities, the use of renewable energy and energy reduction are important for environmental sustainability (Han et al., 2009). Fourth, pro-environmental tourism policies contribute to increase environmental sustainability of tourist destinations. Both pre-evaluation of tourism impacts on the environment and monitoring of allowable environmental changes ensures environmental sustainability. Fifth, a public campaign for protection of the natural environment is one of the ways to increase environmental sustainability (Collins and Flynn, 2008).

#### **3.2.4.3 Social and cultural sustainability in destinations**

The cultural dimension of tourist destinations has been neglected in international, national, regional, and local level (Chiu, 2004; Soini and Birkeland, 2014; Throsby, 2008). Governmental policies, non-governmental organizations, and recent studies have emphasized the importance of the cultural perspective of sustainable development (Burford et al., 2013). Hawkes (2001) introduced culture as the fourth principle of sustainable development, focusing on the role of culture in local planning. Hawkes (2001) conceptualized cultural vitality in the sense of diversity, creativity, wellbeing, and innovation. Duxbury and Gillette (2007) examined cultural sustainability from the perspective of community development in the tourism industry because the tourism industry undermines the social and cultural sustainability of a tourist destination.

The elements of sociocultural sustainability have been measured in diverse ways. Kim (2001) suggested that cultural sustainability encompasses various themes of culture in a society, from prevention of damage to local culture to management of congestion. Lee and Cha (2004) explained that the elements of the cultural sustainability in Gosu Cave store owners in Danyang County, South Korea include the cultural integrity, safety, and quality of life. Kim (2010) examined how the participants in the Rural Tourism Association perceive cultural sustainability. The cultural sustainability of rural areas was classified into general aspects (i.e. population, health care, and education) and local community aspects (i.e. decision-making process and communication).

In particular, the cultural sustainability of the islands has been examined in prior studies. For example, Lee (2016) examined cultural sustainability of Jeju Island residents, tourism companies that maintain local traditions, local exchanges, and participate in residents' decision-making, and tourism communication as factors that increase cultural sustainability (Lee, 2016). From the perspective of Jeju residents, Song (2003) classified cultural sustainability as preservation of local community and traditional culture. Local residents perceived that the restoration of traditional culture and self-esteem re elements of cultural sustainability. Song (2003) revealed that the prevention of crimes and the broadening of local interests contributed to cultural sustainability.

However, because social and cultural phenomena are interrelated, the boundaries between social and cultural sustainability are ambiguous. Accordingly, sociocultural sustainability has been measured in a variety of ways. The concept of culture consists of various social and cultural themes such as lifestyle, traditions, heritage, and aesthetic experiences (Dessein et al., 2015; Soini and Birkeland, 2014). Accordingly, cultural sustainability of a tourist destination covers diverse social and cultural issues including preservation of socio-cultures, the authenticity of traditional culture, social infrastructure, governance equity, sustainability awareness, and participation (Cuthill, 2010; Murphy, 2012; Vallance et al., 2011; Frey and George, 2010; Mathew and Sreejesh, 2017).

The challenge of measuring cultural sustainability lies in the fact that culture is an elastic concept having an interdisciplinary and complex nature (Dessein et al., 2015). For example, Throsby (2001) explored the linkages between ecological and cultural sustainability by assessing the cultural dimensions against the triple bottom line of sustainability. Economic growth is related to funding pro-environmental and cultural sustainability programs. Although there were a very few studies in which culture could be considered an independent

sustainability pillar (e.g., Burford et al., 2013, Soini and Birkeland, 2014), culture sustainability is not a self-standing pillar (Hayashi et al., 2013). Cultural sustainability is in a conjunction with other pillars of sustainability. Thus, in this study, culture has not been seen as an additional aspect of destination sustainability.

### **3.3 Summary**

This chapter examined the prior studies on responsible tourism and sustainability. In the section on responsible tourism, it was found that the second meaning of ‘responsible tourism’ has a conceptual similarity to the concept of destination social responsibility. The second meaning of responsible tourism indicates that tourism consumers and suppliers need to act in a responsible manner. That is, the roles of various stakeholders including government, businesses, residents, and tourists are all important for responsible management of a tourist destination. In this regards, responsible tourism supports the necessity of destination social responsibility, which suggests the collective efforts of tourism stakeholders within a tourism system. Then the present study confirmed that destination sustainability is a key element of destination social responsibility (Su et al., 2018), just as the sustainability discourse laid the foundation for corporate social responsibility (Abad-Segura et al., 2019). The social expectations for reducing negative tourism effects increase the necessity of destination social responsibility for sustainability (Su et al., 2019). In this way, the investigator in the present study could develop the scale items of destination social responsibility based on the literature on sustainability and responsible tourism, that will be discussed in Chapter 6.

# Chapter 4: Governance

This section examines the definitions, types, and characteristics of governance and the prior studies on governance. The significance of governance in relation to destination social responsibility along with its implications is also discussed.

## 4.1 Governance and destination social responsibility

This study argues that destination social responsibility should evolve to a concept which includes governance because of tourism stakeholders' networks in a tourist destination and the importance of governance. The importance of governance in destination social responsibility is understood from tourism stakeholders' networks in a tourist destination. Stoker (1998) claims that governance is characterized by a new governing style on the basis of self-organizing networks. The tourism industry forms interconnected networks where hotels, travel agencies, hospitality businesses, and destination marketing organizations are interconnected with a high interdependence (Ying et al. 2016; Bernini, 2009). The networks become the basis for establishing a governance structure in the tourism industry (Kang and Lee, 2017). Considering the argument of Stoker (1998) and the network character of the tourism industry, it could be assumed that governance discourse is essential to the idea of destination social responsibility.

## 4.2 The definition of governance

Governance literally denotes all processes of governing, whether undertaken by a government, market, or network and whether through the regulations, laws, norms, or language on a social system (Mark, 2012). All processes of governing result in challenging or impactful interactions among actors in a decision-making process which attempt to change the behaviour of actors in order to resolve a common problem and promote a collective goal (Alter and Meunier 2009; Gehring and Oberthür 2009; Eberlein et al., 2014). Therefore, governance could be defined as the entire process of interactions in a decision-making process among stakeholders involved in a collective problem, whether through rules or norms and means of enforcement (Pahl-Wostl, 2009; Eberlein et al., 2014).

### *The context for the emergence of governance*

Before examining various definitions of governance, it is necessary to explain what factors brought about the emergence of governance. Globalization, localization and the development of communication technology are key factors that introduced governance (Gunningham, 2009). Changes in social environments have facilitated governance, which can provide a mechanism for managing public issues with a shift of power. These social changes result in the transfer of the power of the central government to global and local organizations. These social changes have caused a change in the role of the central government in the policy making process and reduced the status of the government. Governance could be understood in terms of the distribution of power and authority in the relationships of various stakeholders (Chen, Pereira, and Patel, 2021). Simply put the concept of governance places less emphasis on the state and put more emphasis on social practices and activities.

Globalization has blurred international boundaries and the influence of supranational world organizations has increased. The central government's policy decisions are being affected by international organizations such as the United Nations, World Tourism Organization, and the World Bank (Pierre and Peters, 2000; Han, 2007). Although the authority of the central government is still strong, public decisions have been made in consideration of international treaties. As the influence of international organizations, local governments, civic groups and the private sector increases, the power distribution structure is changed from the central government to other organizations (Liesbet and Gary, 2003).

Localization and decentralization also contributed to the emergence of local governance in the early 2000s (Kim et al., 2008). As the power of the central government has been transferred to the lower levels because of decentralization, the influence of local government has been expanded. Power relations have been restructured to resolve local community problems under a local governance system (Hiroki, 2018). With the development of information and communication technologies, public interest in policies is increasing. Furthermore, the pressure which the non-governmental organizations exert is increasing as democratization proceeds (Pierre and Peters, 2000; Han, 2007).

Secondly, the complexity and uncertainty that are inherent to social problems are other factors that have led to governance. Social problems are characterized by a difficulty in judging right and wrong due to differences in values and perspectives (Ra, 2009). The examples of the complex social problems in modern society (Lee, 2017) are global warming, ecological changes, population structure changes. The necessity of governance is growing because

resolving complicated social problems requires cooperation among diverse stakeholders (Kooiman and Vanvliet, 2000) and these social problems can be solved through multi-layered networks. Various actors instead of a single nation play a role in coping with complex social problems. The knowledge and financing of various actors are necessary in the process of policy implementation to resolve the complicated social problems.

### *The concepts and types of governance*

Since the term 'governance' emerged to explain the changes in the governing styles of governments and the management of organizations and corporations, the concepts and types of governance have varied depending on the societal context and it is difficult to define governance. In addition, the prior studies on government have defined the concept of governance in a different manner and the concept of governance falls into confusing definitions (McGrath and Whitty, 2015).

Governance is a human created decision-making system for resolving public problems (Weymouth and Hartz-Karp, 2015). Like the definition of governance, the nature and type of governance vary depending on the contextual factors for resolving common issues or conflicts in discourses (Weymouth and Hartz-Karp, 2015). There are diverse types of governance depending on the contexts of discourses such as global governance, local governance, democratic governance, civic governance, cyber governance, corporate governance, and financial governance for example, while global governance concerns the interaction between supranational actors and nations with a focus on addressing global issues, local governance focusses on addressing local issues (Granberg et al., 2019).

The types of governance are classified in various ways, according to government and civic roles (Hill and Lynn, 2004). Hierarchical governance refers governance where government officials are central as coordinators; self-governance refers governance in which self-organizing networks of social actors and their autonomous arrangement are central as coordinators (Hill and Lynn, 2004). Similarly, the types of governance could be categorized into a state centred governance with an emphasis on the superiority of the state; another type of governance is one with a focus on the mediating role of government in private disputes for supporting fair competition and cooperation, or a society centred governance where equal status among actors and partnership is emphasized (Bruns and Gee, 2009).

### *The various definitions of governance*

Governance as an umbrella concept has been extensively examined in various fields of research, such as public administration, political science, comparative politics, international relations research, sociology, business administration and tourism fields (Kim, 2013).

The concept of governance used in comparative politics focusses on institutional management and understands the term as a way to resolve conflicts by managing the rules of power or rules of the political game (Roger et al., 2017). In the field of international relations, governance is understood as a rule system of the international organization that governs human behaviour and manages international relations (Falkner, 2003). Governance, which is used in sociology, is understood to be the self-regulating coordination and cooperation of civil societies (Fox and Ward, 2008). Economic governance refers to the processes and procedures in institutions and the coordination of economic policies that support economic activity and transactions by protecting property rights, enforcing contracts, and taking collective action to provide physical and organizational infrastructure (Dixit, 2003).

The definition of governance in the field of tourism can be viewed as close to the concept of governance in public administration where governance implies a new change in management of public service. A broad sense of governance, which is used in public administrative studies, refers to the way the government manages state affairs on policy decisions and enforcement that direct the market and coordinate social issues (Lee, 2003). Thus, the following part examines the concept of governance in the field of public administration.

Stoker, who sought to establish governance as a cross-disciplinary theory, defined governance as 'rules and theories related to the collective decision-making process in the dimension of wide sense' (Chhotray and Stoker, 2009: 224). Literature reviews in classical studies on the concepts and characteristics of governance in a public administrative field become a reference of tourism governance. Stoker (1998) described governance attributes as horizontal governing bodies, government and non-governmental organization relationships, interdependencies, resource exchanges, game rules, and inter-organizational networks which are autonomous from the state. Rhodes (1997) classified the modes of governance into good governance, corporate governance, the new public management of a fair and efficient government, the World Bank's good governance, and a socio-cybernetic system in a democratic society, self-organized public, or private network. This term is used as a new public management theory of fair and efficient government (Rhodes, 2007).

Jessop (2003) defined governance with a focus on the coordination between actors, by categorizing it as a broad and a narrow dimension. Governance broadly refers to mechanisms and strategies of co-ordination adopted in the face of complex reciprocal interdependence among autonomous actors, organizations, and functional systems. The narrow dimension of governance was defined as a reflexive self-organization based on continuing dialogue and resource-sharing among independent actors to develop mutually beneficial projects and to manage contradictions and dilemmas (Jessop, 2002). Katsamunska (2016) defined the narrow view of governance as the capacity of government to implement policy with a focus on traditional steering capacities of states (Katsamunska, 2016). In this sense, governance connotes a form of co-orienting and co-managing (Frantzeskaki et al., 2009).

Governance could be categorized into society-centric governance, which focusses on the role of self-regulating autonomous networks between the state and a civil society and state-centric hierarchical governance, which focusses on the role of the state in interactions between the state and a society (Clarke, 2017). Cooperative governance involves diverse kinds of public-private cooperation and multi-partner governance (Yang and Su, 2020).

Lee (2002) divided governance into the most expansive level of governance, a wide dimension of governance, and the narrow dimension of governance. According to Lee's (2002) research, the broadest sense of governance refers to the social mechanism of resolving public issues. Another concept of governance refers to the new type of national affairs management system for solving public problems. This new type of governance is an alternative model for old governance, which signifies a shift of the management of national affairs into a network-based manner and highlights the collaborative coordination and network formed by voluntary interactions between interdependent actors (Lee, 2002).

Kim (2000) distinguished the differences in the concept of governance in the new public management theory. The broad concept of governance in the new public management theory refers to the alternative management pattern and of national affairs and policy. The traditional concept of governance assumes that the power of government has been monopolized. The narrow concept of governance means a network of interactions among policy actors that replaces the traditional meaning of governance.

Similarly, Kim (2006) defined a broad scope of governance as coordination and cooperation through the establishment of horizontal networks. On the other side, the narrow sense of governance was defined as a voluntary, autonomous, and self-organizing coordination style that exists within the realm of civil society and that is clearly distinct from the national

and market frameworks. Ra (2009) classified the broad sense of governance as coordination and cooperation that emerged from the collapse of the government-centered system and the narrow sense of governance as the coordination of a civil society.

**Table 4-1: The definitions of governance**

International studies and other documents	
Studies	Definitions
1 World Bank (1994)	Good governance is defined as “the manner in which power is exercised in the management of a country's economic and social resources for development.
2 Stoker (1998)	The governing styles in which boundaries within public and private sectors have become blurred. It is characterized by interdependence, resource exchange, a self-organizing network, autonomy, and non-governmental organizations.
3 Jessop (2004)	Wide: Coordinating mechanisms in the face of a complexity of organizational systems and interdependence of actors. Narrow: Coordination through dialogue and sharing resources to manage dilemmas.
4 OECD (2006)	The exercise of political, economic, and administrative authority necessary to manage a nation’s affairs.
5 Pierre and Peters (2005)	The capacity of government to coordinate social concerns in policy making and enforcement at various international, national, and local levels through negotiation and exchanges.
6 Frederickson (2005)	The changing political <i>structure</i> of a bureaucratic state to the third-party <i>government</i> and a new public administration.
7 Ansell and Gash (2008)	“An iterative process between public and/or private stakeholders that engage in consensus-driven and collective decision making based on shared accountability to achieve mutually desired goals.”
Studies in Korean contexts	
8 Kim (2000)	Wide: An alternative management for dealing with national affairs and making public policy. /Narrow: A network of interactions among policy actors, which replace the way of government to monopolizes and exercise power.
9 Lee (2003)	Wide: A mechanism for resolving public concerns by a government. /Narrow: A type of governance on the basis of networks, coordination, and cooperation of voluntary interdependent actors.
10 Choi (2004)	A form of public decision-making that asks for the stakeholders' participation in the policy making process in the local community for resolving social issues and seeking accountability
11 Park (2006)	As a way of solving social problems based on cooperative partnerships an active participation between government agencies, businesses, civic groups,
12 Oh (2007)	A way of solving community problems through cooperation, partnership and participation of government, business, and non-governmental organization partnership.

Yeom and Kang (2016) defined governance as joint decision-making through the participation by diverse stakeholders such as the central and local government, non-governmental organization, and citizens in national and local issues. Similarly, Park (2001) described governance in Japan as a way to resolve public problems through collaborative participation and partnership. Therefore, taking a comprehensive look at the above definitions, governance reflects the change in social practices of the institutions, organisations, businesses and societies which guide themselves through governance whether through rules or norms and means of enforcement (Pahl-Wostl, 2009; Eberlein et al., 2014). In this study governance refers to interactions among public and private actors in a decision-making process to resolve a collective problem (Enjolras, 2009; Mark, 2012; Marc, 2011).

### **4.3 Attributes of governance**

Governance is neither a fixed system nor a formal organization or a single actor or a specific group (Doh et al., 2011). Such characteristics of governance cause difficulties in determining it as one unified concept (Levi-Faur, 2012). Despite the difficulty of definition, the mainstream governance literature suggests that governance has the characteristics of networks, multiple actors, cooperative partnerships, and public decision making. Since governance highlights the potential to include multiple actors of a broader community in the design of tourism systems.

First, the representative feature of governance is autonomous coordination with a voluntarily organized network (Lee, 2003; Jessop, 1999). Just as the term 'governance' derives from the Greek word "kuberno" meaning "steer" to operate a ship, governance structure is formed by autonomous coordination in a network participated in by voluntary actors within the self-governing social space (Sager, 2005).

Second, another feature of governance is the participation in their network, of diverse actors to resolve social problems (Fisher and Green, 2004). The actors are not limited to central government; thus, local government, markets, non-governmental organizations, and civil society should be included in the multiple networks. Unlike in a hierarchical system of central government, public decisions can be made with the participation of various actors in a multi-layered context under the governance system (Newig and Fritsch, 2009).

Third, the interactions of stakeholders are another feature of governance. The governance structure could be formed by the interactions of actors in a social political system. Governance could be built by interactions of public actors and private actors (Stoker, 1998). Focusing on the types of the interactions, Rhodes (1996) classified governance as a market, hierarchical, and network models, and examined how each governance model is built by the interaction of state and society. The actors within a governance structure coordinate their respective interests while they form a competitive or complementary relationship.

Fourth, the networks of a governance structure take active part in determining the public policy making process (Sorensen and Torfing, 2005). The stakeholders in the governance structure have different values, views, resources, perceptions, and strategies and participate in public decision-making processes. In this context, Kjaer (2011) defined governance as management related to collective decision-making. Similarly, Kaplan (2004) described governance as a policymaking process in which a collective entity decides common social issues.

#### **4.4 The discourse of governance in Korea**

The focus of governance discourse has changed depending on the social context (Kim and Oh, 2007). The World Bank defined governance as "a way of exercising power of the nation in managing economic or social resources for national development" (World Bank, 1989). In other words, governance was considered as the engine of economic and social development, and the state-oriented type of governance was socially accepted in a society where public utilities and goods are scarce.

The discussions on governance in the 1980s focused on the public-private partnership for local development. The integration of a society was considered important in the 1980s in Korea (Kim and Oh, 2007). In the 1990s, governance was noted as a system that reflects the development of civil democracy. In other words, governance has drawn public attention because of its democratic features and the development of non-governmental organizations. The participation of civil society in policy decision-making and social consensus was considered important in the 1990s (Kim and Oh, 2007).

In the 2000s, the scope of governance discourse is expanding, from a system for achieving democracy and the rule of law to settlement of local issues such as education, health, and the environment (2004). In the 2000s, governance is considered as an alternative mode for solving

social problems among various actors through participation and cooperation in networks (Pierre, 1999; Pierre, 2000). In this context, the discussions of good governance refer to the institutional capacity of public organizations to provide public resources and manage social issues and the process of decision-making.

## **4.5 Tourism governance**

The prior studies on governance in a tourism field have examined the process and consequences of governance for successful or unsuccessful destination management and explained the reasons why certain decisions and actions are made in a destination community (Volger et al., 2017). Tourism governance literature can be largely classified into six research themes: the role of collaboration and participation of local resident, the effectiveness of network governance, sustainable tourism governance, cultural tourism governance, and governance in a convention industry.

### **4.5.1 The role of collaboration and participation of local residents in governance**

The investigation of the successful elements of local tourism governance constitutes one of the main threads in the tourism governance literature. Although each destination has a different governance structure and different contextual factors such as the level of private and public sector's tourism support, previous studies pointed out that the participation of local residents and cooperation among stakeholders are essential for effective tourism governance. The reasons are because local residents feel responsible for the destination and have potentials to provide stimuli for destination design by negotiating consensus and adjusting development intentions (Bichler, 2021). However, participation of local residents as well as cooperation are limited (Bichler, 2021) and thus each destination has strived to develop participatory and cooperative structure for successful tourism governance.

Examining the success factors of effective destination governance, Çakar (2018), for example, pointed out that collaboration along with responsiveness, shared roles, strategic formation played an important role in effective governance when developing recovery strategies in the face of a crisis in Turkey's tourism industry. Similarly, Cizel et al. (2016)

presented shared vision, goal matching and interaction as the preconditions for sustainable tourism governance through an analysis of interviews in Antalya. Both implicit norms and explicit rules of cooperative interaction between actors seem to be prerequisites for effective governance.

Likewise, Della Corte et al. (2018) clarified the role of destination governance in promoting inter-firm collaboration. They argued that mutual knowledge among partners helps build trust between companies. The pivotal actor with legitimacy plays an important role in the balance of cooperation in the destination governance structure. Likewise, Kim and Kim (2007) presented that tourism governance in Gangwon-do, South Korea could be promoted by participation, transparency, cooperation, trust, institutions, competence, and expertise. Their study suggested the level of citizen participation and cooperation should be improved.

Regional forums lay the foundation of the participation of the local government, the residents and experts to make democratic decisions on local issues and diverse actors can coordinate the interests of actors at local forums. Do et al. (2011) evaluated the importance and performance of the Gyeongbuk Tourism Forum by considering a structure of local tourism governance, in that the forum is the place where various stakeholders discuss common issues. According to the results, 47 members of the Gyeongbuk Tourism Forum pointed out that distrust of a society and the lack of interest in the forum should be improved and the forum's agendas should be linked to local tourism projects. This research suggested that stability of governance could be achieved by administrative, financial, and institutional support to develop the forum into a public-private cooperative system. In addition, technology-driven innovations within smart tourism governance address improvements in community involvement stakeholder management and social inclusion, for citizen-centric services.

#### **4.5.2 Network governance**

Although a single governance model is not likely to result in successful destination as panaceas (Ostrom et al., 2007), previous studies on governance models highlighted that more networked approaches to governance framework is necessary (Adie and Amore, 2020; Wang et al., 2022). The reasons are because hierarchical governance structure causes both vertical conflicts between central and local governments and horizontal conflicts within local governance in destination management (Wang et al., 2022). Adie and Amore (2020) pointed out that the overly hierarchical governance structure results in governance failure in the Italian

heritage management because there were the conflicts of governance models in an ineffective decision-making structure. Lee and Kim (2011) defined local tourism governance as horizontal networks participated in by public and private actors to resolve local tourism issues at the Special Tourism District of Seoul. The results of their research revealed that the factors for successful local tourism governance were partnership, competence, expertise, empowerment, and government support.

The local forum plays a role in building the networks of local governance because various actors have voluntarily discussed how to resolve local issues and conflicts in local forums. As examples of local forums in South Korea, there are the Kangwon Green Growth Forum of Gangwon-do Development Institute, the Jeonbuk Development Forum of Jeonbuk Development Institute, the Daejeon Development Forum of Daejeon Development Institute, and the East Coast Development Forum of Ulsan Development Institute in South Korea (Do et al., 2011). Moreover, the Gyeongbuk Tourism Forum of Daegu held by North Gyeongsang Institute, the 21C Chungbuk Tourism Forum held by Chungbuk Development Institute, the Culture Tourism Forum run by Gyeonggi Development Institute, the Busan Medical Tourism Forum, the Busan Tourism Convention Forum, and the Culture Tourism Development Forum can be considered as forms of local tourism governance (Do et al., 2011). Researchers, public organizations, non-governmental organizations, local consultative bodies, businesses, and experts have been participated in the local forums.

### **4.5.3 Destination management organization's view about tourism governance**

Destination marketing organizations play a role as destination leadership and promote participation and the role of destination marketing organizations is also highlighted in the tourism governance literature. Volger et al. (2017) noted that the type of destination governance is determined by the nature of destination manager and the financial support for governance. D' Angela et al. (2010) suggested that the corporate-type of governance model can be applied to destination marketing organizations and the characteristics of the destination manager influence the structures of governance. They classified the prototypes of destination governance as normative, leading enterprise, entrepreneurial and fragmentary models. Volger and Pechlaner (2014) demonstrated that networking capabilities of destination marketing

organizations determine successful destination governance based on a survey of destination practitioners in the Alps of Switzerland, Austria, and South Tyrol. This study showed the capabilities of network administrators improved the role and authority of a destination marketing organization in destination governance. Similarly, Mandić, and Kennell (2021) pointed out that well-established destination management organizations perceive the effectiveness of smart governance for heritage tourism destinations as they already perform well in many areas such as citizen engagement, decision-making, and stakeholder engagement in by using a mixed method in heritage tourism management in the United Kingdom.

#### **4.5.4 Sustainable tourism governance**

The prior studies of sustainable tourism governance have pointed out that sustainable development and sustainability programs could be facilitated by governance (Adger, 2003; Bramwell and Lane, 2011; Elkington, 2006) because governance is characterized by civil participation in a democratic decision-making process and civil society tends to be sensitive to ecological conservation. In other words, governance has received attention as a solution for sustainable tourism development because both governments and non-governmental organizations are interested in sustainable tourism development.

There has been a few research which investigated the structure of governance to achieve sustainable tourism development. Different governance structures have been proposed through the establishment of private property (Wilson et al., 2017), government control (Mayer et al., 2018), community-based management and co-management (Lamers, van der Duim, van Wijk, Nthiga, Visseren-Hamakers, 2014) to find a sustainable solution such as common pool resources. However, any single governance structure could not solve common pool resource issues associated with sustainability because each destination has different contextual factor.

Yoo (2008) analyzed the relationship between partnerships and networks in sustainable tourism governance. The findings showed that cooperative elements consisting of cooperation, conflict resolution, and information sharing, as well as network factors consisting of interconnection, connection structure, and resources have positive impacts on governance structure. Simply put, these studies demonstrated how the tourism stakeholders involved in sustainable tourism development build sustainable destination networks and how they collaborate to support the governance of destinations. Kim (2008) examined the key factor of sustainable tourism governance using the analytic hierarchy process. The results of his study

showed the factor of interaction, participation, expertise, and access to information, is the most important factor for sustainable tourism governance compared to the factors for social capital consisting of trust, network, and norm and the factor of institutional capital consisting of leadership, resources, and institution. Kim (2007) identified a positive relationship between governance and willingness to participate in sustainable tourism development. The study argued that the structure of governance is different from temporary cooperation, and that governance has affected cooperation between the government and non-governmental sector in addressing public concerns related to tourism development. Erkouztürk and Eraidin (2010) emphasized the importance of cooperative governance for sustainable tourism development in Antalya. While environmental motivation falls behind economic considerations, collaborative governance helps tourism companies and other agencies improve environmental quality and protect natural assets.

#### **4.5.5 Governance in cultural tourism and festivals**

The studies examining the success factors and effects of governance in relation to cultural tourism development and festivals form another stream of tourism governance literature. These studies focus on the role of tourism stakeholders in non-governmental sectors in successful festival governance. For example, Lee (2017) analyzed the local residents' council of Gamcheon Culture Village in Busan and suggested that social environment, institutional environment, and tourism environment affect factors in managing governance.

Similarly, Noh and Oh (2015) examined the problems of festival governance by targeting the Ganggyeong Fermented Seafood Festival Committee. This study suggested that the tourism committee needed to overcome their dependence on Nonsan city government and that an executive committee should consider the balance between the private and public actors. Furthermore, it is necessary to promote the participation of civilian experts and practitioners in the planning and execution stage of the festival. In addition, Kim (2014) examined the importance of tourism governance at the Sorae Port Festival in Incheon through the AHP method. The collected sample consisted of government officials, professors, researchers, and residents. This study showed that partnerships, capacity development and empowerment played a more important role in promoting tourism governance compared to government support, accountability, and expertise.

Moreover, cooperation and communication between governmental and non-government actors seem to be important factors for successful festival governance. For example, Park (2010) examined the success factors of cultural governance and differences in perception related to the Gyeryong city festival. Park (2010) proposed that participation, communication, and cooperation are the critical factors for establishing cultural governance. Specifically, information disclosure, listening to views from other agencies, consultation, and the right to make autonomous decisions are required. In addition, Park (2010) proposed human resources management, expertise, role distribution, collaboration, and budget help to establish a festival support system.

In a similar vein, Huh and Noah (2011) studied the effects of social capital, and partnership on the governance of the Andong International Mask Dance Festival. The results showed that partnerships consisting of information sharing, conflict resolution, and cooperation have positive effects on governance consisting of participation, cooperation, institution and accountability. Trust and norm did not show significant influence on partnership between social capital consisting of trust, norm, involvement, and leadership.

However, Moon (2005) conducted a case study of the governance structure of Andong International Mask Dance Festival. The privately led governance run by the festival organizing committee was a success factor for the festival. Their research reveals that the public-private consulting group and administrative consultants of the festival play a role in achieving the successful management of the festival, but the opportunities for participation for residents are not enough to have a successful Mask Dance Festival.

#### **4.5.6 Governance in a convention industry**

The convention industry is a network industry in which various types of businesses are connected for hosting and planning conventions (Kim and Kim, 2010). In other words, human networks and information play an important role in the governance of the convention industry (Bernini, 2009; Lee et al., 2014). Thus, the prior studies of governance in a convention industry examined what factors affect establishing and managing governance (Joo, 2013; Joo and Lee, 2014; Lee et al., 2013; Kang and Lee, 2016).

Joo and Lee (2014) examined the positive effects of the local convention bureau's role as the administrator of governance structures in Seoul, Korea. They split the administrator's role in the local convention bureau into three major categories: first, activation (information

offering, bonding, cooperative relationship formation); second, mediation (horizontal relationship, participation opportunities, resource support); third, intermediation and arbitration (joint projects and arbitration of conflicts). The results showed that the local convention bureau had a positive effect on network governance structure as a network administrator.

Kang and Lee (2016) considered the Seoul convention and exhibition alliance members' network as a cooperative governance structure and evaluated its importance and performance levels in terms of: facility parts (convention center, hotel), manageable parts (PCO, travel agency), support parts (service firm, entertainment firm), and unique venue. According to their study results, the overall and comparative assessment of cooperative governance among members showed that the alliance must increase the opportunities for communication among the members and reinforce the government supports on the convention bureau.

Focusing on the cooperative governance in the local convention industry, Joo (2013) examined the effects of policy and environment on the development of collaborative governance. The findings showed that the policy and environmental factors affected cooperative governance in the order of stakeholder capabilities, institutional environments, and government capabilities. The capabilities of stakeholders played a crucial role in cooperative governance between the public and the private sector.

Lee et al. (2013) differentiated the capacities of local stakeholders from the capacities of local governments in a convention industry and examined the effects of their capacity on the formation and performance of governance. The findings showed that the capabilities of local stakeholders had a greater impact on governance compared to the capabilities of local government. According to the results, the individual capabilities of local stakeholders, such as trust, sense of community, and expertise, were identified as more important factors than those of local government such as support for industrial development. In addition, the results showed that governance fully mediates the relationship between policyholder capabilities and policy performance. Thus, a convention industry is a network industry, and in this type of business environment, it is important to cooperate and govern the business cooperatively.

**Table 4-2: The definitions of tourism governance**

Studies	Theme	The definition of governance
1 Lee & Kim (2011)	Local governance	A decision-making system of public-private participation, agreement, and a network of stakeholders, including businesses, residents, and civic groups, for solving local tourism problems.
2 Do et al. (2011)	Local governance	Cooperation for local stakeholders' relationship and form of governing types (local tourism policy, planning, supervision, information exchange).
3 Yoo (2008)	Sustainable tourism governance	A self-organizing network and procedures for conflict resolving and coordinating interests among network actors, including government, business and civil society for sustainable tourism development and management for economic and social resources.
4 Kim (2007)	Sustainable tourism governance	The policy decision and implementation process through participation and cooperation of interest groups in tourism development that solves local tourism problems.
5 Kim (2008)	Sustainable tourism governance	The system of participation and cooperation of stakeholders in the government and non-governmental sectors for sustainable tourism development and resolution of local tourism issues.
6 Jang (2016)	Sustainable tourism governance	The cooperative management system for solving joint problems through participation and cooperation, sharing of experience and knowledge through communication, and building trust among government, business, and civil society players.
7 Lee (2017)	Cultural tourism governance	A decision-making system through horizontal autonomous networks and mutual cooperation between government, market, and civil society to develop local culture and improve the quality of life.
8 Kang and Lee (2016)	Cultural tourism governance	A way of resolving public problems via network of government, civil society and market based on trust and cooperation, which is an alternative of government failure as a provider of public services.
9 Joo and Lee (2014)	Convention governance	A form of social coordination for solving social problems by voluntary and horizontal cooperation, which differs from a hierarchical governance and formal authority.
10 Joo (2013)	Convention governance	The state management system, which includes the autonomous, horizontal, and complex networks of interdependent actors, such as the state, market, and civil society.
11 Kang & Lee (2016)	Convention governance	Horizontal networks formed among interdependent policy actors and cooperative decision-making style in the convention industry.

## 4.6 Summary

This chapter examined the definition, types and the prior studies on governance. At the beginning of this chapter, this study argues that destination social responsibility should evolve to include governance for the following reasons. First, the importance of governance is understood from tourism stakeholders' networks of destination social responsibility. Second,

the collective efforts of various actors who implement destination social responsibility connote cooperation among stakeholders and interactions among their networks. Third, the importance of governance is often discussed in the light of social responsibility in previous studies (Post et al., 2011). In this way, the investigator in the present study would develop the scale of destination social responsibility based on literature review in governance that will be discussed in the Chapter 6.

# Chapter 5: Methodology

## 5.1 Area of study: Busan, South Korea

Busan was selected as the area to study for three reasons: regional efforts for destination social responsibility, the scale of destination, and accessibility to data collection from public officials. Busan is the second largest city in Korea and a harbour city on the southeast coast of South Korea. The size of the city was considered appropriate for examining destination social responsibilities because Busan has a total population of 3.37 million, and its size is neither large nor small. Most importantly, efforts for achieving destination social responsibility have been made to develop the region through the tourism industry. For example, as a coastal city, regional efforts were made to develop the tourism industry through maritime tourism and the redevelopment of the North Port. Busan has increased its number of visitors by holding festivals and events such as the Busan International Film Festival and developing marine tourism, cultural tourism, medical tourism, and the convention industry. Efforts have been made to protect the environment, including the Nakdonggang River, Eulsukdo Island, and the coast.

Figure 4-1: The location of Busan and city map



Source: This picture was imported from <https://english.busan.go.kr/bsglance01>.

## 5.2 Study sample and respondents

### 5.2.1 Data description

A questionnaire was used for collecting the data of 291 local residents and 97 local government officials; those questionnaires that were missing responses were excluded. A questionnaire was distributed to the above-mentioned in summer and autumn, 2018 in Busan. The public officials worked in the Department of Culture, Tourism and Leisure in Busan Municipal Building and represent the local government in the public sector. One hundred and sixty-two of the respondents were in their 40s, 114 in their 30s and 63 in their 50s. Regarding education, responses consisted of 43 from high school graduates, 57 from professional college graduates, 248 from college graduates and 40 for graduate, with more than half of the respondents being college graduates or above.

**Table 5-1: Sample characteristics**

		Total (n=388)		Local government (n=97)		Local residents (n=291)	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Gender	Male	161	41.5%	42	43.3%	119	40.9%
	Female	227	58.5%	55	56.7%	172	59.1%
Age	20~29	27	7%	6	6.2%	21	7.2%
	30~39	114	29.4%	21	21.6%	93	32%
	40~49	162	41.8%	46	47.4%	116	39.9%
	50~59	63	16.5%	24	24.7%	40	13.7%
	Over 60	21	5.4%	0	0%	21	7.2%
	Education	High school	43	11.1%	2	2.1%	41
	Two years college	57	14.7%	5	5.2%	52	17.9%
	University	248	63.9%	79	81.4%	169	58.1%
	Graduate school	40	10.3%	11	11.3%	29	10%

## **5.2.2 The significance of the government and residents in this study**

There are some reasons why the two social groups of local government and local residents were chosen as respondents. The local government and local residents were chosen as respondents because they are among the important tourism stakeholder groups. The local government plays an important role in influencing destination social responsibility in the tourism industry. The local government is involved in policymaking and budget-use decisions, administrative support, dispute settlement, tourism facility permits, and tourism development management. In turn, the local residents represent the private sector as an important group of stakeholders in destination social responsibility. The respondents were involved in the tourism committee, the management of travel agencies and hotels in Busan, South Korea. It is well-acknowledged that local residents are affected by tourism activities. Local residents may put pressure on government policies and decisions and monitor the effects of the tourism industry on the community. Thus the perceptions and attitudes of local residents are crucial in supporting the tourism industry. Thus, it is one of the main stakeholder groups of destination social responsibility issues.

## **5.3 Procedure for data collection**

### **5.3.1 Procedure of data collection**

A questionnaire was distributed to local residents and public officials of Busan, South Korea in 2018. The questionnaire included questions about the meaning of destination social responsibility and governance, awareness of destination social responsibility and the respondent was asked to indicate their judgment regarding each item listed. The questionnaire used Likert-type 5-point scales with anchors of “1” I do not agree at all and “5” I agree very much and concluded with some questions to obtain respondent demographics. In some cases, the business cards of survey respondents were collected for identifying information with promises to protect their privacy. The sample of 388 questionnaires was used for subsequent analysis.

### **5.3.2 The process of collecting local resident sample**

The data collection for research on scale development was conducted with local residents of Busan, South Korea. Busan consists of 15 gu districts and 1 gun county, which are divided into 205 administrative sub-units of dong, eup, and myeon as shown in Table 5-2 (Busan Metropolitan City, n.d.) The sampling framework included members of the culture and tourism committee and festival committee at each identified gu district and members of the city's smallest administrative unit, the dong unit, and local residents who were likely to be affected by the tourism industry. Although most of the people have tourism experience, some residents have little interest in governance, cooperation, and social responsibility. Local residents interested in tourism or festival-related committees or local autonomous committees or who were affected by tourism activities were considered relatively suitable for collecting research data.

Each gu office has departments related to the tourism, leisure, and festival activities of citizens. Those departments knew the telephone numbers of the commissioners involved in tourism and festive activities in the district but tend not to share the contact numbers of the commissioners with researchers. The researcher and college students who were trained for the purpose of the study and about the nature of the questions, visited the district office marked in bold in the table below to inquire about the list of committee members of the department. However, the list provided by the district office was not enough for collecting data, so employees working at hotels and tourist travel agencies were asked to respond to the questionnaire from the perspective of local residents.

The survey was conducted by the author and other survey collectors with experience in data collection. Face-to-face visits were needed to complete questionnaires with respondents. The author and survey collectors conducted the door-to-door visits over a month, starting in autumn of 2018. The protocol was to explain the purpose of the data collection and express appreciation for completing the answers to the questionnaire. Although the questionnaire included a meaning for 'destination social responsibility' and 'governance' at the top and asked about the awareness of destination social responsibility as the screen question of this survey at the beginning of the research. Moreover, the collectors verbally explained the meaning of destination social responsibility to respondents and asked them to answer the questionnaire from the perspective of local residents and then asked for their participation.

### 5.3.3 The process of collecting public official sample

The process of collecting government officials' data in Busan Municipal Building was not allowed to enter the office where public officials worked except in the lobby on the first floor. Accordingly, the first attempt at collecting data from civil servants was made by calling the office of the department of tourism and leisure activities and sending e-mails to them on the Busan city hall website. However, there was no e-mail response from them and most of them were either on business trips or were not available when the author called their office. Even though the business phone numbers of public officials in charge of tourism and leisure department were publicly exposed on the Internet, it was impossible to collect data from them through direct contact. Accordingly, the author considered the indirect route of collecting data from public officials by asking for help from reporters and journalists because the author guessed that public officials would be sensitive to civil complaints and reporters and journalists. However, the author had relatively limited access to journalists and public officials.

Thus, the author attempted to make personal requests for data collection through influential economic and political networks in Busan. Specifically, Lee Geun-Chul, the chairman of Samjeong Enterprise, which is a representative construction company, fully understood the researcher's situation. He introduced a city councillor to the author. So the author had a chance to visit the office of the city councillors, Shin Sang-hae. Then, the city councilor introduced Kim Yong-chul, a head of the city's urban planning department to the author. Shin Sang-hae and I visited the office of Kim Yong-chul. Then the author explained the difficulties in data collection, the purpose and importance of this research. Finally, it was possible to collect data from public officials at Busan city hall with the help of Kim Yong-chul. However, there was another difficulty in collecting data from public officials. That is that most civil servants are very busy in dealing with official duties during business hours, so they needed to be encouraged to complete their questionnaire responses. At this point, the author offered towels, bread, and drinks as tokens of appreciation for responses to the questionnaire. As shown in Table 5-2, the district of Busan consists of 16the district office marked in bold are the office where survey distributors visited to ask about the list of members of the Tourism or Festival Committee.

**Table 5-2: The districts of Busan**

Gu (Number of dong)	Population	Size of land (km <sup>2</sup> )	Website
Total (205)	3,464,508	770.07	
Jung-gu (9)	44,107	2.83	<a href="http://www.bsjunggu.go.kr/eng/index.junggu">http://www.bsjunggu.go.kr/eng/index.junggu</a>
Seo-gu (13)	110,097	13.98	<a href="http://www.bsseogu.go.kr/eng/index.bsseogu">http://www.bsseogu.go.kr/eng/index.bsseogu</a>
Dong-gu (12)	90,632	9.87	<a href="http://www.bsdonggu.go.kr/english/index.donggu">http://www.bsdonggu.go.kr/english/index.donggu</a>
Yeongdo-gu (11)	118,353	14.2	<a href="http://www.yeongdo.go.kr/english.web">http://www.yeongdo.go.kr/english.web</a>
Busanjin-gu (20)	360,439	29.67	<a href="https://www.busanjin.go.kr/eng/index.busanjin">https://www.busanjin.go.kr/eng/index.busanjin</a>
Dongnae-gu (13)	272,820	16.63	<a href="http://www.dongnae.go.kr/english/index.dongnae">http://www.dongnae.go.kr/english/index.dongnae</a>
Nam-gu (17)	280,052	26.82	<a href="http://www.bsnamgu.go.kr/index.namgumenuCd=DOM_000000108000000000">http://www.bsnamgu.go.kr/index.namgumenuCd=DOM_000000108000000000</a>
Buk-gu (13)	293,482	39.37	<a href="http://www.bsbukgu.go.kr/eng/index.bsbukgu">http://www.bsbukgu.go.kr/eng/index.bsbukgu</a>
Haeundae-gu (18)	411,497	51.47	<a href="http://www.haeundae.go.kr">http://www.haeundae.go.kr</a>
Saha-gu (16)	325,219	41.77	<a href="http://www.saha.go.kr/portalEn/main.do">http://www.saha.go.kr/portalEn/main.do</a>
Geumjeong-gu (16)	243,328	65.27	<a href="http://www.geumjeong.go.kr/eng/index.geumj">http://www.geumjeong.go.kr/eng/index.geumj</a>
Gangseo-gu (8)	135,812	181.49	<a href="http://www.bsgangseo.go.kr/bsgangseoEn/main.do">http://www.bsgangseo.go.kr/bsgangseoEn/main.do</a>
Yeonje-gu (12)	211,026	12.10	<a href="http://yeonje.go.kr/eng/main.do">http://yeonje.go.kr/eng/main.do</a>
Suyeong-gu (10)	177,861	10.21	<a href="http://www.suyeong.go.kr/eng/index.suyeong">http://www.suyeong.go.kr/eng/index.suyeong</a>
Sasang-gu (12)	222,840	36.09	<a href="http://www.sasang.go.kr/eng/index.sasang">http://www.sasang.go.kr/eng/index.sasang</a>
Gijang-gun (5)	166,94	218.30	<a href="http://www.gijang.go.kr/">http://www.gijang.go.kr/</a>

## 5.4 Measures and analysis technique

### *The composition of a questionnaire*

A questionnaire was distributed to local residents and civil servants in Busan, South Korea, in 2018. Two kinds of the questionnaire versions were developed for local residents and local government. The questionnaire contained the meaning of destination social responsibility and governance, the questions about awareness of destination social responsibility. Each questionnaire consisted of two sections in large: (1) the respondent's perceptions of destination social responsibility, and (2) the respondent's estimate about the other group's evaluation on destination social responsibility. In other words, Part I consist of items related to the respondent's own view about destination social responsibility. In other words, each respondent was asked to indicate their judgment regarding each item listed. Part II consists of the respondent's estimate about the other group's view about destination social responsibility (See Appendix 2). At the questionnaire version for local residents, the other group means the local government and at the questionnaire version of local government, the other group of local government means local residents. Accordingly, the part II of the questionnaire for local residents ask about how residents estimate the local government's view. The part II of the questionnaire for the local government asks about how the local government estimates the local residents' view. The questionnaire used Likert-type 5-point scales with anchors of "1" I do not agree at all and "5" I agree very much and concluded with some questions to obtain respondent demographics.

### *Survey instruments and measures*

Scale items were tested through a pilot study. After checking an initial reliability and validity of items through a pilot study, this study collected data from a main study using purposive samples of tourism governance committee members, tourism agencies, and hotel management and public officials in Busan, South Korea. Items of destination social responsibility for economy, environment and culture were developed based on extensive literature review. In particular, items of destination social responsibility for economy, environment, and culture were developed by adapting and modifying the existing items in Su and Swanson (2017), Su et al. (2018), Cape Town declaration (2002), Mathew and Sreejesh (2017), and Iniesta-Bonillo et al. (2016). Initial items of destination social responsibility for

cooperative forms of governance were modified by adapting from Kang and Lee (2016), Kim et al. (2010), Kim (2006), Lee (2017), Lee and Kim (2011), Lee and Lee (2012), Lee (2018), Joo (2013) and Gispert and Clavé (2020).

### *Sampling types*

At the qualitative stage of the scale development process, convenience sampling was employed. Convenience sampling refers to a type of nonprobability sampling in which people are sampled simply because they are convenient sources of data for researchers. The investigator has known some of in-depth interview participants and they were chosen because of their job experience in tourism fields. Additional participants for in-depth interview were recruited by relying on the initial contacts of in-depth interview.

At the quantitative stage of this study, purposive sampling was utilized. Purposive sampling (known also as purposive sampling) is used in a situation that a researcher believes some respondents may be more knowledgeable than others and requires an expert to use their judgment in selecting cases with that purpose in mind (Wen et al., 2018). The reason why this study chose purposive sampling is because the questionnaire includes items related to tourism governance and the author assumed that some of respondents who were involved in tourism committee, travel agencies and hotels were more knowledgeable to evaluate the status of tourism governance in Busan, South Korea. Furthermore, it was well-known that a majority of tourism agencies and hotels have taken participation in tourism and hotel association in Korea. Additionally, survey collectors visited small city districts called “gu” in order to know their contacts of tourism governance members who belong to tourism governance each "gu" district.

### *Data collection*

The potential respondents who are judged to be involved in tourism related association, travel agencies, hotels and tourism departments were randomly approached in Busan and asked to complete the questionnaire. The awareness of destination social responsibility was a screen question of this survey at the beginning of collecting a survey. The protocol for collecting a survey was to explain the purpose of the data collection and express appreciation for completing the answers to the questionnaire. The collectors verbally explained the meaning of destination social responsibility and governance to respondents and asked them to answer the

questionnaire from the perspective of local residents or public officials. The survey was conducted by the author and approximately ten other survey collectors with experience in data collection. Face-to-face visits were conducted over three months, starting in autumn of 2018.

#### *Analysis technique*

Both exploratory factor analysis and confirmatory factor analysis in this study were performed through SPSS and AMOS programs to evaluate validity and to ensure that all of the items were measuring the intended construct. To understand communication status of destination social responsibility by using the co-orientation model, an independent t-test and a paired t-test was performed on the surveys using SPSS 18.0. The co-orientation model includes agreement, congruency, accuracy, and meta-agreement indicators. These indicators would be explained further in Chapter 6. First, an agreement was examined through independent t-tests. Second, congruency I and II were examined through paired t-tests. Third, accuracy I and II were examined through independent t-tests. Fourth, meta-agreement was examined through an independent t-test.

# **Chapter 6: Development of a scale of destination social responsibility**

## **6.1 Overview of scale development and validation**

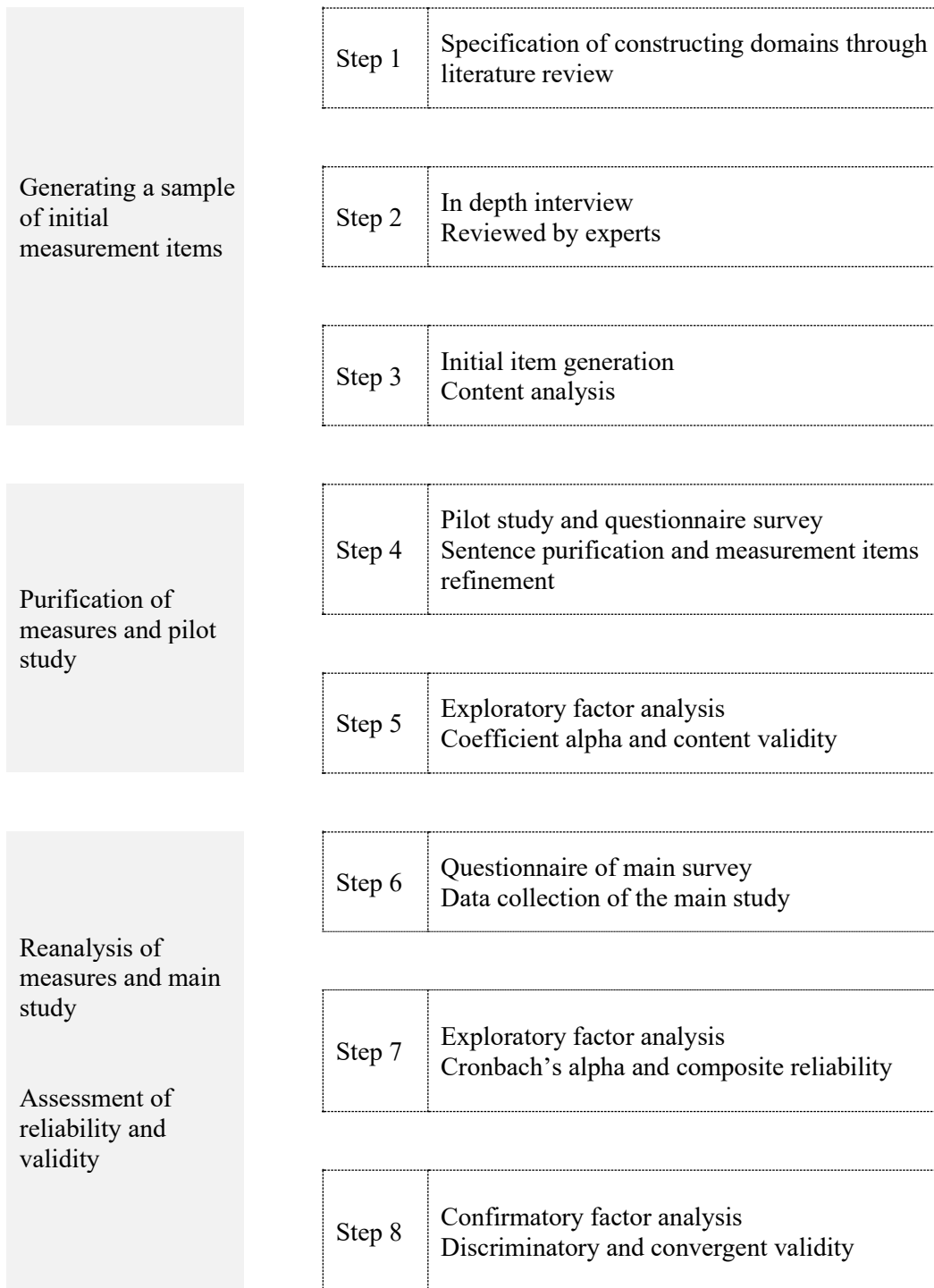
This chapter discusses the stages of developing a scale of destination social responsibility. It consists of the three steps of a scale development process, including stage (a) of initial item generation, stage (b) of data collection and purification of measures, and stage (c) of reanalysis of measures. This study follows a widely used three-stage procedure and guideline for scale development and validation. This three-stage procedure has been used in prior studies in academia (e.g., Anderson and Gerbing, 1988; Churchill, 1979; Nunnally, 1978) and in tourism field.

Stage (a) involves specifying the construct domains of destination social responsibility and generating a sample of initial measurement items. Generating an initial item pool of destination social responsibility was undertaken from a literature review and involved in-depth interviews. A literature review and in-depth interview were conducted to specify sub construct domains of destination social responsibility.

Stage (b) involved conducting data collection of the sample 1 questionnaire and the subsequent step was to purify measures via the first round of exploratory factor analysis (EFA). The relevance of the initial questionnaire was examined to reflect the concept of destination social responsibility. This study performed a frequency analysis, reliability and EFA using SPSS 18.0. Sentence purification and correction were carried out. The refined measurement items were finalized.

Stage (c) included data collection and reanalyzing measurement items of destination social responsibility in a main study. To validate dimensional structures, this stage consisted of another round of exploratory factor analysis and confirmatory factor analysis and assessment of reliability (i.e., Cronbach's alpha and composite reliability) and validity (i.e., content validity, construct validity, criterion-related validity, and correlation analyses) using SPSS and AMOS programs, as shown in Figure 6-1.

**Figure 6-1: Flow chart of the scale development procedure**



## **6.2 Generation of items**

### **6.2.1 Specification of domains of constructs and generation of initial items**

According to Churchill (1979), a scale development process needs to clearly define the domains of a construct and to depict what is included in a construct. Similarly, Devellis (2012) stated that the development of measurement items requires the establishment of a theoretical point of view of a construct and related phenomenon. Thus, to specify the domains of the destination social responsibility construct and to generate an initial pool of measurement items, a comprehensive literature search was performed from February 2018 to August 2018.

The conceptual framework of destination social responsibility in Chapter 2 provided a theoretical foundation for destination social responsibility. Literature reviews helped not only to establish a theoretical perspective of multi-dimensional destination social responsibility constructs but also to determine its operational definition and detailed contents. The indicator-based studies in destination sustainability or sustainable tourism literature were reviewed in the previous chapter. The studies of responsible tourism and cooperation inducing governance were also considered. The collected items were integrated into relevant sub-components of destination social responsibility (Hinkin et al., 1997).

Through an extensive review of extant literature on responsible tourism, destination sustainability, and governance with an emphasis on cooperation, a multi-dimensional construct of destination social responsibility was proposed. At the first stage of generating items, an initial total of 43 items was derived from an extensive review of literature. It included 9 items on destination social responsibility for the economy, 9 items on destination social responsibility for the environment, 10 items on destination social responsibility for culture, 10 items on tourism governance, and 5 items on cooperation in destination. Accordingly, an initial pool of 43 measurement items of destination social responsibility is as shown in Tables 6-1, 6-2, 6-3, and 5-4. All measurement items were evaluated from 1 point (not entirely important) to 5 point (very important), using the 5-point Likert scale.

At the beginning of the scale development, three principles of destination sustainability, as follows, were considered to generate initial measurement items of destination social responsibility. Economic sustainability represented the improving economic benefits at destinations; environmental sustainability represented protecting the natural environment and

resources; cultural sustainability described the items for supporting local culture and communities. However, although this study initially developed three separate measurement items for each principle, there was a possibility that interrelationships between the sustainability subcomponents would exist because the relationships between economic, sociocultural, and environmental issues are complex. Although sustainability relates to a variety of issues, this study assumes that all measurement items of destination social responsibility should be associated with tourism activities in destination management. Accordingly, the provision of the human needs of food, shelter, safety, education, healthcare, and freedom was not included in the items of destination social responsibility.

Moreover, this study assumes that cooperation and governance are significant dimensions of destination social responsibility for two reasons. First of all, it has been pointed that governance is important in light of responsibility in international studies and local studies (World Bank, 1992; Kaler, 2002; Husted, 2003; Pellizzoni, 2004; Trites, 2004; Kim et al., 2008). Further, cooperation should not be neglected in a context of destination social responsibility because the concept of destination social responsibility implies the collective activities of tourism stakeholders in a cooperative manner and some research on governance reveals that private and public actors cooperate with each other in a joint decision making process (Kuittinen et al., 2009; Robins et al., 2011; Papadopoulos, 2003; Kim, 2006; Kim and Kim, 2007; Lee & Kim, 2001; Lee & Kim, 2011; Lee & Kim, 2012; Yoo & So, 2005)

In this study, cooperation inducing governance refers to the decision-making process of public and private stakeholders through autonomous networks and cooperation to resolve common tourism issues. Cooperative forms of governance consist of cooperation, networks, and a joint decision-making structure of public-private actors. As shown in Table 6-4, the prior studies on governance suggest that the joint decision-making process of public and private actors through networks is an important element of governance (Adger et al., 2003; Teisman & Klijn, 2002; Spitzeck & Hansen, 2010; Yeom & Seoul, 2003; Kang, 2003). In addition, this study is based on literature reviews on prior studies on local governance in South Korea to determine the detailed items of governance. This is because it has been acknowledged that the structure and type of governance differ between regions and the form of governance is formed by a local society. For example, there is a large gap between governance in South Korea and governance in Europe.

### *Face validity and content validity*

To avoid redundancy of expressions and to increase the understanding of the general public, two professors and two graduate students were consulted in the summer of 2018. To help review the destination social responsibility factors and provide relevance for destination social responsibility, the initial pool of measurement items was sent to one professor in a tourism field and one professor in physical education in Korea. Two graduate students in a tourism field were sought to help review comments and suggestions. Expert consultations for expressions of measurement items provided sufficient evidence for content validity of destination social responsibility. Finally, considering feedback from these experts, each statement about the 43 items was refined.

**Table 6-1: Initial items of destination social responsibility for economy**

Items	Su & Swanson (2017)	Su et al. (2018)	Cape town Declaration (2002)	Mathew & Sreejesh (2017)	Iniesta-Bonillo et al. (2016)	Boley et al. (2017)	Lee & Lee (2012)	Lee (2018)	Song (2003)
Promoting and marketing destinations to attract tourists						○			○
Responsibilities for creating and increasing tourism revenue	○				○				
Efforts for Increasing the attractiveness of tourism products			○						
Efforts to increase the number of tourists		○		○			○		
Local economic development induced by the tourism industry			○	○	○				
Responsibility to increase resident income from tourism, expand employment opportunities			○	○	○		○		○
Return tourism revenues to the community: to prevent revenue leakage outside the region & being concentrated on the few	○			○	○			○	○
Providing valuable tourism experience for price				○		○		○	
Protecting local merchants and ownership of local residents							○		

**Table 6-2: Initial items of destination social responsibility for environment**

Items	Su & Swanson (2017)	Su et al. (2018)	Cape town declaration (2002)	Mathew & Sreejesh (2017)	Iniesta-Bonillo et al. (2016)	Song (2003)	Shin & Lee (2016)	Lee & Kim (2018)	Lee & Lee (2012)	Lee (2018)
Managing eco-friendly tourism facilities			○	○		○	○	○		○
Environmental Protection considering the natural capacity			○							○
Responsibility for environmental protection (water quality, air quality management)	○		○	○					○	
Public campaign to protect the natural environment (e.g.,waste control, recycling)			○		○	○	○	○	○	
Protecting endangered animals and plants and establishing habitat reserves	○		○						○	
Providing opportunities for participation of tourism, conservation programs					○				○	○
Recommending environmental protection (e.g., water saving)		○			○	○	○		○	
Aesthetic management (e.g., environmental parks, minimized natural destruction)	○									
Supervising the environmental impact of tourism, minimizing tourism infrastructure		○			○		○		○	

**Table 6-3: Initial items of destination social responsibility for culture**

Items	Su & Swanson (2017)	Su et al. (2018)	Cape town declaration (2002)	Mathew & Sreejesh (2017)	Iniesta-Bonillo et al. (2016)	Song (2003)	Shin & Lee (2016)	Lee & Kim (2018)	Lee & Lee (2012)
Responsibility to develop and preserve unique culture	○					○	○	○	○
Responsibility to preserve cultural heritage and prevent cultural resource damage						○			
Responsibility to preserve cultural heritage and prevent cultural resource damage		○			○	○			
Efforts to prevent invasion of privacy and living space for residents and reduce conflicts between tourists and residents						○	○	○	○
The efforts to respect tourist and resident relations			○						
Responsibility to restore historical resources and maintaining local customs and language								○	
Responsibility to reduce congestion in the surrounding living environment				○		○	○	○	○
Increasing interactions and understanding between tourists and residents and reducing conflicts			○				○		○
Holding unique cultural events									
Providing attractive tourism experience with tourists			○			○			
Improving local image and destination awareness									

**Table 6-4: Initial items of destination social responsibility for cooperative forms of governance**

	Kang & Lee (2016)	Kim et al. (2010)	Kim (2006)	Lee (2017)	Lee & Kim (2011)	Lee & Kim (2012)	Lee & Lee (2012)	Lee (2018)	Joo (2013)
	Provision of tourism information	○	○		○			○	
Governance structure:	Providing opportunities of civil participation in the decision-making process	○	○		○		○	○	
Democratic decision making structure	Holding regular meetings based on laws and rules						○		
	Decision-making system based on democratic procedures	○	○						
	Information Transparency		○						
	Conflict resolution network	○	○				○	○	
Governance mechanism:	A horizontal relationship with a network	○	○					○	
Network	Increasing interactions among participants	○	○		○			○	○
	Network stability	○	○					○	
	Trusts based network management								
	Collaboration-based network management		○						
Cooperation	Public-private collaboration	○	○		○	○	○	○	○
	Mutual cooperation among stakeholders			○		○			
	Cooperative Information Sharing			○		○			
	Sharing destination goals with local residents	○	○		○	○	○	○	○

## 6.2.2 In-depth interviews

### *Interview purpose*

Padgett (1998) and Weiss (1994) justified the use of qualitative interviews in developing quantitative studies (Rowan and Wulff, 2007). The qualitative preparation is often undertaken in the context of surveys. By conducting qualitative interviews before surveys, key information from participants under specific social circumstances can enrich the quality of the research. Analysis of the data generated through the interviews helps to develop the survey for larger samples. Similarly, regarding the value of using qualitative methods to inform scale development, Rowan and Wulff (2007) mention:

*In addition to psychometric concerns, where the items were first located and how they were shaped or edited, provides an important context that reveals assumptions and theoretical positions of the authors of those items, highlighting what domains of knowledge or expertise they privileged as well as those domains that were omitted. Examining these early stages may also serve as a vehicle for us to see if there may be some yet unexplored or untapped areas of the topic in question (or new informants) that could yield specific new items or entire new contexts for questions.*

In this study, in-depth interview was conducted to further understand the content of destination social responsibility and to add overlooked items in a scale development process. The initial items can be generated by using deductive, inductive, or a combination of the two approaches. Inductive approaches are generally associated with qualitative stage, whilst deductive approaches are more commonly associated with quantitative stage. In the present study of developing a scale, the deductive approach includes item generation based on extensive literature review and existing scales (Hinkin, 1995; Morgado et al., 2017). On the other hand, inductive approach involves a process of developing items based on qualitative information about a construct gathered from the opinions of the target population through focus groups interview and expert panels (Morgado et al., 2017).

Churchill (1979) stated that during the early development of a scale, the scope of definitions should be specified. The process of scale development begins with a thorough review of the literature, through which a solid theoretical definition of the construct is delineated (Kim et al., 2015, Papadas, 2019). Accordingly, deductive approach (e.g., literature review) came first and

then inductive approach (e.g., in-depth interview) was followed. Thus the researcher conducted an extensive review of literature on responsible tourism, sustainability, and governance in tourism and other fields before having an in-depth interview. This process enabled the researcher to provide theoretical support for generating the initial pool of items (Devellis, 2012). As the result of a literature review before in-depth interview, destination social responsibility constructs were expected to be categorized into four dimensions. Through literature review related to destination social responsibility, the sub-categories of destination social responsibility were grouped into destination social responsibility for economy, environment, culture, and governance. It is well acknowledged that the concept of destination social responsibility connotes tourism stakeholders' collective responsible actions for destination sustainability (Su et al., 2018). Further, it was also found that the importance of governance has emerged in tourism and other field in Chapter 4.

However, a qualitative inquiry about destination social responsibility remained whether or not people agree that they are responsible for destination sustainability and tourism governance in the realms of their lives? These academic terms might sound abstract, but how concretely people act for sustainability and governance when they have tourism related activities in their everyday life with a responsible feeling? This qualitative inquiry assists a researcher to delineate and explicate the measurement items of sub-categories of destination social responsibility. The literature review might not completely outline the connotations of destination social responsibility and could highlight which items of sustainability and governance should be privileged or omitted. To systematically understand the content or orientation covered in destination social responsibility, the present study invited tourism practitioners for in-depth interviews regarding the contents of destination social responsibility generated through the literature review.

### *Sampling and recruitment*

The researcher employed a combination of convenience sampling and snowball sampling for in-depth interviews. Convenience sampling occurs when individuals are invited to take part in the study because they are available in terms of access, location, time and willingness. Snowball sampling called as networking sampling occurs when the researcher begins with a small population of known people and broadens the sample by asking the initial participants to identify others who could participate in the study. Although the limitation of both snowball

sampling and convenience sampling is that participants may not be considered representative of the whole study population, the investigator in the present study contacted the potential interview participants for inviting in-depth interview using convenience sampling and snowball sampling. The reason is because they have had previous working experience in the tourism related field over several years and are judged to be eligible to discuss tourism issues in the light of social responsibility. The investigator's rapport with acquainted participants helped for a truthful reporting in their interviews and allowed the investigator to check their personal perspectives and predispositions.

People in the interviewees included government officials and tourism practitioners. Specifically, in-depth interviews were conducted for up to 12 working-level practitioners related to the tourism and convention industries (3 government officials, 1 from a travel agency, 4 from the tourism and convention industry, 2 tourism and MICE related public organizations and two tourism practitioners) (See Appendix 2). Initially, the researcher in the present study contacted seven participants who the investigator got acquainted with and they introduced the investigator to the other five more participants who are involved in tourism issues. The participants had a multidisciplinary background of in the MICE industry, travel agency, government, public organization, and research institute across Busan and Ulsan, which enabled the researcher to explore different perspectives and using an eclectic approach to interpret the findings. They were familiar with the study setting and identified local issues and salient characteristics of the region.

**Table 6-5: Design of in-depth interviews**

Criteria	Contents
Goals	Collecting views and drawing additional items from the practitioners on the concept destination social responsibility
Methods	one-on-one interview
Time	It took more than one hour each interview.
Participants	Three government officials, one practitioner from a travel agency, four practitioners from the convention industry, two practitioners from tourism-related researchers and one from the public.

### *Interviewing process and questions*

The researcher obtained their verbal consent for in-depth interviews by phone calls along with the explanation about the definition of destination social responsibility and the purpose of the study. Next the investigator sent them, who agreed to interviews the emails about the key questions for semi-structured interview (See Table 6-6). This strategy allowed participants to become familiar with the research topics and questions and promoted the conversational flow with a focus and flexibility during the semi-structured interview. A majority of the questions were open ended and were written in a non-judgmental manner. These questions revealed the researcher's theoretical orientation, and it is possible to confirm the consistency or identity of research and theory. Beside these key questions, prompt questions allowed the expansion of answers and the opportunity for gathering more information, if required.

Interview started by reminding participants of the meaning of destination social responsibility and exploring their own participants' judgement about how they should behave responsibly in tourism related field and ended with gratitude expressions. Subsequent open questions were provided by asking for the respondents' views and experiences about destination social responsibility. In-depth interviews ran during June 2018, and each took, on average, an hour per one respondent, though in some instances it lasted up to three or four hours. Some of the interviewees had the meeting rooms for a quiet interview and thus the investigator drove to their offices. For the other interviewees who do not have meeting rooms, the investigator used a quiet café with them. In order to increase credibility of the data collected from the interview, the researcher built rapport with participants for their truthful reporting and abided by interview protocol.

**Table 6-6: Interview open-ended questions**

Criteria	Contents
The key questions which were sent via emails	<ul style="list-style-type: none"><li>• What do you think about destination social responsibility? (your simple thought and opinion)</li><li>• What does destination social responsibility mean to you? (meaning)</li><li>• Is there any domestic/foreign case where you felt that the tourist destination was managed in a socially responsible way? (case)</li><li>• Is there any practice that you thought was an example of carrying out tourism activities for destination social responsibility? (practice)</li><li>• Are there any cases where you feel irresponsible about your tourism experience at a tourist destination? (irresponsibility)</li><li>• Have you ever experienced socially responsible activities to minimize the negative tourism impact? (negative impacts)</li></ul>

*Continued Table 6-6*

Criteria	Contents
	<ul style="list-style-type: none"> <li>● What is a responsible management contributing to destination sustainability? (sustainability)</li> <li>● Is there any case that it is right to implement socially responsible performance in tourism related activities beyond legal boundary? (beyond legal boundary)</li> <li>● In your opinion, what is the collective performance of social responsibility, contributing to public goodness in a tourist destination? (collective goals)</li> </ul>
<p>Prompt questions in general during interviews</p>	<ul style="list-style-type: none"> <li>● What do you think about destination social responsibility in Busan?</li> <li>● What do you think should be done to fulfill destination social responsibility?</li> <li>● In what ways are you making collective efforts with tourism stakeholders in relation to destination social responsibility?</li> <li>● Since BEXCO (Bussan Exhibition Center) is a kind of public enterprise, how does BEXCO perform destination social responsibility?</li> <li>● What are the common goals that tourism stakeholders should pursue in lights of social responsibility?</li> <li>● What part of tourism activity do you feel socially responsible for? In what areas do we need collective efforts to improve?</li> <li>● Have you ever felt a sense of social responsibility for minimizing the negative effects caused by tourism activities?</li> <li>● If there is a case where a tourist destination was operated in consideration of destination sustainability?</li> <li>● Is there any case where you think it is right to carry out social responsibility for tourist attractions beyond legal responsibility?</li> <li>● What are destination social responsibility activities (socially responsible tourism activities) that contribute to the interests of the community?</li> <li>● What part of tourism activity do you feel socially responsible for? In what areas do we need collective efforts to improve?</li> </ul>
<p>Prompt questions related to sustainability during interview:</p>	<ul style="list-style-type: none"> <li>● Is there any responsible tourism management case that contributes to the destination sustainability? If there is a case where a tourist destination was operated in consideration of destination sustainability?</li> <li>● Regarding economic sustainability, what do you think about destination social responsibility for economy that tourism stakeholders should make collective efforts for? How many reasonable tourism projects are there in terms of economic sustainability? Do you think that destination social responsibility activities lead to an increase in tourism profits?</li> <li>● Regarding environmental sustainability, what do you think about destination social responsibility for the environment that tourism stakeholders should make collective efforts for? How do you think destination social responsibility can be put into practice from an environmental standpoint?</li> <li>● Do you think environmentally friendly tourism management is included in destination social responsibility?</li> <li>● Regarding socio-cultural sustainability, what do you think about destination social responsibility for the environment that tourism stakeholders should make collective efforts for?</li> </ul>
<p>Prompt questions related to governance during interview:</p>	<ul style="list-style-type: none"> <li>● Based on the definition of destination social responsibility, do you think that governance could be considered as a key component of destination social responsibility?</li> <li>● Have you ever witnessed governance is well practiced in a tourist destination as a social responsibility?</li> </ul>

### *The results of in-depth interview and content analysis*

All the interviews were transcribed by the researcher to ensure the accuracy of in-depth interview and the contents were analyzed. Each participant has their own subjective opinion and interpretation about destination social responsibility. Interview participants not only offered rich and detailed information based on firsthand experience in their job field (e.g., travel agency, exhibition industry, research institute, and a city government). A few participants provided a new perspective on the problem of destination social responsibility with their criticism about the status of destination social responsibility. Through this qualitative stage of developing a scale, the researcher can gain more information for a holistic understanding of tourism issues and impacts across Busan and a complete understanding about destination social responsibility (See Appendix 2).

Based on transcribed interviews, the detailed and diversified content was labelled to identify various themes. Some of the respondents' comments reflected local circumstances and helped to specify and add the measurement items. However, detailed contents are required to be simplified for developing general measurement items (Yen et al., 2018). In other words, a similar or overlapping content was simplified and was put into a single group and they were required to be categorized into the sub-categories of destination social responsibility to develop measurement items.

An example of a sentence from the interviews (i.e., raw data) is presented as follows: "Governance is important in destination social responsibility. Based on my experience of living in Chicago, in the U.S., local newspapers indicate that there will be meetings at the office like City Hall. Americans think that participation in the meeting is their right and duty. And an obligation becomes a right. They regularly meet together and discuss local issues like a club in an apartment building in order to harmonize the interests of individuals and the interests of the whole." These sentences were divided to two thematic units of analysis stating that "A tourist destination holds meetings in accordance with the laws or rules in managing the area." and "A tourist destination makes decisions related to destination management in accordance with democratic procedures."

Another example of a sentence from the interviews is presented as follows: "The environmental responsibility is well practiced in Suncheonman Bay and environment-friendly ports. The Daewangam Ecological Park is suffering from tobacco and trash, and reed forests are not preserved. To preserve the ecological park, the government should make efforts in

environmental education, such as preventing environmental encroachment and making garbage cans. Tourists must do as they do in my village, as they do in my house.” These sentences were reduced to a thematic unit of analysis stating that “A tourist destination conducts publicity campaigns to protect the natural environment in managing the area.”

Through this process of transforming from qualitative information to simplified sentence for transforming it to a quantitative scale, some of contents were newly added for developing for the five categories of destination social responsibility were grouped including destination social responsibility for economic, environmental, sociocultural sustainability, and governance. Furthermore, an extensive review of extant literature for developing scale items provided sufficient evidence for both face validity and content validity of destination social responsibility.

Moreover, in order to increase the content validity of the data collected, the researcher used a few strategies such as having debriefing session and collecting referential materials. The investigator in the present had a debriefing session to review the results of in-depth interview with another researcher in tourism field. Through this session, the researcher was able to check the interview records and was reflexive to examine the researcher’s judgments and belief. The new questionnaire items were modified after the debriefing session.

The investigator collected additional relevant resources for news materials from on-site data that provided the context of destination social responsibility, and interpretation of findings. Miles and Huberman (2018) recommended the researcher should be familiar with the phenomenon and research context, has investigative skills and theoretical knowledge in conceptualising large dataset and taking a multidisciplinary approach. To build up the trustworthiness of investigators’ authority as human instruments, the investigator in this present study has taken participated in the seminars about qualitative methodology before beginning this study.

**Table 6-7: In-depth interview results**

Criteria	Contents
Destination social responsibility for culture	Responsibility to increase local attachment and community awareness and self-esteem through tourism; Responsibility that incorrect tourism information should not be circulated; Excluding socially problematic events; Responsibility to pursue regional uniqueness and uniqueness; Control tourism business, reflecting local characteristics; Responsibility to preserve local historical and architectural heritage, such as Himalayas; Responsibility to protect authenticity of historical and cultural resource; Responsibility to enhance the service mindset of local residents, such as treating tourists kindly; Responsibility to improve access to tourism infrastructure.
Destination social responsibility for environment	Responsible for managing the beauty of tourist attractions; Saving paper and refraining from using banners; Public campaign to encourage waste reduction, garbage separation collection, segregation, and recycling.
Destination social responsibility for governance	Responsibility for establishing a governance structure or systems; Responsibilities for sharing and communicating tourism information.
Destination social responsibility for economy	Responsibility to restore underdeveloped areas and pursue balanced regional development and to increase the attractiveness of tourism products

## 6.3 Generation of items and purification in a pilot survey

### 6.3.1 Characteristics of data in a pilot survey

The total number in the preliminary survey was 99, consisting of 50.7 percent males and 49.3 percent females. The pilot survey respondents were chosen from among people who have worked in the tourism and hospitality industry and managed tourism related affairs. They were contacted by visiting their business offices. The survey showed that 20.9 % of those selected were in their 20s, 26.5 % in their 30s, 27.1 % in their 40s, and 25.7 % in their 50s. Also, 66.4 % of the respondents said they had graduated from college. During the preliminary survey phase, the validity and reliability of the initial questionnaire were verified to determine its applicability.

### 6.3.2 Reliability analysis in a pilot study

Cronbach's alpha is a measure of internal consistency and scale reliability and indicates how closely a set of measurement items are related as a group. As the average inter-item correlation increases, Cronbach's alpha increases. Cronbach's alpha is sensitive to the number of items in the scale. The reliability analysis in this study showed that the Cronbach's alpha coefficient was 0.729 to 0.946, which is acceptable in the exploratory research and was higher than the normal standard of 0.6 (Wang et al., 2014). The overall reliability of total items was 0.954. There was one item whose removal would make overall reliability more reliable. For instance, CU5 (preservation of historical resources) was examined for keeping or deleting it. However, the reliability results were good in general and there were no major problems in the study even if the item was not deleted, so the item was retained. The reliability analysis results are shown in Table 6-8.

**Table 6-8: Reliability analysis of a pilot survey**

Items expressed as nouns	Mean	SD	Cronbach's alpha if item deleted	Cronbach' alpha
Democratic decision-making (GO1)	3.11	0.84	0.943	
Information transparency (GO2)	3.01	0.89	0.942	
Information provision (GO3)	3.26	0.92	0.945	
Opportunities for participation (GO4)	3.20	0.92	0.941	

*Continued Table 6-8*

Items expressed as nouns	Mean	SD	Cronbach's alpha if item deleted	Cronbach's alpha
Mutual cooperation (GO5)	3.16	0.92	0.941	
Regulatory meetings and rules (GO6)	3.21	0.84	0.945	
Conflict resolution networks (CO7)	3.08	0.93	0.940	
Horizontal relationships and networks (GO8)	3.16	0.95	0.941	
Increased interactions (GO9)	3.24	0.89	0.941	
Network stability (GO10)	3.19	0.89	0.941	0.946
Trust based networking (GO11)	3.14	0.96	0.941	
Collaborative networks (GO12)	3.31	0.85	0.940	
Public-private partnership (GO13)	3.18	0.87	0.943	
Cooperative information sharing (GO14)	3.18	0.88	0.944	
Shared purpose for community (G15)	3.30	0.97	0.943	
Eco-friendly facilities (EN1)	3.06	0.76	0.878	
Environmental carrying capacity (EN2)	3.04	0.85	0.889	
Environmental Protection (EN3)	3.22	0.93	0.882	
Minimizing adverse environmental impact (EN4)	3.10	0.89	0.882	
Environmental campaigns (EN5)	3.03	0.72	0.883	0.895
Wildlife conservation (EN6)	3.12	0.79	0.890	
Environmental conservation programs (EN7)	3.27	0.87	0.882	
Environmental and visitor management (EN8)	3.14	0.82	0.888	
Aesthetic management of destinations (EN9)	3.03	0.91	0.880	
Tourism marketing and promotion (EC1)	3.40	0.82	0.865	
Revenue generation from tourism (EC2)	3.21	0.86	0.846	
Attractive tourism products (EC3)	3.32	0.99	0.839	
Increasing number of tourists (EC4)	3.46	0.81	0.849	
Regional economic development (EC5)	3.42	0.81	0.853	
Local job creation (EC6)	3.07	0.89	0.843	0.864
Giving back to the local economy (EC7)	2.95	0.96	0.848	
Price fairness (EC8)	3.00	0.87	0.860	
Protecting local business (EC9)	3.07	0.80	0.853	
Cultural distinctiveness (CU1)	3.26	0.79	0.690	
Preservation of cultural heritage (CU2)	3.11	0.81	0.682	
Mitigating tourist-resident conflicts (CU3)	2.98	0.86	0.675	
Respect in tourist-resident relations (CU4)	3.12	0.82	0.682	
Historic preservation (CU5)	3.37	2.18	0.872	
Congestion management (CU6)	2.90	0.83	0.695	0.729
Promotion of mutual understanding (CU7)	3.15	0.75	0.686	
Cultural events and distinctiveness (CU8)	3.52	0.84	0.715	
Destination uniqueness and experiences (CU9)	3.49	0.85	0.690	
Enhancing destination image (CU10)	3.47	0.73	0.682	

### 6.3.3 Exploratory factor analysis of a pilot survey

Before evaluating the reliability and validity of the destination social responsibility, descriptive statistics of measurement items were investigated in order to delete items that exhibited inadequate psychometric properties. In the data analysis, item-to-total correlations were analyzed for the 43 destination social responsibility items. It showed that no item was poorly correlated with the total score and passed the criteria of 0.30 (Churchill, 1979). The measurement items that had passed the content validity assessment then went through a pretest with the first survey sample. An exploratory factor analysis was conducted with the 43 destination social responsibility items measured on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) to determine their underlying dimensions.

The maximum likelihood method of varimax rotation was employed to identify the factor structures. The appropriateness of the first round of EFA was determined by examining the KMO and BTS value. The Bartlett test of sphericity result was found to be significant ( $p < .00$ ) and the Kaiser-Meyer-Olkin value at 0.876 exceeded the acceptable minimum value of 0.6 (Hair et al., 2010), indicating the adequate factorability of the data (KMO=0.876; Bartlett's test of sphericity=3037.442; df=97;  $p < 0.001$ ). Based on the first round of EFA analysis of the pilot survey, a total of seven factors was derived, with a cumulative explanatory force of 62.093%. The seven factors explained 62.093% of the variances, which is higher than the minimum 50% (Hair et al., 2009).

Factor 1 included fifteen attributes. The first factor explains 18.898% of the variances. The fifteen items pertain to destination social responsibility for governance. Factor 1, labelled as destination social responsibility for governance included 15 items, with 14 items related to governance and 1 item related to the economy. They were: to operate trust based networks (GO11), to establish stable networks (GO10), to increase interactions among members (GO9), to operate networks based on cooperative relations (GO12), to form horizontal relations in networks (GO8), to resolve conflicts via networks (GO7), to cooperate with each other in mutual cooperative efforts (GO5), to promote public-private partnerships and cooperation (GO13), to provide tourism information for residents, providing participation opportunities (GO3), to disclose information transparently (GO2), to share information about tourism development cooperatively (GO14); to hold meetings in accordance with rules (GO6), to make decisions in accordance with democratic procedures (GO1), to share purposes with residents in destinations (GO15), and to increase local employment (EC6). Thus, this factor is labelled

“destination social responsibility for governance”. The fifteen items pertain to destination social responsibility for governance.

Factor 2, labelled as *destination social responsibility for the environment*, explained 11.805% of the variances, with high reliability and validity. Factor 2 included nine items denoted as: EN5, EN1, EN7, EN9, EN4, EN9, EN3, EN6, EN8. The nine attributes were: A public campaign for protecting the natural environment (EN5); eco-friendly tourism facilities (EN1); a tourism program for environmental conservation (EN7); minimized environmental damage (EN4); aesthetic management (EN9); environmental protection (EN3); animal and plant protection (EN6); environmental protection (EN8). Nine items loaded on this factor, which is labelled “destination social responsibility for environment”.

Factor 3, labeled as *destination social responsibility for culture*, contained ten items CU10, CU4, CU2, EC1, EN2, CU1, CU9, CU3, GO3, CU7. The nine attributes explained 11.374% of the total variance and contained ten attributes. The attributes included the following: to enhance destination image (CU10); to increase respect between tourists and residents (CU4), to preserve cultural heritage (CU2), to promote tourism marketing (EC1), to consider tourism capacity for environment (EN2), to develop cultural uniqueness (CU1), to provide tourists with unique experience (CU9), to reduce conflicts between tourists and residents (CU3), to provide tourists with tourism information, and to increase interaction between tourists and residents (CU7). Nine items loaded on this factor, which is labelled “destination social responsibility for culture.”

Factor 4 labelled as *destination social responsibility for economy* includes EC3, EC2, EC4, EC5 items, which explains 6.754% of the variation. The internal reliability of this factor is acceptable. The attributes were: to provide attractive tourism products (EC3), to create tourism revenue (EC2); to increase the number of tourists (EC4), and to develop the local economy through tourism (EC5). Thus, Factor 4 is called “destination social responsibility for economy.” Moreover, Factor 5, labeled as *destination social responsibility for economic fairness*, includes the four attributes (i.e., EC8, EC9, CU6, EC7), explained 5.652% of the total variance.

Some of the factors had one measurement item. For example, 6 contained one measurement item and explained 2.904% of the total variance. It was ‘to host unique cultural events (CU8)’. Factor 7 contained one attribute with a negative factor loading and explained 2.538% of the total variance. It was to restore historical resources (CU5). On the other hand, there was one discarded factor which the eigenvalue of factors was less than 1 and accounted for 2.130% of the total variance. The research into scale development suggests that one dimension has two items at least. Following the EFA, the internal consistency of the identified

factors was examined using Cronbach's alpha. All factors demonstrated an acceptable level of reliability with their Cronbach's alpha coefficient.

**Table 6-9: The EFA results of a pilot survey**

Factor	Factor loading	Commonality
<i>Factor 1 (Eigenvalue 8.126 Variance 0.188)</i>		
Trust based networking	0.791	0.755
Network stability	0.783	0.728
Increased interactions	0.761	0.666
Collaborative networks	0.759	0.717
Horizontal relationships and networks	0.755	0.707
Conflict resolution networks	0.737	0.760
Regulatory meetings and rules	0.645	0.646
Public-private partnership	0.627	0.536
Information provision	0.607	0.610
Information transparency	0.574	0.566
Cooperative information sharing	0.560	0.640
Regulatory meetings and rules	0.543	0.448
Democratic decision-making	0.535	0.656
Shared purpose for community	0.512	0.609
Local job creation	0.371	0.536
<i>Factor 2 (Eigenvalue 5.095, Variance 0.118)</i>		
A public campaign of protecting natural environment	0.725	0.644
Eco-friendly tourism facilities	0.694	0.724
Tourism program for environmental conservation	0.666	0.713
Minimized environmental damage	0.633	0.512
Aesthetic management	0.626	0.616
Environmental protection	0.568	0.708
Animal and plant protection	0.530	0.412
<i>Factor 3 (Eigenvalue 4.891 Variance 0.113)</i>		
Cultural distinctiveness	0.724	0.628
Respect in tourist-resident relations	0.625	0.703
Preservation of cultural heritage	0.588	0.463
Tourism marketing and promotion	0.570	0.571
Environmental carrying capacity	0.535	0.612
The development of cultural uniqueness	0.508	0.552
Local unique experiences for tourists	0.502	0.562
Mitigating tourist-resident conflicts	0.487	0.646
Information provision	0.458	0.480
Promotion of mutual understanding	0.450	0.605
<i>Factor 4 (Eigenvalue 2.810 Variance 0.065)</i>		
Attractive tourism products	0.840	0.874
Revenue generation from tourism	0.634	0.660
Increasing number of tourists	0.553	0.652
Regional economic development	0.388	0.457

*Continued Table 6-9*

Factor	Factor loading	Commonality
<i>Factor 5 (Eigenvalue 2.47 Variance 60.057)</i>		
Fair price of tourism products	0.796	0.732
Protecting local business	0.527	0.570
Congestion management	0.501	0.593
Giving back to the local economy	0.461	0.643
<i>Factor 6 (Eigenvalue 1.249 Variance 0.029)</i>		
Holding cultural events	0.746	0.999
<i>Factor 7 (Eigenvalue 1.091 Variance 0.025)</i>		
Historical preservation	-.405	0.175

KMO=0.876; Bartlett's test of sphericity=3037.442; p<0.001

## 6.4 Refining of measures in a main study

The second round of surveys retained the 43 questionnaires which were used in the first round of the survey (Sample 1). The expressions of the measurement items were corrected, and it was decided to retain measurement items to reduce meaningful loss. The 43 items generated from Study 1 were turned into a survey questionnaire and were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The main survey was conducted on local residents and local government officials. This survey questionnaire included items for the development of a scale for measuring destination social responsibility and co-orientation model and demographic characteristics.

### 6.4.1 Characteristics of data in a main study

Through convenience sampling, the questionnaire was distributed in 2018 in Korea. A total of 388 valid questionnaire responses was collected, comprising those from 291 local residents and 97 local government officials. *The responses were used for this survey analysis.* According to the age of the respondents, 162 respondents (41.8%) were in their 40s, followed by 114 in their 30s (29.4 %) and 63 in their 50s (16.5 %). Regarding education, it consists of 43 high school graduates (11.1%), 57 professional college graduates (14.7%), 248 college graduates (63.9%) and 40 graduate graduates (10.3%), with more than half of the respondents having college graduates or above. A questionnaire was used for collecting the data of 291 local residents and 97 local government officials, excluding those that were missing responses. One

hundred and sixty-two of the respondents (41.8%) were in their 40s, one hundred fourteen in their 30s (29.4%) and sixty-three in their 50s (16.5%). Regarding education, responses consisted of 43 from high school graduates (11.1%), fifty-seven from professional college graduates (14.7%), two hundred forty-eight from college graduates (63.9%) and 40 for graduate graduates (10.3%), with more than half of the respondents being college graduates or above.

## 6.4.2 Assessment of reliability in a main study

The reliability of the initial sample of 43 items was examined in this study. Reliability describes the ability of the measure to produce the same results under the same conditions (Hair et al., 2010). Cronbach's alpha was adopted to evaluate reliability of constructs in the present study. A Cronbach's alpha value of 0.60 or higher is considered appropriate reliability in general (Van de Ven and Ferry, 1900). The reliability analysis showed that the overall Cronbach's alpha coefficient was 0.843, which is higher than the general standard of 0.6, and reliability was determined to be adequate.

**Table 6-10: Reliability analysis of a main study**

Item	Mean	SD	Item reduction Cronbach alpha	Cronbach alpha
Information provision: To provide members with tourism information	3.43	0.893	0.937	0.942
Democratic decision-making: To ensure participation in the decision-making	3.27	0.891	0.936	
Regulatory meetings and rules: To hold meetings based on laws or rules	3.30	0.892	0.941	
Opportunities for participation: To make decisions based on democratic procedures	3.27	0.852	0.938	
Information transparency: To disclose information transparently	3.28	0.943	0.938	
Conflict resolution networks: To resolve tourism conflicts via a network	3.21	0.870	0.936	
Horizontal relationships and networks: To form a horizontal network	3.27	0.953	0.935	
Increased interactions: To make efforts to increase interactions	3.34	0.887	0.936	
Network stability: To build a stable network	3.27	0.926	0.935	
Trust based networking: To manage a trust-based network	3.27	0.957	0.935	

Continued Table 6-10

Item	Mean	SD	Item reduction Cronbach alpha	Cronbach alpha
Mutual cooperation: To operate the cooperative network	3.26	0.912	0.939	
Public-private partnership: To cooperate between public and private sectors	3.35	0.870	0.940	
Collaborative networks: To cooperate each other	3.28	0.869	0.937	0.849
Cooperative information sharing: To share information about tourism cooperate	3.35	0.909	0.941	
Shared purpose for the community: To share destination goals with residents	3.40	0.891	0.940	
Cultural distinctiveness: To develop its own local culture	3.50	0.891	0.832	
Preservation of cultural heritage: To preserve its cultural heritage	3.33	0.880	0.827	
Mitigating tourist-resident conflicts: To reduce conflicts between tourists and residents	3.22	0.883	0.829	
Respect in tourist-resident relations: To form respects between tourists and residents	3.29	0.877	0.829	
Historic preservation: To restore historical resources in a destination	3.29	1.369	0.868	
Congestion management: To manage the congestion of environment	2.98	0.929	0.840	
Promotion of mutual understanding: To better understand between tourists and residents	3.22	0.872	0.830	
Cultural events and distinctiveness: To host unique cultural events of the region	3.59	0.892	0.840	
Destination uniqueness and experiences: To offer a unique experience of local appeal	3.59	0.869	0.827	
Enhancing destination image: To improve the unique image of the region	3.60	0.879	0.824	
Environmental carrying capacity: To consider ecological capacity in an estimation	3.12	0.930	0.882	0.893
Eco-friendly facilities: To protect the natural environment	3.13	0.902	0.876	
Minimizing adverse environmental impact: To minimize the damage to the environment caused by tourism	3.15	0.910	0.875	
Environmental campaigns: To conduct public campaigns to protect the environment	3.15	0.866	0.878	
Wildlife conservation: To manage tourism facilities in consideration of protecting environment	3.06	.914	.885	
Environmental Protections in a destination to protect animals and plant	3.16	.917	.879	
To provide tourism programs for environment. Environmental conservation programs	3.27	.898	.882	
Environmental and visitor management: To encourage visitors to protect environment	3.10	.924	.889	
Aesthetic management of destinations: To manage the aesthetic environment	3.18	.935	.882	

*Continued Table 6-10*

Item	Mean	SD	Item reduction Cronbach alpha	Cronbach alpha
Tourism marketing and promotion: To implement destination marketing and promotion to attract tourists	3.50	.837	.879	0.891
Revenue generation from tourism: To create a revenue in the tourism sector	3.27	.862	.874	
Attractive tourism products: To provide attractive tourism products	3.44	.920	.874	
Increasing number of tourists: To increase the number of tourists	3.50	.873	.874	
Regional economic development: To develop the local economy through tourism	3.48	.873	.873	
Local job creation: To expand local employment through tourism	3.23	.944	.873	
To return the revenues of tourism companies to communities	2.94	.964	.889	
Giving back to the local economy: To provide a tourism experience at a fair price	3.12	.945	.882	
Price fairness: To protect local merchants in a destination	3.06	.921	.888	

### **6.4.3 Exploratory factor analysis in a main survey**

In order to determine underlying dimensions, an exploratory factor analysis (EFA) with a principal component and varimax rotation were performed (conducted) with the 43 destination social responsibility measurement items. The questionnaire was distributed to local residents and government officials and measured on a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A total of 388 valid responses was examined.

The measurement items passed the expert panel assessment stage and then went through an EFA pretest using of the main survey. The forty-three items were retained and were used for an EFA of the main survey. In the EFA process, varimax rotation was applied to specify the relationships of the observed measurement items to their posited underlying factors. Due to the possibility of correlations between the extracted destination social responsibility factors, varimax rotation was employed during the EFA using the maximum likelihood method to identify the dimensionality of the proposed destination social responsibility items and the dimensional structure of the variables.

The appropriateness of EFA was determined by examining the Kaiser-Meyer-Okin (KMO) measure of sampling adequacy and Bartlett test of sphericity (BTS). To ensure the data had sufficient inherent correlations to run EFA, KMO and BTS were analyzed. In the data analysis, the KMO (value) index was 0.872, exceeding the acceptable minimum value of 0.6 (Hair et al., 2010) and the BTS result was found to be significant at the level of 0.001 ( $p < 0.001$ ,  $X^2 = 11514.480$ ) justifying the use of EFA. It indicates that the patterns of correlation were relatively compact, and that factor analysis should generate distinct and reliable factors (Field, 2013). The data were suitable for analysis using EFA (Field, 2005). Item to total correlations were computed from the initial 43 items. Items with a corrected item-to-total correlation lower than 0.3 were discarded (Churchill, 1979). In data analysis, item-to-total correlations were analyzed for the 43 items, passing the criteria of 0.30 (Churchill, 1979). At the initial EFA results, based on the eigenvalue 1, all of the six factors explained accumulative variance of 58.664%. Items which highly attached to Factor 2 were retained as meaningful and acceptable measurement items. Factor 5 explained 2.5-15% of total variance and Factor 6 explained 58.664% of total variance. An initial scale of 43 items reflecting the dimensionality of destination social responsibility was specified as a result of this process. They were not adequately represented by the conceptual model.

### *Item Purification Process*

The purification of measurement and final factor structure extraction was determined by taking into account multiple criteria. For determining the number of dimensions, this study employed a combination of eigenvalue, screen plot, communality, cumulative variance description, content adequacy and subjective judgment. In the process of item elimination, items were deleted if their eigenvalues were lower than one. Then, an iterative process deleted items that had a factor loading below 0.50 and cross-loading on more than one factor, and low commonalities below 0.30 (Hair et al., 2010). Items with a factor loading below 0.5 or a crossloading above 0.5 (Nunnally, 1978) were examined. Items were removed if they had factor loadings lower than 0.5 on one factor and higher than 0.3 on other factors.

Items were refined based on the following criteria. First, eigenvalue: In the process of factor extraction, factors whose eigenvalue was higher than 1.0 (Tabachnick and Fidell, 2007) were considered as valid dimensions. Utilizing the second data set, this study found five factors whose eigenvalues were higher than 1.0 for destination social responsibility scales. Factors 6 and 7 were considered invalid because their Eigenvalue was below 1.

Secondly, screen plot: Although seven factors were identified based on Eigenvalue higher than 1, the results of the screen plot test indicated that a four-factor model was the optimal solution. Fabrigar et al. (1999) held that it is not fully reliable to determine factor dimensions solely according to eigenvalue. The scree plot test showed only four factors rather than a five-factor model. As such, further analyses were required to reduce the four-factor model identified by scree plot.

Thirdly, items with low factor loadings: In the subsequent rounds of EFA, items with low communality and factor loadings of lower than 0.5 were removed. Furthermore, three items (i.e., CU5, CU2, EC6) were removed because their factor loadings were lower than .50. Additional items were discarded because their loadings did not exceed the .40 criterion. CU5 (factor loading: 0.391), CU2 (factor loading: 0.407), and EC6 (factor loading: 0.451) were removed in turn. They were “preservation of historical resources” (CU5), “Preserving cultural heritage” (CU2), and “Resident Employment” (EC6). Additionally, two items (i.e., GO3, CU5) were discarded as they had a factor loading lower than 0.5. GO3 (factor loading: 0.391) and CU5 (factor loading: 0.407) were discarded in turn. They were “Holding meeting, according to the laws” (GO3) and “preservation of historical resources” (CU5). Explanatory factor analysis was run for items was highly attached to one factor. Items with factor loadings lower than 0.6 were removed. A few items were removed due to their poor fit with

other items and was not fitted in theoretical justification—items were not related to theoretically meaning in a grouping of items.

Fourth, content adequacy: Items were deleted if they were not related to factors. Three items (i.e. EC7, CL8, and CL6) were removed because their loading onto a factor did not have appropriate theoretical justification. They were “return tourism profits to local society” (EC7), “unique cultural events” (CL8), “management of congested environment” (CL6). “Interaction between tourist and residents” (CL7) was loaded onto Factor 2. In addition, two items (i.e., EC9 and CL7) were discarded because they did not have theoretical justification. They were “Protecting local merchants” (EC9) and “Return tourism profits to local society” (EC7). Four items were removed due to theoretical justification. They were “Unique destination image” (CU10), “Developing local culture” (CU1), “Unique local culture” (CU9), “preserving cultural heritage” (CU 2).

Fifth, a single item dimension: The one-item dimension was discarded in the study's final destination social responsibility scale because a single measurement item is hard to deem as meaningful and acceptable. Factor 5 consisted of only one item and “providing the appropriate price of tourism product” (EC8) was removed from the final motivation measurement scale.

Thus, an iterative process of elimination was carried out. Twenty-one of the 43 items were remained and 22 items were deleted based on the above criteria. During the factor extraction process, the remaining 21 items demonstrated strong unidimensionality in EFA with high factor loadings. Based on eigenvalue and a screen plot to identify numbers of factors, this study found four factors for destination social responsibility (Hair et al., 2010). Accordingly, the numbers of factors extracted were four dimensions of destination social responsibility. As a result, the four dimensions of destination social responsibility contain a total of 21 items of the destination social responsibility scale

**Table 6-11: The initial EFA results in a main survey (n=388)**

	Factor Loading	Communality
Factor 1 – Destination social responsibility for governance (Eigenvalue 7.556, Variance 0.176)		
Trust based network (GO10)	0.755	0.743
A horizontal network (GO7)	0.752	0.747
Network stability (GO9)	0.750	0.729
Increasing interactions (GO8)	0.740	0.673
Public participation opportunities (GO2)	0.694	0.699
Resolving conflicts via network (GO6)	0.685	0.666
Cooperation (GO13)	0.676	0.656
Information Transparency (GO5)	0.628	0.649
Providing tourism information (GO1)	0.625	0.658
Democratic decision making (GO4)	0.623	0.579
Reducing conflicts between tourists and residents (CL3)	0.498	0.649
The respect between tourists and residents (CL4)	0.475	0.626
Factor 2- Destination social responsibility for cooperation (Eigenvalue 6.404, Variance 14.892)		
Cooperative network (GO11)	0.708	0.651
Interaction between tourist and residents (CL7)	0.695	0.596
Collaborative information sharing (GO14)	0.654	0.579
Public and private collaboration (GO12)	0.638	0.570
Protecting local merchants (EC9)	0.637	0.635
Sharing destination goals with local residents (GO15)	0.629	0.583
Environmental conservation tourism programs (EN7)	0.628	0.634
Eco-friendly tourism facilities (EN5)	0.625	0.608
Recommending visitors' natural protection (EN8)	0.612	0.558
Return tourism profits to local society (EC7)	0.598	0.560
Unique cultural events (CL8)	0.563	0.521
Management of congested environment (CL6)	0.556	0.507
Holding a meeting, according to the laws (GO3)	0.524	0.473
Preservation of historical resources (CU5)	0.391	0.285
Factor 3 –Destination social responsibility for economy (Eigenvalue 4.981, Variance 11.584)		
Increasing the number of tourists (EC4)	0.727	0.670
Destination marketing and promotion (EC1)	0.682	0.637
Attractive tourism products (EC3)	0.671	0.629
Generating tourism revenue (EC2)	0.651	0.647
Unique destination image (CU10)	0.598	0.657
Local economic development through tourism (EC5)	0.583	0.637
Developing local culture (CU1)	0.545	0.536
Unique local culture (CU9)	0.499	0.625
Resident employment (EC6)	0.451	0.607
Preserving cultural heritage (CU2)	0.407	0.570
Factor 4 – Destination social responsibility for environment (Eigenvalue 4.0029, Variance.307)		
Minimize environmental damage (EN 3)	0.690	0.649
Public Campaign of protecting the environment (EN4)	0.629	0.620
Animal and plant conservation efforts (EN6)	0.603	0.604
Environmental protection (EN2)	0.594	0.617
Ecological capacity (EN1)	0.541	0.568
Aesthetic management (EN9)	0.517	0.587

According to the results of repeated factor analysis, the KMO value of 0.950 and a significant chisquare value for the Bartlett's test of Sphericity ( $\chi^2 = 5454.870$ ,  $df = 210$ ,  $p < .001$ ) indicated that factor analysis was appropriate for the data. The final factor analysis resulted in four factors with Eigenvalues  $\geq 1$  and explained 69.854 % of the total variance. The first factor, destination social responsibility for governance included nine items and explained 49.103% of the variance. The second factor, destination social responsibility for economy, contained four items and captured nearly 8.484% of the variance. The third factor, destination social responsibility for cooperation, included four items and explained nearly 6.948% of the variance. The fourth factor, destination social responsibility for environment, contained four items and captured nearly 5.319% of the variance. Cronbach's alpha values were checked for internal consistency, with all dimensions  $> 0.70$  ( $\alpha = 0.938$  for destination social responsibility for governance;  $\alpha = 0.873$  for destination social responsibility for economy;  $\alpha = 0.855$  for destination social responsibility for cooperation;  $\alpha = 0.860$  for destination social responsibility for environment) - establishing the internal consistency of the items loaded to each dimension (Nunnally & Bernstein, 1994) (Table 6-12).

**Table 6-12: The final EFA results and reliability in a main study**

	Factor Loadings	Eigenvalue	% of Variance	Cronbach $\alpha$
<b>Factor 1</b>				
Destination social responsibility for governance				
A horizontal network (GO7)	.740	10.312	49.103	.938
Network stability (GO9)	.729			
Increasing interactions (GO8)	.704			
Trust based network (GO10)	.703			
Resolving conflicts via network (GO6)	.668			
Public participation opportunities (GO2)	.667			
Information Transparency (GO5)	.645			
Providing tourism information (GO1)	.631			
Democratic decision making (GO4)	.613			
<b>Factor 2</b>				
Destination social responsibility for governance				
Increasing the number of tourists (EC4)	.715	1.782	8.484	.873
Attractive tourism products (EC3)	.711			
Generating tourism revenue (EC2)	.710			
Destination marketing and promotion (EC1)	.651			
<b>Factor 3</b>				
Destination social responsibility for cooperation				
Collaborative information sharing (GO14)	.780	1.459	6.948	.855
Cooperative network (GO11)	.708			
Sharing destination goals with local residents (GO15)	.667			
Public and private collaboration (GO12)	.649			
<b>Factor 4</b>				
Destination social responsibility for environment				
Minimize environmental damage (EN 3)	.703	1.117	5.319	.860
Public Campaign of protecting the environment (EN4)	.691			
Animal and plant conservation efforts (EN6)	.676			
Environmental protection (EN2)	.568			

KMO=0.950, Bartlett's test of sphericity  $p < .001$  Approx. Chi-square = 5454.870 df = 210

#### 6.4.4 Assessment validity via confirmatory factor analysis

CFA aims to re-evaluate the factor structure of destination social responsibility. Composite reliability refers to the internal consistency of indicators measuring the same underlying factor (Fornell and Larcker, 1981). As recommended by Bagozzi and Kimmel (1995), the composite reliability value needs to be greater than 0.60 for a scale to be deemed reliable. The composite reliability of all the destination social responsibility dimensions in this study exceeded this criterion. Using AMOS, the CFA was performed with maximum-likelihood. Based on Hair et al. (2010), four low-loading items ( $< 0.50$ ) in CFA were removed, resulting in twenty-one items under four dimensions. Each of these four destination social responsibility factor dimensions were then assessed for its validity and reliability respectively.

*The four-dimensional twenty-one items of destination social responsibility showed high fit indices ( $\chi^2 = 409.012$ ,  $df = 183$ ,  $p < 0.05$ ,  $\chi^2/df = 2.235$ ,  $GFI = 0.902$ ,  $RMR = 0.028$ ,  $RMSEA = 0.056$ ,  $NFI = 0.927$ ,  $CFI = 0.958$ , and  $IFI = 0.958$ ) in CFA. All 21 items were significant ( $p < 0.01$ ) with factor loadings. All factor loadings were higher than 0.45, t-values of the factor loadings were significant ( $p < 0.01$ ) in all items. All factors' composite reliabilities exceeded 0.7, and all factors' average variance extracted exceeded 0.5.*

Results shown above confirmed the reliability and validity of the four-dimensional twenty-one items of destination social responsibility (Bagozzi and Yi, 1988). The factor loadings for the 21 items were between 0.722 and 0.851 and the composite reliability (CR) scores were between 0.882 and 0.941, all indicating sufficient reliability. All factors' composite reliability (CR) showed adequate internal consistency (Hair et al., 2010).

##### *Convergent validity*

The next step was to assess the validity of destination social responsibility. Validity refers to the extents to which the content of measurement items corresponds to the construct that it is designed to cover without systematic error or nonrandom error (Hair et al., 2010). Convergent validity was evaluated by checking all factor loadings and the values of average variance extracted. Convergent validity refers to the degree of interrelatedness among the measures measuring the same construct (Hair et al., 2010). Both the average variance extracted (AVE) value and the magnitude of standardized factor loadings on the latent construct were assessed to examine the extent to which measurement items of the same

construct were correlated. AVE refers to estimates of the overall amount of variance explained by a construct in relation to variation resulting from measurement error (Fornell and Larcker, 1981). A rule of thumb for the convergent validity test is that the AVE values of all of the factors and constructs should be higher than 0.5 (Fornell and Larcker, 1981). Factor loadings are also used for evaluating convergent validity and should exceed 0.6 or at least 0.5 in exploratory studies (Hair et al., 2010).

The CFA output suggested that the AVE value of all destination social responsibility constructs ranged from 0.652 to 0.695 (see Table 6-12), exceeding the recommended cut-off value of 0.5 (Fornell and Larcker, 1981). In addition, all factor loadings in the model were statistically significant ( $p < 0.001$ ) and greater than the recommended value of 0.7 (Fornell and Larcker, 1981). Therefore, the convergent validity of this destination social responsibility scale was deemed to be established. The AVE values were between 0.652 and 0.695, thereby confirming the convergent validity of the destination social responsibility.

#### *Discriminant validity*

Discriminant validity concerns the extent to which the intended measure is dissimilar and distinct to the measures of different constructs (Hair et al., 2010). In other words, discriminant validity describes the extent to which similar factors are distinct (Hair et al., 2010). Following Fornell and Larcker's (1981) suggestion, the discriminant validity is considered acceptable when the positive square root of the average variance extracted (AVE) value of a latent variable should be higher than its correlation coefficients with any other the latent variables. In other words, the square root of the AVE of each latent construct should be greater than the construct's highest correlation with any other latent constructs. The squared coefficients for correlations between each of pairs of factors should be lower than the AVE of each factor, proving adequate discriminant validity (Fornell and Larcker, 1981).

In order to confirm discriminant validity, the squared correlation value of a pair of constructs and the AVE value of each latent construct were compared. The AVE for each of the latent variables was higher than the highest squared correlation with any other latent variable (Table 6-11). The indicators for all the constructs met this requirement, suggesting the sufficient discriminant validity. Discriminant validity was further examined through analyzing inter-factor correlations values (Table 6-12). The result indicated that all inter-factor loadings were sufficiently below the recommended threshold .85 by Kline (2005)

ranging from .479 to .731. A critical value above 0.85 indicates problems in discriminant validity (Kline 2005) but none of the correlations between constructs in this study were greater than 0.85. Thus, the measurement scale in this study met all these requirements for discriminant validity. The CFA results of assessing the convergent validity and discriminant validity are reported in Table 6-11 and 6-12 (Churchill, 1979). It can be concluded that the assessment of the measurement model showed evidence of the reliability, discriminant validity, and convergent validity of the latent constructs.

**Table 6-13: Inter-factor correlation from the confirmatory factor analysis (n=388)**

	Destination social responsibility for governance	Destination social responsibility for cooperation	Destination social responsibility for economy	Destination social responsibility for environment	AVE
Destination social responsibility for governance	1.00				.675
Destination social responsibility for cooperation	.677 (.458)	1.00			.652
Destination social responsibility for economy	.660 (.283)	.532 (.283)	1.00		.695
Destination social responsibility for environment	.731 (.534)	.479 (.229)	.683 (.466)	1.00	.657

( )= The square value of the correlation coefficient; AVE=average variance extracted; Fit statistics:  $\chi^2=409.012$ ,  $p<0.001$ ,  $\chi^2/df=2.235$ , CFI=0.958, TLI=0.952, RMSEA=.056

The 388-case validation sample was used to validate the identified latent model through confirmatory factor analysis (CFA) by using AMOS 21.0. The overall model fit was statistically evaluated by chi-square ( $\chi^2$ ) test and a number of goodness-of-fit measures. The results were that (CMIN/DF=2.235,  $p<0.001$ , RMR=0.028). The  $\chi^2/df$  value was 2.235 ( $1 < \chi^2/df < 3$ ) and other goodness-of-fit measures (i.e., root mean square error of approximation [RMSEA]= 0.056; goodness-of-fit index [GFI]=0.902; comparative fit index [CFI]= 0.958; incremental fit index [IFI]= 0.952; normed fit index [NFI]= 0.958; Tucker-Lewis index [TLI]= 0.952) with a good fit of the four-factor model to the data.

**Table 6-14: The model fitness of destination social responsibility latent model (n=388)**

	CMIN /DF	RMR	RMSEA	GFI	CFI	TLI	NFI	IFI
The suggested good fit	3 below	.05 below	.1 below	More than .90	More than .90	More than .90	More than .90	More than .90
The actual results	2.235	0.028	0.056	0.902	0.958	0.952	0.927	0.958

**Table 6-15: The CFA results**

		Unstandar dized Coefficien ts	C.R.	Standardiz ed Coefficien ts	S.E.	AVE	CR
Factor 1	Destination social responsibility for governance						
Democratic making	decision	Busan makes decisions related to destination management in accordance with democratic procedures.	1		0.722	0.347	
Providing information		Busan fulfills its responsibility to provide tourism information for people in managing the tourist destination.	1.084	14.584	0.747	0.352	
Information transparency		Busan fulfills its responsibility for transparent disclosure of information in managing the tourist destination (e.g., budget release).	1.117	14.223	0.729	0.415	
Conflict resolution network	via	Busan resolves conflicts through a network (e.g., meeting, conversation) in managing the tourist destination.	1.114	15.408	0.787	0.287	0.675
Participation in making	decision	Busan guarantees its members' opportunities to participate in the decision-making process in managing the tourist destination.	1.131	15.285	0.781	0.308	0.949
Increase interactions		Busan makes efforts to increase interactions each other in managing the tourist destination.	1.172	15.930	0.813	0.266	

Network stability	Busan builds a stable network in managing the tourist destination.	1.281	16.705	0.851	0.236		
A horizontal network	Busan forms a horizontal network in managing the tourist destination.	1.307	16.563	0.844	0.261		
Trust based network	Busan forms a trust-based network in managing the tourist destination.	1.324	16.715	0.851	0.252		
<i>Factor 2</i>	Destination social responsibility for cooperation						
Sharing goals with residents	Busan shares the objectives of local government projects with local residents in managing the tourist destination.	1		0.765	0.328		
Public and private cooperation	Busan cooperates between the public and private sectors in managing the tourist destination.	0.944	14.298	0.740	0.341	0.652	0.882
Cooperative information sharing	Busan cooperates by sharing information on tourism development.	1.050	15.239	0.787	0.314		
Cooperation based network management	Busan operates the network based on cooperative relations in managing the tourist destination.	1.069	15.537	0.803	0.295		
<i>Factor 3</i>	Destination social responsibility for economy						
Increasing tourism revenues	Busan fulfills its responsibility to create a revenue in the tourism sector.	1		0.806	0.260	0.695	0.901

Providing attractive tourism products	Busan fulfills its responsibility to provide attractive tourism products.	1.069	17.065	0.807	0.295		
Marketing and promotion for attracting tourists	Busan fulfills its responsibility for destination marketing and promotion to attract tourists.	0.921	15.977	0.764	0.291		
Increasing the number of tourists	Busan fulfills responsibility to increase the number of tourists.	1.01	17.068	0.807	0.265		
<i>Factor 4</i>	Destination social responsibility for environment						
Protecting natural environment	Busan fulfills its responsibility to protect the natural environment in managing the tourist destination.	1		0.758	0.346		
Protecting animals and plants	Busan protects wild animals and plants in managing the tourist destination	1.016	14.725	0.758	0.357	0.657	0.884
Public campaign for protecting environment	Busan conducts publicity campaigns to protect the natural environment in managing the tourist destination	1.014	15.604	0.801	0.268		
Minimizing the damage of the environment	Busan minimizes the damage to the natural environment caused by tourism development	1.065	15.591	0.800	0.297		

## 6.5 Discussions

Given the importance of destination sustainability as well as governance, this study presents a comprehensive conceptual framework of destination social responsibility and validates a multidimensional scale of destination social responsibility. Considering the exploratory and sensitive nature of the current study, the EFA of the main survey was conducted by keeping the measurement items most used in the pilot test. The EFA of the main survey was employed to refine measurement items and identify the structure of latent factors. It should be noted that the dimensionality of the EFA differs from the original conceptual framework.

First, the result of the EFA shows that many items of cultural aspects of destination social responsibility are loaded on to other factors and they have low factor loadings. For example, CU3 (conflict reduction) and CU4 (respect between residents and tourists) were loaded onto Factor 1. Moreover, CU7 (increased interaction among residents and tourists), CU8 (unique cultural event), CU6 (congestion management), and CU5 (historical resource preservation) were loaded onto Factor 2. In addition, CU10 (destination image enhancement), CU1 (unique cultural development), CU9 (unique tourism experience), and CU2 (preservation of cultural heritage) were loaded onto Factor 3. As such, items initially designed to measure cultural aspects of destination social responsibility were loaded on different factors and so these items were deleted because they did not have theoretical justification, and consequently destination social responsibility for culture was not considered a valid dimension in this study. Overall, the resolved factor structure represented consistency in the conceptual model.

The reasons for items on destination social responsibility for culture was not considered one valid dimension because three aspects of sustainability issues have interrelated relationships, and sustainability, governance and culture are complex concepts. In other words, respondents may have perceived that the cultural aspects of destination social responsibility affect other aspects of destination social responsibility in the short and long term, beyond purely cultural aspects.

Items for cultural aspects can be considered economic aspects were CU10 (destination image improvement), CU1 (unique cultural development), CU9 (unique tourism experience), and CU2 (preservation of cultural heritage) are related in a wide sense to destination social responsibility for the economy. Similarly, respondents can also recognize that “the reduction of conflicts between tourists and residents” (CU3) and “the respect between tourists and residents” (CU4) are related to the "destination social responsibility for governance." However,

since the prior studies have evaluated these concepts separately, these results should be further verified through further multi-context studies.

Another reason for items on destination social responsibility for culture was not considered one valid dimension because respondents in Busan might more interests in other aspects of destination social responsibility than cultural aspects. The data was collected in Busan and reflects the various view of stakeholders in Busan (i.e., local residents and government officials). That is, since more attention has been paid to the positive aspects of the economy or the negative aspects of the environment, cultural effects has been ignored or conducted as a temporary measure, resulting in inconsistent results.

The EFA analysis showed that some items identified as conceptually distinct dimensions during the initial item generation phase were merged into a new dimension. In other words, for Factor 2, several measurements which belong to EN, EC, and CU in the initial conceptual framework were integrated into a new dimension and it was labelled as 'destination social responsibility for cooperation'. Considering the relation between items and factor, the present work includes measurement items (G11, G14, G12, G15) which have a high factor, leading to their distinction from other factors and to their retention of theoretical justification.

Other items (CU7, EC9, EN7, EN5, EN8, EC7, CU8, CU6, GO3, and CU5) with low factor loadings do not conform to the concepts of cooperation and accordingly they were deleted. These discarded items included other aspects of destination social responsibility than cooperation, which were considered to hinder face validity, and did not seem to have acceptable AVE.

# Chapter 7: The co-orientation analysis of destination social responsibility

## 7.1 Overview of the co-orientation analysis

Based on the findings of the question of how to measure destination social responsibility in the previous chapter, this chapter attempts to examine *the status of communication of destination social responsibility based on the co-orientation model*. It is important to investigate the state of communication of destination social responsibility because destination social responsibility can be better realized when there is a common understanding and clear communication among stakeholders. In the previous chapter, destination social responsibility was identified in four areas: destination for governance, cooperation, the economy, and the environment. The assessment of destination social responsibility among tourism stakeholders plays a crucial role in determining which areas of destination social responsibility need to improve. Therefore, it is significant to examine *the differences in perceptions of destination social responsibility and communication states*.

Based on Chaffee and MacLeod's (1973) co-orientation model, this study aims to identify the perceptions of destination social responsibility in two important stakeholder groups: *the local government and the local residents* because local government and local residents are important stakeholders in destination social responsibility performance in the tourism field. To this end, this chapter provides the theoretical background of the co-orientation model through Heider's (1958) balance theory, Newcomb's (1953) ABX model and Carter's (1965) affective relation theory. Next, the indicators for the co-orientation model and the prior studies in which co-orientation models were applied are examined. The findings show *not only the differences in perception of destination social responsibility performance between the two groups but also differences of estimates of destination social responsibility from their perspectives*, ultimately revealing the form of communication match, or mismatch.

## 7.2 The academic background of communication models

### 7.2.1 Heider's balance theory

Heider (1958), who was a psychologist from the Gestalt school of thought, asserted a balance theory stating that an individual understands his/her living environment in an orderly manner and maintains psychological balance by preserving consistent logic or belief and harmonious attitude (Heider, 1946). In other words, individuals feel uncomfortable in cognitive imbalance, and are peaceful in cognitive balance. Cognitive imbalance creates tension. Under the imbalanced state, an individual try to restore psychological balance through change of attitudes or behaviours (Shin and Lee, 2013).

Although balance theory has been criticized in that it focused on individual psychology (Peterson, 1989; Fritz, 1946), the balance is considered to be the logic consistency between each relationship. The balanced state is indicated as P+O, P+X, O+X, which means Kevin likes Maria, Kevin likes skating, Maria likes skating.

Cognitive balance is achieved when there are three positive links or two negative ones with one positive link. On the other hand, cognitive dissonance is caused when there are two positive links and one negative link (de Farias et al., 2009). As an example of cognitive dissonance, an unbalanced state is indicated as P+O, P-X, O+X, which means Kevin likes Maria, Kevin does not like skating, Maria likes skating.

There are four sets of balanced relationships in the case that P+O, P+X, O+X are paired; P-O, P-X, O+X are paired. And P-O, P+X, O-X are paired. P+O, P-X, and O-X are paired. P+X indicates a positive relationship between P and X. P-X can be written in notation to indicate a negative relationship between P and X. On the other hand, there are four unbalanced relationships, in the case that P+O, P-X, O+X are paired; P+O, P+X, O-X are paired; P-O, P+X, O+X are paired; P-O, P-X, O-X are paired. In an unbalanced cognitive relationship, P or O changes attitudes in order to restore a balance.

### 7.2.2 Newcomb's A-B-X model

The co-orientation model can be traced to Newcomb's A-B-X model which is a psychological study about two individuals' co-orientation to any object. Newcomb (1953) introduced an A-B-X model as a tool for relational analysis of dyadic pairs. The A-B-X triadic

model presents that communication is considered as the action in which A delivers the information of object X to B. This model consists of two communicators of A and B, and it shows their “co-orientation” to “object of communication” X.

Newcomb’s (1953) model consists of four components of this relational system, including (i) as an attitude of X; (ii) as attraction to be; (iii) B’s attitude to X; (iv) B’s attraction to A. Communication participants understand the other party’s attitudes to a common object X through communication (Tan, 1985). Each communicator has a simultaneous orientation of communication partners and the object of communication. The object of communication can be an object, an event, an activity, an attitude, or a behavior.

The point of an A-B-X model is that since A and B are mutually oriented to the object X, the orientation of the object X is not only created in the relationship between X and A, but also in the context of another B’s orientation to X which is created in the relationship between B and X (Newcomb, 1966). In other words, Newcomb (1953) proposed that the attitudes of social groups about an object X are influenced by how they perceive each other’s attitudes to the object. Newcomb explained that communication is active when the object X is of great importance to A and B and the relationship between A or B and the object X is significant (McQuail and Windahl, 1993).

It is possible to apply Newcomb's model to the situation of when a government introduces a new policy to raise income tax by an additional one percent. According to the A-B- X model, this situation could be analyzed as: A is a government and B are citizens and X is the new policy. If both the government "A" and citizens "B" are satisfied with this policy, the communication maintains its equilibrium between them.

Otherwise, the flow of communication between “A” and “B” becomes troublesome in a social system. If “A” or “B” is not ready to accept this policy, it would affect the social system and the society would not be able to maintain the status of equilibrium. So, the government “A” tries to convince citizens “B” as much as possible. Otherwise, they have to adjust the policy “X” and convince them to reach a consensus.

In this regard, Newcomb’s communication model can be used to explain social equilibrium within a social system. If two individuals have similar attitudes to a certain object, social equilibrium and symmetrical balance are created; if not, communication lasts until it reaches an agreement to resolve anxiety and restore a balance (Severin and Tankard, 2001). Thus, Newcomb’s A-B-X model is an interdependent system where A-B-X harmony is maintained by communicating and conveying information which brings changes of attitudes or relationship

(McQuail and Windahl, 1993). Similarly, Newcomb (1953) considered a co-orientation as “perceived consensus” in a social system and this view underpins the co-orientation model.

### **7.2.3 Carter’s affective relations theory**

Carter’s (1965) affective relation theory argues that the value of the object is shaped by salience and pertinence in an environment. This theory is founded on the concepts of salience and pertinence should be considered to understand an individual's view of a subject. Carter (1965) termed the salience as what an individual brings to a situation as a result of previous experience and former history.

Individuals assign values to objects in the environment based on their previous history with the object and their evaluation of the object in the current context. An individual has feelings with various degrees of relevance and intensity about the object that is derived from their former experience in certain circumstances. If an individual has a positive attitude to the object based on previous experience, the value of the object becomes greater, and salience serves as the reinforcement of the object.

As another concept of carter’s theory is so called pertinence, which means that the relative value of an object is measured against that of other objects in a comparison process based on important attributes at that point in time. While salience represents how individuals feel about an object, regardless of the situation, pertinence relies on how an individual defines the situation. The evaluation of the object is influenced by situational characteristics. The value of pertinence may vary depending on what other objects are used for comparison and what attributes of the object are used for comparison.

## **7.3 McLeod and Chaffee’s co-orientation model**

### **7.3.1 The elements of the co-orientation model**

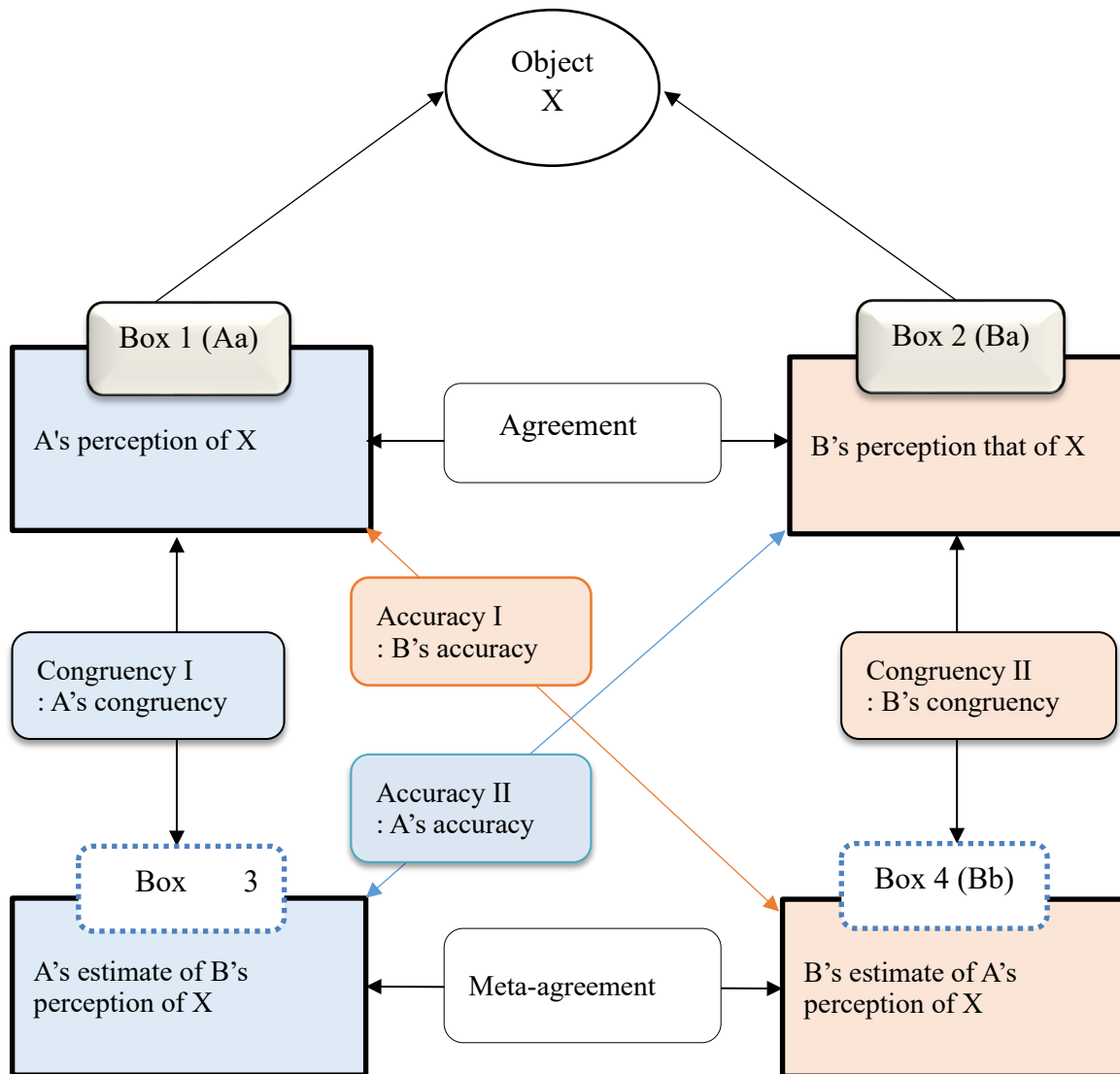
McLeod and Chaffee (1973) suggested the co-orientation model which argues two communication participants exchange their view of the same object simultaneously in interpersonal communication (McLeod and Chaffee, 1973). Accordingly, the prerequisite for applying the co-orientation model to a common issue between social groups is that two or more communication participants orient to the same object at the same time, which is the origin of

the meaning of co-orientation. The co-orientation model presupposes that the attitude of an individual is affected by the evaluation of others within the same social system in regard to about a common issue or cognitive object. The key assumption underlying the co-orientation model is that a person's behaviour is not based simply upon a private cognitive construction of the person's own world, but also on the perception of a common issue or cognitive object held by others around the person. The co-orientation model is a theoretical framework that identifies inter-perceptions of objects between two individuals. The co-orientation model measures one's perception about both (i) the object and (ii) the other's perception of the object, to grasp two groups' orientation of an object.

Each actor has two sets of perceptions in the co-orientation pair: a "self-perception, indicating a perception that one party truly has about an object or its attributes, and the other perception, indicating one party's estimate of how the other party would perceive the object or its attributes. The co-orientation model for A and B comprehensively considers four sets of perceptions: (i) A's perception, (ii) B's perception, (iii) A's estimate of what B would be assumed to possess, and (iv) B's estimate of what A would be assumed to possess (See Figure 6-1).

As shown in Figure 6-1, the two rectangles imply self-evaluation, and the two rectangles imply one's estimate of the other's evaluation (Chaffee and McLeod, 1973). The co-orientation model suggests four kinds of co-orientation indicators by comparing four kinds of perceptions: one group's evaluation of the object, the other group's evaluation of the object, one group's estimate of the other's perception of the object and the other group's estimate of the first perception of the object (Chaffee and McLeod, 1968). The comparison of the four sets of perceptions yields four kinds of indicators: *agreement*, *congruency*, *accuracy*, and *meta-agreement* (See Figure 6-1 below).

Figure 7-1: Chafee and McLeod (1973)'s co-orientation model



Object X: a common issue or object.

Aa means a perception that A has about object X.

Ba means a perception that B has about object X.

Ab means A's estimated perception of B's evaluation of object X.

Bb means B's estimated perception of A's evaluation of object X.

Adapted from: McLeod and Chaffee (1973).

First, agreement refers to the degree to which the perceptions of group A and group B are consistent. As shown in Figure 6-1, agreement is measured by comparing Aa (A's perception of X) with Ba (B's perception of X). To the extent that the organization and the stakeholder group have the same summary evaluations of objects, there is agreement. If agreement is high, two groups have a high co-orientation. In the context of organization-stakeholder communication, *the degree of similarity or cognitive overlap between the organization's definition and the 'stakeholders' definition* is called agreement. Agreement is not a particularly satisfactory criterion for communication because the two evaluations are difficult to match perfectly (Chafee and McLeod, 1968, page 663). Personal values, the products of many kinds of individual experiences and constraints, are unlikely to be changed sufficiently by communication alone to produce complete agreement.

### *Congruency*

Congruency is the degree to which each of the sides believes that the idea or evaluation of the other side is similar to theirs (Vercic et al., 2019). This indicator is called perceived agreement because it represents the perceived similarity between one's own perception of an object and one's estimated perception about what the other would have about an object. As shown in Figure 6-1, congruency I is measured by comparing Aa (A's perception of X) with Ab (A's estimate of B's perception of X). As shown in Figure 6-1, Congruency II is measured by comparing with Ba (B's perception that of X) with Bb (B's estimate of A's perception of X). Congruency is not an interpersonal variable because this indicates the degree of similarity between an individual's own perceptions and his or her perception of the other person's perceptions. Depending on its initial attitude to the object in communication, the communication effects may be either to increase or to decrease congruency.

### *Accuracy*

Accuracy is the extent to which one participant's estimate of the other's perception matches what the other participant actually thinks. Accuracy is an interpersonal construct which is measured by comparing both sides' approximations (Vercic et al., 2019). As shown in Figure 6-1, accuracy I serves to compare Aa (A's evaluation) with Bb (B's estimate of A's evaluation). As shown in Figure 6-1, Accuracy II serves to compare Ba (B's evaluation) and Ab (A's estimate of B's evaluation). In short, it means the extent to which the estimate of the other's

perception corresponds to the other's actual conception. Accuracy reflects the degree to which the approximations of one side match the real attitudes of the other side and shows how accurately one party understands the other party's thoughts on objects. Accordingly, this is considered a realistic criterion for evaluating the effects of communication. *The higher the accuracy, the more effective is communication* (Chaffee et al., 1968). In addition, if the level of accuracy is increasing, the level of agreement will be increased.

#### *Meta-agreement*

Meta-agreement refers to the extent to which the estimation of perceptions between A and B is matched. As shown in Figure 6-1, Meta-agreement serves to compare  $A_b$  (A's estimate of B's evaluation) with  $B_b$  (B's estimate of A's evaluation). For the fourth research question, the meta - agreement seeks to compare the local government's estimate of local residents' views ( $G_e$ ) with local residents' estimate of local government's view ( $R_e$ ).

#### *The relationship among indicators of co-orientation model*

Although the terms of agreement, congruency, and accuracy are conceptually distinguished, there are some relationships among these elements. First, if agreement is low and congruency is high, accuracy is certainly low. Second, if agreement is high and congruency is high, accuracy is certainly high. Third, congruency increases when accuracy increases with high agreement. On the contrary, congruency decreases when accuracy increases with low agreement (Chaffee et al., 1968).

### **7.3.2 The value of the co-orientation approach to destination social responsibility**

This study applied the co-orientation model to the research topic of destination social responsibility because it has the following academic and practical advantages: increased social consensus; promotion effectiveness for destination marketing organizations.

#### *The usefulness of co-orientation elements*

First, tourism scholars and practitioners could diagnose not only the differences in

destination social responsibility perception between social groups but also how the other party thinks about their own groups by comparing the measurement elements of the coorientation model such as agreement, congruency, and accuracy. For example, when it comes to destination social responsibility dimensions with low level of agreement, it is possible to know which aspects of destination social responsibility dimensions require more publicity efforts. When it comes to areas of destination social responsibility dimensions with a low level of accuracy, promotional campaigns can be conducted to enhance the accuracy of intergroup understanding between stakeholders and reach a genuine consensus between organizations and people. Most communication efforts have been made to attempt increasing the level of agreement and the accuracy. Thus, appropriate communication should be designed to increase shared definitions and cross-group understanding.

#### *Increased social consensus*

The co-orientation model between individuals in interpersonal communication can be extended to present group-to-group perceptions of common issues among social groups' communications. The co-orientation model underpins the assumption that public opinion in society is the product of both "one group's perceptions of an issue" and "one group's perception of what a significant other group thinks about the same issue." The co-orientation model underlies a key assumption that a person's behavior is not only based on a private cognitive construction, but also on the perception of others around the person. In this context, the co-orientation model emphasizes the necessity of understanding the attitude of other people in order to fully comprehend an individual's attitude. *This study revealed shared or different perceptions of destination social responsibility and each group's estimate of the other group's thoughts about local governments and local residents.* The co-orientation model could evaluate one group's actual evaluation of destination social responsibility and the estimate of another group's evaluation of destination social responsibility. Communication can be the basis for building cooperative relationships between public institutions and the public and building social consensus and positive relationships between local governments and local residents. *A high degree of co-orientation between groups implies a high level of mutual understanding and information sharing. When groups' understanding of the object is balanced, the communication effect becomes greater.*

### *Promotion effectiveness of destination marketing organizations*

The co-orientation analysis of destination social responsibility could guide appropriate promotional programs because it could identify the states of communication between organizations and the public. The co-orientation analysis of destination social responsibility reveals the types of communication states that exist between organizations and the public such as a true consensus (accurate perception of strong disagreement between views), consensus (accurate perception of disagreements), and false consensus (von Kutzschenbach, and Bronn, 2006). In a true consensus state, there is strong agreement between the true perspective of the organization and social groups which have true consensus accurately perceive the other group's view. If a state of false consensus or the false conflict exists between the organization and its public, public relations practitioners can take a realistic approach to public relations by increasing accuracy of what the other group has actual opinions and reducing misperceptions among related parties (von Kutzschenbach, and BrOnn, 2006). Accordingly, the co-orientation model of destination social responsibility can guide the direction of current and future public relations efforts for destination social responsibility.

Furthermore, tourism practitioners can evaluate the promotional effectiveness of destination social responsibility to determine expenditure and the amount of budget for destination social responsibility advertising activities through co-orientation analysis of destination social responsibility. The traditional means of evaluating promotions focusses on the output of specific promotions and immediate improvement of revisiting rates or increased tourism revenue (Xavier, Johnston, Patel, Watson, 2005). Perceived destination social responsibility can be examined more comprehensively in the long run through the co-orientation model.

### **7.3.3 The co-orientation model of stakeholders' perceptions of destination social responsibility**

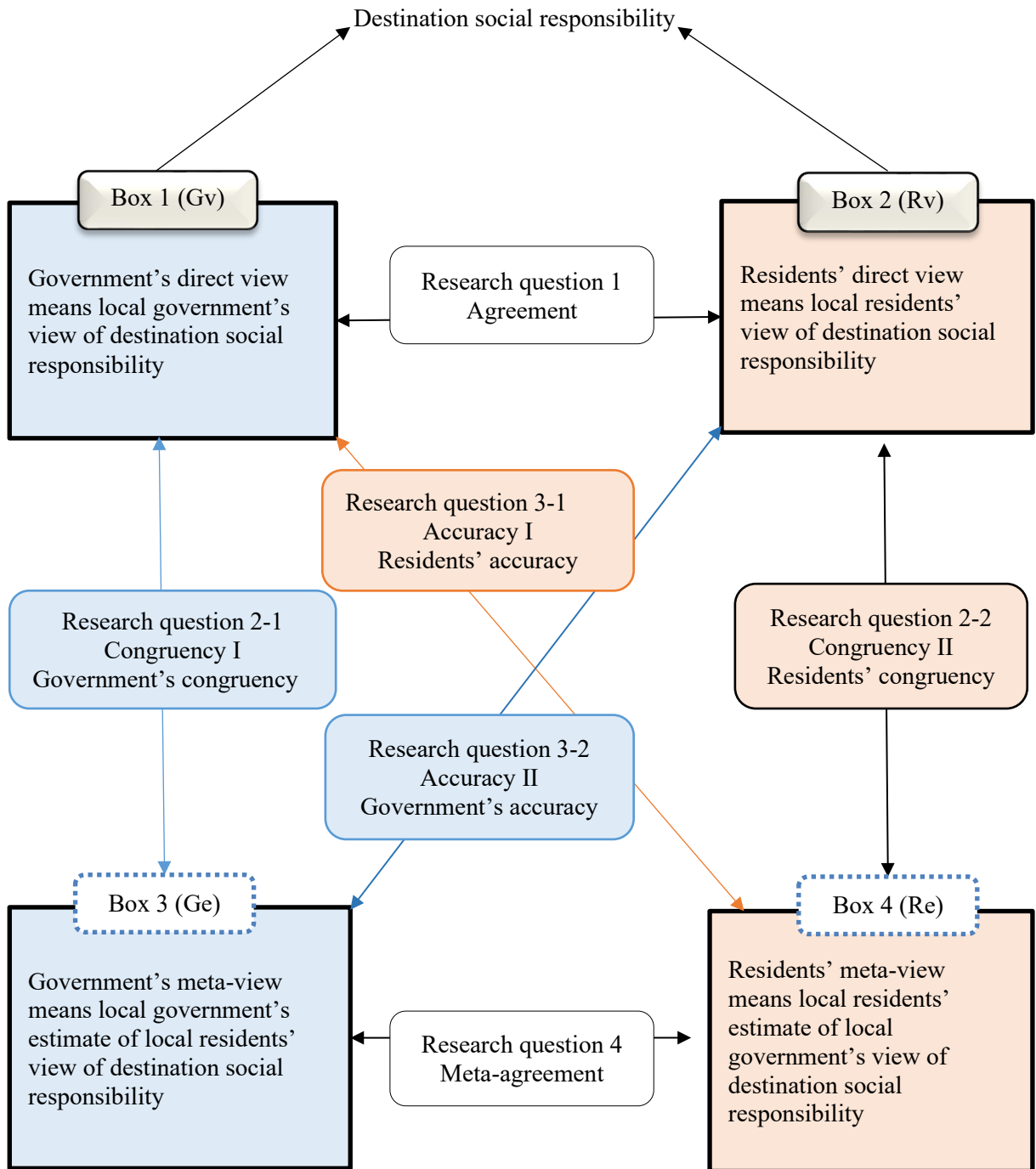
The co-orientation model of Chafee and McLeod (1973) measures not only each own group's view, but also estimates that of the other group. To apply the co-orientation model to destination social responsibility perception, this study compares each group's self - evaluation of destination social responsibility and estimates of the other group on destination social responsibility by using a co-orientation model. Chafee and McLeod's (1973) co-orientation model was chosen because this model was used to examine the communication status in prior studies across various research fields, including tourism, as shown in the previous section. By using co-orientation model, the present study evaluated local government's evaluation of destination social responsibility (Box 1), local residents' view of destination social responsibility (Box 2), the local government's estimate of local residents' view of destination social responsibility (Box 3), and local residents' estimate of local government's view of destination social responsibility (Box 4). The similarities and differences across the four boxes are examined in the co-orientation analysis. Comparison of these four sets of cognitions identified by the co-orientation model yields four kinds of relationships: agreement, congruency, accuracy, and meta-agreement.

#### *Research questions*

This research is sought and to examine the communication status between local government and local residents by using the co-orientation indicators in terms of agreement, congruency, accuracy, and meta-agreement. In other words, each research question could be examined via following co-orientation indicators: research question 1 via agreement, research question 2 via congruency, research question 3 via accuracy and research question 4 via meta-agreement.

The first research question is examined through the indicator of agreement. Agreement examines the difference in perception between the two groups on destination social responsibility. The research question 1 is, "To what extent do public officials in charge of tourism issues, and local residents agree or disagree with destination social responsibility?". As shown in Figure 6-2, agreement compares the differences between the local government's direct views (Gv) with local residents' direct view (Rv).

**Figure 7-2: The co-orientation model in this study**



G: Local government/ R: Local residents

Gv: Local governments' perception of destination social responsibility

Rv: Local residents' perception of destination social responsibility

Ge: Local government's estimate of local residents' perception of destination social responsibility

Re: Local residents' estimate of local governments' perception of destination social responsibility

The second research question could be examined through the indicators of congruency I and II. The research question 2-1 is, "To what extent do public officials in charge of tourism and leisure issues perceive the similarity between their own evaluation and local residents' views on destination social responsibility?" The research question 2-1 could be examined through congruency I. In other words, congruency I compares the local government's direct view (Gv) with the local government's meta-view (Re). The research question 2-2 is, "To what extent do local residents perceive the views between their own evaluation of their own evaluation of destination social responsibility and that of public officials in charge of tourism and leisure issues?" The research question 2.2 could be examined through congruency II. In other words, congruency II compares local residents' direct view (Rv) with the local residents' meta-view (Re).

The third research question examines how accurate the two sides are with their estimates by comparing the estimates of one group with the actual evaluations of the other group (Water, 2009). The research question 3 is, "To what extent do public officials and local residents accurately predict the other party's views on destination social responsibility?" The research question could be answered through accuracy. Research question 3-1 is, "To what extent do public officials accurately predict local residents' views on destination social responsibility?" The research question 3-1 could be answered through accuracy I. In other words, accuracy I compares the local government's meta-view (Ge) with local residents' direct view (Rv). Research question 3-2 is, "To what extent do local residents accurately predict public officials' views on destination social responsibility?" The research question 3-1 could be answered through accuracy I. In other words, accuracy II compares local residents' meta-view (Re) with the local government's direct view (Gv).

The fourth research question examines the difference between local government's estimate of local residents' view of destination social responsibility and local residents' estimate of local governments' perception of destination social responsibility. This research question could be examined through meta-agreement. In other words, meta-agreement compares the local government's meta-view (Ge) with local residents' meta-view (Re).

**Table 7-1: The co-orientation indicators of this study**

The elements	Codes
Agreement	The local government's direct view (Gv) – Local residents' direct view (Rv).
Congruency I	The local government's direct view (Gv) – The local government's meta-view (Re).
Congruency II	Local residents' direct view (Rv) – The local residents' meta-view (Re).
Accuracy I	The local government's meta-view (Ge) – Local residents' direct-view (Rv)
Accuracy II	Local residents' meta view (Re) – The local government's direct view (Gv)
Meta-agreement	The local government's meta view (Ge) – Local residents' meta view (Re).

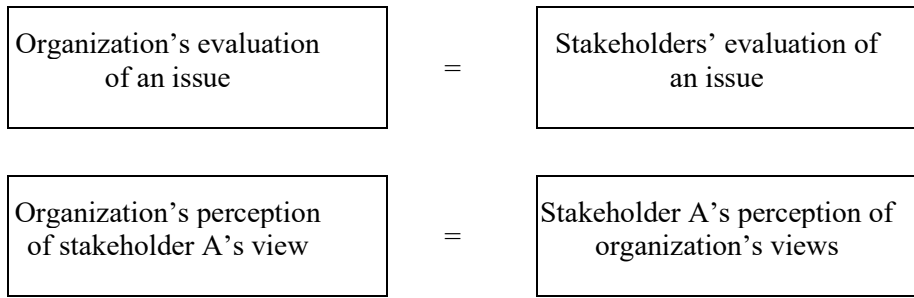
Direct-view means an estimate of one group's actual perception regarding a common issue.  
Meta-view means an estimate of one group's estimate of the other group's perception.

### **7.3.4 The communication states in a co-orientation model**

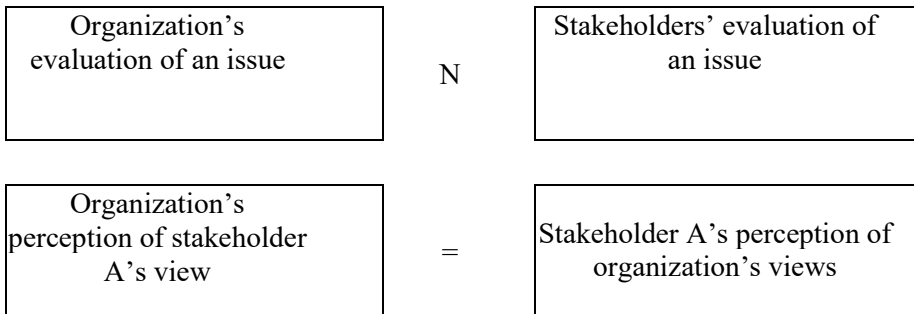
In a co-orientation model, there are many combinations of co-orientation states between communicating parties, and each co-orientation state can have different implications for an effective communication strategy. Stakeholders could develop different communication strategies for effective communication on destination social responsibility. It is significant to examine the states of communication in a co-orientation model because the prior studies in the field of public relations have revealed that public views based on inaccurate perceptions of others' views can lead to miscommunication and this could cause social conflict among people. Perceived agreement could be different from actual agreement and perceived agreement can affect public behaviour more than actual agreement (Scheff, 1967; von Kutzschenbach, and Brønn, 2006). Those involved who do not accurately perceive the actual agreement, act on the basis of inaccurate perceptions. The miscommunication between the organization and the public can be threatened by different definitions and inaccurate perceptions (Marge, 2015). In this study, the communication states of destination social responsibility between the government and the residents could be examined by the co-orientation indicators.

**Figure 7-3: The communication status of a co-orientation model**

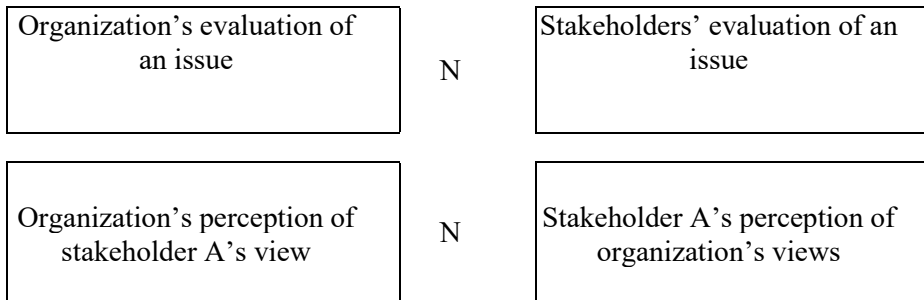
(a) True consensus



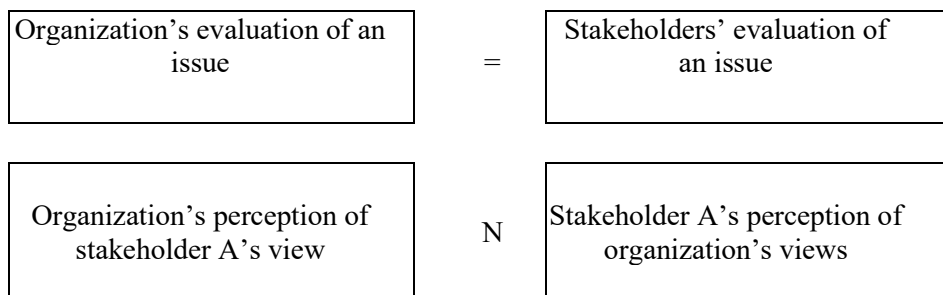
(b) Dissensus



(c) False consensus



(d) False conflict



Using the co-orientation model, communication or miscommunication states can be explained in terms of consensus, dissensus, false consensus and false conflict. The state of true consensus represents a high level of actual agreement recognized by those involved shown in Figure 6-3(a). Dissensus occurs when there is actual disagreement of those involved shown in Figure 6-3(b). False consensus occurs when there is actual disagreement but the majority of those who are involved believe they agree shown in Figure 6-3(c). False conflict exists when the majority perceives little agreement, however; in fact, there is widespread agreement but actual agreement can exist independently of perceptions of agreement shown in Figure 6-3 (d) (von Kutzschenbach, and Brønn, 2006).

## **7.4 Literature reviews in the co-orientation analysis**

The prior studies with co-orientation models can be classified into five research streams as follows. First, a few studies on the co-orientation analysis examined the differences in perceptions between public relations practitioners and journalists in the field of advertising and communication. The second research stream examined the differences in perception between professionals and the general public. The third research stream examined the differences in perceptions among stakeholder groups on corporate social responsibility. The fourth research stream examined the differences in perception between government and the general public. The fifth stream examined a few of the prior studies of co-orientation analysis conducted in tourism. In particular, the third, fourth, and fifth research streams of the co-orientation analysis are related to this study's model because this study compares the differences in perceptions of destination social responsibility between public officials and citizens; thus it is worth examining in the following sections.

### *The co-orientation analysis of public relation*

Public relations are a strategic management function that fosters good relationships between an organization and stakeholders (Kim, 2002). The co-orientation model of public relations assumes that organizations use communication for social harmony over conflict. Park (2012) applied the co-orientation model to examine the differences between journalists and public relations practitioners in the field of advertising and communication. While public relations practitioners thought that news reporters overestimated the independence of new reporters, journalists thought that public relations practitioners underestimated the

independence of news reporters. Although journalists believed that public relations practitioners thought that journalists were dependent on public relation practitioners, journalists evaluated that they actually did not depend on public relations practitioners. Park and Park (2005) applied the co-orientation model to examine the differences in perceptions between news providers and internet users regarding the characteristics of online news. In addition, Cho and Kwon (2012) examined the differences in perception of the characteristics of journalism. They found a low level of agreement, congruency, and accuracy among public relation practitioners, journalists, and readers.

#### *The co-orientation analysis of opinion gaps between the experts and the general public*

Second, the prior studies on the co-orientation model investigated the differences in perception between experts and the general public. Lee and Kim (2012) investigated different perceptions of the nuclear risk between experts and the public based on the co-orientation model, demonstrating the need for communication between the two groups. Park and Park (2011) applied the co-orientation model to investigate differences in doctors and patients' evaluations of online health information such as its accuracy or reliability, showing the different perceptions and misunderstanding between groups. These studies highlight the lack of communication between the two groups, and the need to strengthen trust between the two groups.

#### *The co-orientation analysis of corporate social responsibility*

The third research stream examined the differences in perceptions of corporate social responsibility among stakeholder groups. With respect to corporate social responsibility, Nam and Yeo's (2007) co-orientation analysis revealed that each group's estimate of the other group was underestimated, emphasizing a lack of understanding of accuracy. Similarly, Yoo (2010) examined the differences in perceptions of corporate social responsibility between companies and consumers. This study showed that there were significant differences in mutual perceptions of donations, environmental conservation, and consumer protection. As such, there were differences in perceptions of corporate social responsibility between companies and consumers. In addition, Byun and Jeon (2008) applied the co-orientation model to examine the differences in perceptions of corporate social responsibility between media businesses and users, demonstrating a low level of agreement, congruency, and accuracy on legal and ethical responsibility.

*The co-orientation analysis of opinion gaps between the government and the public*

Fourth, a few studies of the co-orientation model examined the different views between government and non-government actors. For example, Jung (2015) applied the co-orientation model to corruption in Jeju Island between government officials and local reporters. There was a significant difference between the groups in terms of agreement and accuracy. The two groups overestimated or underestimated the other's perception. For example, although reporters assumed that the level of corruption is low, government officials assumed that reporters might evaluate the corruption level as high.

Jung (2016)'s co-orientation study showed the differences in perceptions of social welfare between military officials and local residents. The analysis of agreement revealed that military officials were more aware of the necessity of social welfare than local residents. The analysis of congruency revealed that there were significant inconsistencies between military officials' perception and military officials' estimate of residents' perception.

There were significant differences between the residents' perception and residents' estimate of the military officials' perception. The analysis of accuracy revealed that while local residents underestimated the military officials' needs for social welfare, military officials highly regarded local support. The meta-agreement analysis showed that there was a low level of consistency between the military officials' perception estimated by local residents and the residents' perception as estimated by military officials.

Kim et al. (2013) examined the differences in perceptions between police and civic groups through the indicators of agreement, consistency, and accuracy. The results revealed that there was a high level of agreement in terms of commitment and satisfaction. In other words, there were differences in perceptions of trust, control, commitment, satisfaction, and publicity. The analysis of congruency revealed that there is a clear difference between the police's views and the police's estimate of the other party, while the difference between the citizens' assessment and the citizens' assessment of the other party is relatively little.

Although there was a low level of congruency between the police and the police's estimate about the other party, there was a high level of congruency between the citizens' evaluation and the citizens' estimate about the other party. Although there was a low level of accuracy between the police's evaluation and the citizens' estimate about the other party, there was a high level of accuracy between the citizens and the police's estimate about the other party. In addition, the police estimated the citizens inaccurately, but the citizens estimated the perception of the police relatively accurately.

### *The co-orientation analysis in tourism*

Fifth, a co-orientation model has been applied to a few studies on corporate social responsibility and governance in a tourism field (Lee and Kim, 2011; Lee & Shin, 2013; Shin & Lee, 2016; Kang & Lee, 2017). Shin & Lee (2013) applied the co-orientation model to examine the differences of perception of all dimensions of corporate social responsibility such as economic, legal, ethical, and philanthropic responsibilities between the government and casino companies. Kang and Lee (2017) identified differences in perceptions of cooperative governance in the convention industry by applying a co-orientation model and conducting a survey of convention related firms, convention bureaus and the Seoul MICE Federation. The three groups had a low level of co-orientation regarding cooperative governance, which suggests that the convention bureaus should build networks and develop the relationships of members through regular meetings.

### *Summary*

As above, these five research streams of co-orientation analysis demonstrate the usefulness of co-orientation models in identifying differences in perceptions between groups and reveal where misunderstandings occur between groups. The co-orientation model shows that the social groups have a complex relationship and have conflicting issues. This model examines both the actual perception of one's own group and the group's estimate of the other, thus shedding light on what kind of issues the groups perceive differently. These studies suggest that the understanding of the other groups should be promoted, and that communication reduces differences in mutual perceptions and misunderstandings among social groups.

### *Hypothesis development*

The research question in the present study was: To what extent do the two stakeholder groups differ in their perceptions of each other, and their views of destination social responsibility? Hypothesis in the present study focused on discovering the level of the level of mutual agreement, and accuracy between local residents and local government. Byrd (2008)'s research revealed that there is a difference in perception of the impact of tourism on the community among stakeholder groups. According to their research, the residents, the government and entrepreneurs had different perceptions about seven kinds of tourism impacts on the community. Building on previous studies (Byrd et al., 2008), we assumed that there is

a significant difference between the level of local residents' evaluation about destination social responsibility and the level of local residents' evaluation about destination social responsibility.

Hypothesis 1: There is a significant difference in the average level of evaluations of destination social responsibility between local residents, and the local government.

The subsequent hypotheses were aimed at analyzing how accurately local residents and local government estimate the other side's opinion on four domains of destination social responsibility. The recent study in co-orientation analysis (Shin & Lee 2013; Kang & Lee, 2017) supports the idea that there is a large difference about governance among stakeholders in the exhibition industry. Based on the findings of previous study (Shin & Lee 2013; Kang & Lee, 2017), there is support for the idea that differences in perceptions of destination social responsibility do exist between the local residents and local government. Joo (2020)'s study shows public officials' positive thinking about public affairs through her co-orientation analysis of the relationship between public official and local resident. We assumed that the two stakeholder groups would believe that each group hold accurate perceptions about how the other group evaluate destination social responsibility. This way we developed our research hypothesis—that there is a difference in the accuracy of perception.

Hypothesis 2: The local government overestimates local residents' perception of destination social responsibility.

Hypothesis 3: Local residents underestimates local government's perception of destination social responsibility.

## 7.5 The results of the co-orientation analysis in destination social responsibility

### 7.5.1 Agreement

For the first research question, agreement was sought to compare the local government's evaluation of destination social responsibility (Gv) with local residents' evaluation of destination social responsibility (Rv). An independent t-test was conducted to analyze agreement or disagreement between the two groups. The analysis of agreement demonstrated that there were significant differences in four variables of destination social responsibility between the two groups and indicated disagreement on all variables. In general, local government tends to evaluate each of these constructs significantly higher than the local residents.

**Table 7-2: Agreement analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for - governance	Local government's view	3.87	0.55	11.176	0.000***
	Local residents' view	3.10	0.69		
Destination social responsibility for cooperation	Local government's view	3.96	0.55	12.034	0.000***
	Local residents' view	3.14	0.68		
Destination social responsibility for economy	Local government's view	3.92	0.59	8.947	0.000***
	Local residents' view	3.27	0.70		
Destination social responsibility for environment	Local government's view	3.63	0.66	7.728	0.000***
	Local residents' view	2.99	0.71		

\*p<.05, \*\*p<.01, \*\*\*p<.001, Likert scale 5 scale.

Specifically, local government evaluated the current practice of destination social responsibility for governance, cooperation, economic, environment more positively than local residents. In other words, public officials perceived that destination social responsibility was better fulfilled than local residents. There were significant differences in destination social responsibility governance for local government ( $M=3.87$ ,  $SD=\pm 0.55$ ) and local residents ( $M=3.10$ ,  $SD=\pm 0.69$ ,  $p<0.001$ ). Regarding destination social responsibility for governance, there were significant differences between local government ( $M=3.87$ ,  $SD=\pm 0.55$ ) and local residents ( $M=3.10$ ,  $SD=\pm 0.69$ ,  $p<0.001$ ). Regarding destination social responsibility for cooperation, the local government evaluated it with higher scores ( $M=3.96$ ,  $SD=\pm 0.55$ ) compared to local residents ( $M=3.14$ ,  $SD=\pm 0.68$ ,  $p<0.001$ ). Regarding destination social responsibility for economy, the local government evaluated it more positively ( $M=3.92$ ,  $SD=\pm 0.59$ ) than did local residents ( $M=3.27$ ,  $SD=\pm 0.70$ ,  $p<0.001$ ). Regarding destination social responsibility for environment, there were significant differences, with local governments evaluating destination social responsibility with higher scores ( $M=3.63$ ,  $SD=\pm 0.66$ ) than local residents ( $M=2.99$ ,  $SD=\pm 0.71$ ,  $p<0.001$ ).

## **7.5.2 Congruency**

### **7.5.2.1 Congruency I**

Congruency I (perceived agreement) sought to compare local government's view of destination social responsibility issues ( $G_v$ ) with local government's estimate of residents' view of them ( $G_e$ ). The results revealed local government tended to rate each of these constructs significantly higher than the local residents. There were significant differences between local government's view and local government's estimate of residents' view of them in four variables of destination social responsibility. The local government estimated that residents' evaluation would be lower than local government's actual evaluation. The local government believed that residents would evaluate destination social responsibility as not well-implemented in Busan. When examining the perceived agreement that local government had with local residents, local government perceived differences with local residents in terms of destination social responsibility for governance ( $t=5.203$ ,  $p=0.000^{***}$ ), destination social responsibility for cooperation ( $t= 5.725$ ,  $p=0.000^{***}$ ), destination social responsibility for

economy ( $t= 3.642, p=0.000^{***}$ ), and destination social responsibility for environment ( $t= 2.750, p=0.007^{**}$ ).

**Table 7-3: Congruency I analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for governance	Local government's view	3.87	0.55	5.203	0.000 <sup>***</sup>
	Local government's estimate of local residents' view	3.46	0.62		
Destination social responsibility for cooperation	Local government's view	3.96	0.55	5.725	0.000 <sup>***</sup>
	Local government's estimate of local residents' view	3.60	0.68		
Destination social responsibility for economy	Local government's view	3.92	0.59	3.642	0.000 <sup>***</sup>
	Local government's estimate of local residents' view	3.60	0.68		
Destination social responsibility for environment	Local government's view	3.63	0.66	2.750	0.000 <sup>***</sup>
	Local government's estimate of local residents' view	3.37	0.66		

\* $p<.05$ , \*\* $p<.01$ , \*\*\* $p<.001$ , Likert scale 5 scale.

Regarding destination social responsibility for governance, there was a significant difference between local government's view ( $M=3.87, SD=\pm 0.55$ ) and local government's estimate of residents' view ( $M=3.46, SD=\pm 0.62, p<0.001$ ). Local government rated governance higher than their estimate of residents' view. Regarding destination social responsibility for cooperation, there was a significant difference between local government's view ( $M=3.96, SD=\pm 0.55$ ) and local government's estimate of residents' view ( $M=3.60, SD=\pm 0.68, p<0.001$ ). Public officials believed that residents would perceive that cooperation is not well implemented compared to public officials' actual assessment.

Regarding destination social responsibility for economy, there was a significant difference between local government's view and local government's estimate of residents' view. Local

government rated economic issues with a higher score ( $M=3.92$ ,  $SD=\pm 0.59$ ) compared to local government's estimate of residents' evaluation ( $M=3.60$ ,  $SD=\pm 0.68$ ,  $p<0.001$ ). Regarding destination social responsibility for environment, there was a significant difference between local government's view ( $M=3.63$ ,  $SD=\pm 0.66$ ) and local government's estimate of residents' view ( $M=3.37$ ,  $SD=\pm 0.66$ ,  $p<0.001$ ). Local government perceived that local residents would evaluate that destination social responsibility for environment as less implemented than local governments' actual evaluation.

### 7.5.2.2 Congruency II

Congruency II sought to compare local residents' evaluation of destination social responsibility issues ( $R_v$ ) with local residents' estimate of residents' view of destination social responsibility ( $R_e$ ). In general, local government tends to rate each of these constructs significantly lower than the local residents. The results of the congruency analysis demonstrated that there was a statically significant difference in four variables of destination social responsibility between local residents' view and local residents' estimate of local government's view.

Local residents assumed that local government's evaluation would be more positive than residents' actual assessment. In other words, local residents believed that local government would evaluate destination social responsibility practice was better implemented than local residents' true evaluation. When examining the perceived agreement that local residents had with local government, local residents perceived differences with local government in terms of destination social responsibility for governance ( $t=. -4.876$ ,  $p= 0.000^{***}$ ) and destination social responsibility for cooperation ( $t=. -2.447$ ,  $p= 0.015^*$ ), destination social responsibility for economy ( $t= -2.742$ ,  $p=0.006^{**}$ ), and destination social responsibility for environment ( $t= -7.006$ ,  $p=0.000^{***}$ ).

Regarding destination social responsibility for governance, local residents rated it higher ( $M=3.10$ ,  $SD=\pm 0.69$ ) than local residents' estimate of local government ( $M=3.32$ ,  $SD=\pm 0.74$ ,  $p<0.001$ ). In other words, there was a significant difference in destination social responsibility for governance between local residents ( $M=3.10$ ,  $SD=\pm 0.695$ ) and local residents' estimate of local government ( $M=3.32$ ,  $SD=\pm 0.74$ ,  $p<0.001$ ). With respect to destination social responsibility for cooperation, local residents significantly rated it with a lower level of scores ( $M=3.14$ ,  $SD=\pm 0.68$ ) than local residents' estimate of local government's view ( $M=3.25$ ,  $SD=\pm 0.65$ ,  $p<0.001$ ).

Regarding destination social responsibility for the economy, there was a significant difference between local residents' actual evaluation and their estimate of the local government's evaluation. Residents evaluated it with a lower score (M=3.27, SD=±0.70) than the local residents estimate of local government's evaluation (M=3.39, SD=±0.81, p<0.001). Regarding destination social responsibility for environment, residents evaluated it with a lower score (M=2.99, SD=±0.71) than local residents' estimate of local government (M=3.32, SD=±0.82) (p<0.001). In other words, there was a difference between local residents' views and their estimate of the local government's view.

**Table 7-4: Congruency II analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for governance	Local residents' view	3.10	0.69	-4.876	0.000***
	Local residents' estimate of local government's view	3.32	0.74		
Destination social responsibility for cooperation	Local residents' view	3.14	0.68	-2.447	0.015*
	Local residents' estimate of local government's view	3.25	0.65		
Destination social responsibility for economy	Local residents' view	3.27	0.70	-2.742	0.006**
	Local residents' estimate of local government's view	3.39	0.81		
Destination social responsibility for environment	Local residents' view	2.99	0.71	-7.006	0.000***
	Local residents' estimate of local government's view	3.32	0.82		

\*p<.05, \*\*p<.01, \*\*\*p<.001, Likert scale 5 scale.

## 7.5.3 Accuracy

### 7.5.3.1 Accuracy I

The next co-orientation variable, accuracy I measured the difference between local

government's evaluation of destination social responsibility (Gv) and local residents' estimate of local government's evaluation of destination social responsibility (Re). When examining the accuracy that local residents had, the results showed a low level of accuracy in four aspects of destination social responsibility. There was a significant difference between local government's view and local residents' estimate. In general, local government tends to rate each of these constructs significantly higher than the local residents.

Local government's evaluation was higher than local residents' estimate of local government's view on all destination social responsibility variables. In other words, local residents estimated that public officials would perceive all destination social responsibility dimensions more negatively than public officials' actual evaluation. In other words, local residents underestimated local government's views on every variable: destination social responsibility for governance ( $t= 7.889, p<0.001$ ), destination social responsibility for cooperation ( $t= 10.550, p <0.001$ ), destination social responsibility for economy ( $t= 6.962, p<0.001$ ), and destination social responsibility for environment ( $t= 3.818, p<.001$ ).

Regarding destination social responsibility for governance, there was a significant difference in governance between local government ( $M=3.87, SD=\pm 0.55$ ) and local residents' estimate of local government ( $M=3.32, SD=\pm 0.74, p<0.001$ ). In other words, local government rated governance higher than local residents' estimate of local government. With respect to destination social responsibility for cooperation, there was a significant difference between local government's actual evaluation ( $M=3.96, SD=\pm 0.55$ ) and local residents' estimate of the local government ( $M=3.25, SD=\pm 0.65, p<0.001$ ). In other words, local government's evaluation was significantly higher than local residents' estimate of local government.

Regarding destination social responsibility for the economy, there was a significant difference between local government's actual evaluation ( $M=3.92, SD=\pm 0.59$ ) and local residents' estimate of the local government's view ( $M=3.39, SD=\pm 0.81, p<0.001$ ). Regarding destination social responsibility for the environment, there was a significant difference between local government's actual evaluation ( $M=3.63, SD=\pm 0.66$ ) and local residents' estimate of local government's view ( $M=3.32, SD=\pm 0.82, p<0.001$ ). Local government evaluated destination social responsibility issues for the environment with a higher score than local residents' estimate of local government's view. Local government evaluated destination social responsibility issues for the economy and environment with a higher score than local residents estimated about local government's view.

**Table 7-5: Accuracy I analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for governance	Local government's view	3.87	0.55	7.889	0.000***
	Local residents' estimate of local government's view	3.32	0.74		
Destination social responsibility for cooperation	Local government's view	3.96	0.55	10.550	0.000***
	Local residents' estimate of local government's view	3.25	0.65		
Destination social responsibility for economy	Local government's view	3.92	0.59	6.962	0.000***
	Local residents' estimate of local government's view	3.39	0.81		
Destination social responsibility for environment	Local government's view	3.63	0.66	3.818	0.000***
	Local residents' estimate of local government's view	3.32	0.82		

\*p<.05, \*\*p<.01, \*\*\*p<.001, Likert scale 5 scale.

### 7.5.3.2 Accuracy II

Accuracy II measures the similarity between local residents' view (Rv) and what local government believes to be local resident perceptions (Ge). The results for accuracy II showed that there was a significant difference between local residents' view and local government's estimate of its counterpart and revealed a low level of accuracy in all domains. Local residents' evaluations were lower than the local government's estimate of local residents' view of all destination social responsibility variables. The local government believed that local residents would have more positive destination social responsibility perception than truly existed. Regarding four aspects of destination social responsibility, local government's estimate of local residents' evaluation was significantly higher than local residents' actual evaluation, implying that local government inaccurately over-estimated local residents' view. Local government

overestimated the views of local residents on every variable: destination social responsibility for governance ( $t=-4.514$ ,  $p < .001$ ) and destination social responsibility for cooperation ( $t= -4.704$ ,  $p < .001$ ), and destination social responsibility for economy ( $t=-3.970$ ,  $p < .001$ ), and destination social responsibility for environment ( $t= -4.587$ ,  $p < .001$ ). In general, local government tends to rate each construct significantly lower than the local residents.

**Table 7-6: Accuracy II analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for governance	Local residents' view	3.10	0.69	-4.514	0.000***
	Local government' estimate of local residents' view	3.46	0.62		
Destination social responsibility for cooperation	Local residents' view	3.14	0.68	-4.704	0.000***
	Local government' estimate of local residents' view	3.51	0.66		
Destination social responsibility for economy	Local residents' view	3.27	0.70	-3.970	0.000***
	Local government' estimate of local residents' view	3.60	0.68		
Destination social responsibility for environment	Local residents' view	2.99	0.71	-4.587	0.000***
	Local government' estimate of local residents' view	3.37	0.66		

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , Likert scale 5 scale.

Regarding destination social responsibility for governance, there was a significant difference between local residents' views ( $M=3.10$ ,  $SD=\pm 0.69$ ) and local residents' estimate of local government ( $M=3.46$ ,  $SD=\pm 0.62$ ,  $p < 0.001$ ). With respect to destination social responsibility for cooperation, there was a significant difference between residents' evaluation ( $M=3.14$ ,  $SD=\pm 0.68$ ) and residents' estimate for the counterpart ( $M=3.51$ ,  $SD=\pm 0.66$ ,  $p < 0.001$ ).

Regarding destination social responsibility for the economy, there was a significant difference between local residents' actual evaluation ( $M=3.27$ ,  $SD=\pm 0.70$ ) and local government's estimate of the local residents' view ( $M=3.60$ ,  $SD=\pm 0.68$ ,  $p<0.001$ ). Regarding destination social responsibility for the environment, there was a significant difference between local residents' actual evaluation ( $M=2.99$ ,  $SD=\pm 0.71$ ) and local government's estimate of local residents' view ( $M=3.37$ ,  $SD=\pm 0.66$ ,  $p<0.001$ ). Local residents' actual evaluation showed environmental issues had a lower score than the local government's estimate of local residents' view.

#### **7.5.4 Meta-agreement**

For the fourth research question, meta-agreement sought to compare the local government's estimate of local residents' view (Ge) with local residents' estimate of local government's view (Re). The analysis of meta-agreement demonstrated that there were significant differences in destination social responsibility for cooperation and economy and no significant differences in destination social responsibility for governance and environment between both sides' estimates of their counterparts. Regarding destination social responsibility for governance, local government's estimate of local residents' view was higher ( $M=3.46$ ,  $SD=\pm 0.62$ ) than local residents' estimate of local government's view ( $M=3.32$ ,  $SD=\pm 0.74$ ,  $p<0.001$ ).

Regarding destination social responsibility for cooperation, local government's estimate of local residents' view indicated a higher level of scores ( $M=3.51$ ,  $SD=\pm 0.66$ ) than the score for local residents' estimate of local government's view ( $M=3.25$ ,  $SD=\pm 0.65$ ,  $p<0.001$ ). Regarding destination social responsibility for economy, local government's estimate of its counterpart indicated a higher score ( $M=3.60$ ,  $SD=\pm 0.68$ ) than local residents' estimate of their counterpart ( $M=3.39$ ,  $SD=\pm 0.81$ ,  $p<0.001$ ). Regarding destination social responsibility for the environment, local government estimate of local residents' view measured it with a higher score ( $M=2.99$ ,  $SD=\pm 0.71$ ) than local residents' estimate of local government's view ( $M=3.37$ ,  $SD=\pm 0.66$ ,  $p<0.001$ ).

**Table 7-7: Meta-agreement analysis**

Variable	Groups	Mean	SD	t value	P
Destination social responsibility for governance	Local government's estimate of local residents' view	3.46	0.62	1.726	0.085
	Local residents' estimate of local government's view	3.32	0.74		
Destination social responsibility for cooperation	Local government's estimate of local residents' view	3.51	0.66	3.395	0.001**
	Local residents' estimate of local government's view	3.25	0.65		
Destination social responsibility for economy	Local government's estimate of local residents' view	3.37	0.66	0.680	0.497
	Local residents' estimate of local government's view	3.32	0.82		
Destination social responsibility for environment	Local government's estimate of local residents' view	3.60	0.68	2.460	0.015*
	Local residents' estimate of local government's view	3.37	0.66		

\*p<.05, \*\*p<.01, \*\*\*p<.001, Likert scale 5 scale.

## 7.6 Findings and discussions

This study identified the differences in destination social responsibility perceptions between the local government and local residents by analyzing agreement, congruency, accuracy, and meta-agreement of the co-orientation model. In sum, the results indicate a low level of agreement, congruency, and accuracy and co-orientation in most areas of destination social responsibility between these two groups.

### *The results of research hypotheses*

In order to test if there is a statistical difference between local government and local residents, the investigator in the present study, conducted a t-test for large independent samples. After conducting a t-test on the average level of evaluations on destination social responsibility by local residents and the local government, the difference was statistically significant. Thus, hypothesis H1 was supported.

In order to test if local government underestimate local residents, the investigator in the present study, conducted a t-test for large independent samples. After conducting a t-test on the average level of evaluations by local residents, and predictions by the local government about evaluations by local residents, the difference was statistically significant. Thus, hypothesis H2 was supported.

In order to test if local residents underestimate the local government's perception of destination social responsibility, the investigator in the present study, once again, conducted a t-test for independent samples. After conducting a t-test on the average level of evaluations by The local government, and predictions by local residents about evaluations of the local government, this difference was found to be statistically significant. Thus, hypothesis H3 was also supported.

### *Agreement*

First, agreement analysis showed significant differences in the evaluation of four areas of destination social responsibility in terms of destination social responsibility for governance, destination social responsibility for cooperation, destination social responsibility for economy and destination social responsibility for environment between local government and local residents. Public officials in Busan evaluated the current destination social responsibility more

positively than local residents. Public officials' positive thinking of public affairs is in line with the findings of Joo (2020), who analysed co-orientation for the relationship between public official and local resident.

### *Congruency*

Second, congruency measures the extent of the difference between one group's perspective and one group's estimate of the perspective that another group has. The analysis of congruency I shows that there were significant differences in four kinds of destination social responsibility between the local governments' evaluation and the local government's estimate of evaluation that local residents have. *Local government officials believed that local residents would have more negative destination social responsibility perceptions than public officials' destination social responsibility view.* The congruency II analysis showed that there were statistically significant differences in all dimensions of destination social responsibility between local residents' evaluation and the local residents' estimate of evaluation of destination social responsibility. *Local residents believed that public officials' evaluation of destination social responsibility would be more positive than local residents' evaluation.*

### *Accuracy*

Accuracy I analysis showed that there were significant differences between the local government's evaluation of destination social responsibility and local residents' estimate of evaluation of destination social responsibility. The local government's view was more positive than local residents' estimate. *The local residents' estimate of evaluation of destination social responsibility that local government made was much more negative than the local government's actual evaluation of destination social responsibility. Residents underestimated local government's perception of destination social responsibility.*

Accuracy II analysis showed that there were significant differences between local residents' evaluation of destination social responsibility and local government's estimate of local residents' evaluation of destination social responsibility. The results show that local residents' evaluation of destination social responsibility is much more negative than the local government's estimate about local residents' evaluation of destination social responsibility. *Public officials over-estimated local residents' perception in destination social responsibility.*

### *Meta-agreement*

Meta-agreement measures the comparison of estimates between two groups. The analysis of meta-agreement showed that it exhibits consistency and inconsistency depending on destination social responsibility dimensions. There were statistically significant differences between the local government's estimate of local residents' view and local residents' estimate of local government's view on destination social responsibility for economy and destination social responsibility for cooperation. In contrast, there were no significant differences between the local government's estimate of local residents' destination social responsibility view and local residents' estimate of local government's view on destination social responsibility for the environment and destination social responsibility for governance.

### *Conclusions*

*In summary, the research showed a low co-orientation between two groups.* There are inconsistencies of agreement, discrepancies of congruency and accuracy with respect to four dimensions of destination social responsibility and meta-agreement in part. The results of the co-orientation destination social responsibility study not only show that there is not enough communication with respect to destination social responsibility between groups, but also reveals that the proper inter-group communication should be oriented to decreasing inconsistency of agreement, congruency, and accuracy.

The co-orientation model helps to identify communication initiatives to overcome the communication problems caused by the different co-orientation states. The co-orientation model helps to identify the communication situation and problems such as true consensus, false consensus, false conflict and dissensus. This communication situation is determined by levels of agreement, congruency, accuracy, and meta-agreement. This study results demonstrated that there is dissensus in destination social responsibility between the local residents and the local government. The findings of the present co-orientation study show that there are different co-orientation states for the communicating parties with respect to the issue of destination social responsibility. The results fall in line with some of the more recent studies on the government–local resident relationship and suggest that there is much difference between the two groups than assumed.

These findings suggest that the communication department of local government should develop a bilateral communication strategy and facilitate interactive dialogue and fine-tune communication programs to make communication programs be sensitive to a flow of

information and communication process. The greater accuracy is, the more effective the communication is. The results show that local government needs to narrow the discrepancies of accuracy. To decrease perceptions of inaccuracy of destination social responsibility between the two groups, the local government should not only improve the existing tourism communication programs but develop new communication channels. The communication efforts should be made to narrow misconceptions about the other side between public officials and local residents.

# **Chapter 8: Discussions and conclusions**

## **8.1 Discussions**

### **8.1.1 The scale development of destination social responsibility**

The results of this study are summarized as follows. As a result of the scale development of destination social responsibility, the study reveals that destination social responsibility consists of destination social responsibility for governance, destination social responsibility for cooperation, destination social responsibility for the economy and the destination social responsibility for environmental factors. Based on theoretical considerations of stakeholder theory, responsible tourism, destination sustainability, and governance literature, scale development was carried out and the reliability and the validity test were examined.

### **8.1.2 The co-orientation analysis of destination social responsibility**

This study identified the differences in destination social responsibility perception between the local government and local residents through agreement, congruency, accuracy, and meta-agreement based on the co-orientation model. In the case of destination social responsibility for cooperation and destination social responsibility for the economy, there was a discrepancy in agreement, congruence, accuracy, and meta-agreement. In the case of destination social responsibility for governance and destination social responsibility for the environment, there was a discrepancy in agreement, congruence, and accuracy, but not meta-agreement. In sum, the results indicate a low co-orientation in destination social responsibility communication between these two groups.

Agreement analysis showed a significant difference in the evaluation of destination social responsibility for governance, destination social responsibility for cooperation, destination social responsibility for economy and destination social responsibility for environment between local government and local residents. Public officials in Busan more positively evaluate the current destination social responsibility implementation than local residents. In other words, there is a tendency of government officials to think positively about public affairs in the case of destination social responsibility.

The analysis of congruency I showed that there is a significant difference in four kinds of destination social responsibility between the local government's evaluation and the local

government's estimate about the evaluation that local residents have. The analysis of congruency I showed that public officials in Busan estimated that local residents would evaluate destination social responsibility as more negative than public officials' evaluation of destination social responsibility. The difference in perception was even greater. It results in subjective mismatches for the four dimensions of destination social responsibility.

The analysis of congruency II showed that there was a statistically significant difference in all dimensions of destination social responsibility between local residents' evaluation and the local residents' estimate of the view that the local government had. Local residents estimated that public officials' view of destination social responsibility would be more positive than local residents' view.

The results of the accuracy I analysis showed that there was an accuracy mismatch with significant differences in four areas of destination social responsibility between the local government's view and local residents' estimate about local government's view. Regarding four aspects of destination social responsibility, local residents' estimate of local government's view was significantly lower than the local government's actual view, implying that local residents inaccurately under-estimated local government's view. The local residents estimated that local government's view would be more positive than the local government's actual evaluation of destination social responsibility, but the results showed that the difference in perception was much greater.

Accuracy II analysis showed that there was a significant difference in four domains of destination social responsibility between local residents' view and local government's estimate about local residents' view. Regarding four aspects of destination social responsibility, local government's estimate of local residents' evaluation was significantly higher than local residents' actual evaluation, implying that local government inaccurately over-estimated local residents' view. The local government estimated that local residents' view would be more negative than local residents' actual evaluation of destination social responsibility, but the results showed that the difference in perception was much greater. In other words, local residents' view was much more negative than the local government's estimate of local residents' view.

The analysis of meta-agreement showed that it exhibits a form of partial concordance and partial inconsistency. Regarding destination social responsibility for economy and destination social responsibility for cooperation, there were significant differences between the local government's estimate about local residents' evaluation and local residents' estimate about

local government's evaluation. Regarding destination social responsibility for environment and for governance, there was no significant difference between the local government's estimate about local residents' view and local residents' estimate about local government's evaluation. Thus, the government should make efforts to decrease misunderstandings of internal stakeholders.

The results are similar to those of Kim, Choi, and Kim (2006), who showed different perceptions between public officials and local residents on tourism effects on a local community. Moreover, the results are supported by the findings of Yoo and Choi (2012), which showed different perceptions of the importance of festivals between tourism stakeholders. The results of this study are in line with Sanders and Ganel's (2000) study that found that there is a gap between what a government perceives residents expect and what residents perceive a government expects.

### **8.1.3 Synthesis**

This study had two research aims: (i) to develop a scale that embodies the components and measurement items of destination social responsibility in a multi-dimensional perspective and (ii) to analyze the differences in perceptions of destination social responsibility between local government officials and local residents by using the co-orientation model. Destination social responsibility refers to the collective efforts and ideology of the stakeholders of tourist destinations that are used to carry out social responsibility (Su et al., 2018). Data was collected from local residents and public officials in Busan, South Korea in 2018. As a result of the scale development of destination social responsibility, it was found that the components of destination social responsibility consist of the following four constructs: responsibility for governance, responsibility for the economy and responsibility for the environment and responsibility for cooperation.

The co-orientation model is a framework that uses indicators of agreement, congruency, accuracy, and meta-agreement to analyze the view of two communication parties about a common issue or cognitive object and describe the state of the communication. As a result of co-orientation analysis, it was found that there were statistically significant differences in the perceptions of destination social responsibility between local residents and public officials and both groups inaccurately estimated the other group's view of destination social responsibility. Academic and practical implications of this study were discussed in terms of tourism policy, tourism communication, and tourism culture.

## **8.2 Conclusion**

### **8.2.1 Contributions to the research field**

#### **8.2.1.1 Developing a multi-dimensional destination social responsibility**

This study developed the measurement items of destination social responsibility and validated its scale as a multi-dimensional concept. With worldwide efforts for destination management in a responsible manner, the need for measuring destination social responsibility has emerged in tourism sectors. Destination social responsibility scale developed in the present study may serve as a reference and be applied in future quantitative research and verifications of causality. The comprehensive set of destination social responsibility measurement items was delineated based on prior studies on responsible tourism, destination sustainability and governance. Many studies on destination social responsibility have measured it as a single dimension and thus this study lays the foundation to further develop the prior studies' findings about destination social responsibility that examined it a single dimension (Hassan and Soliman, 2021).

This work has academic significance because destination social responsibility scale in the present study differs from the existing corporate social responsibility and destination social responsibility scales as well. The existing scale of corporate social responsibility might not be well fitted to measuring the phenomenon of destination social responsibility. The definition of destination social responsibility is conceptually distinct from the definition of corporate social responsibility. Destination social responsibility indicate that tourism stakeholders collectively perform socially responsible activities, while corporate social responsibility is performed by individual companies such as travel agencies, and casino operators. In this regard, this study differs from Tran et al. (2019)'s study and Yu and Hwang (2019)'s study on destination social responsibility that measured it based on Carroll's (1979)'s corporate social responsibility scale, which suggests corporate duties with economic, legal, ethical, and philanthropic responsibilities.

This paper is academically significant because in contrast to the existing destination social responsibility scale specifically designed for local residents, the scale developed in the present study was designed based on the views of local residents and local government. Su et al. (2020) developed the resident centric destination social responsibility scale in terms of environmental, economic, social, stakeholders, and voluntariness dimensions and extended Dahlrud (2008)'s categorization of corporate social responsibility dimensions in tourism field. However, the

stakeholder dimensions in their research further need to be explicated. The findings in the present study delineated the contrasting dimensions and content of the destination social responsibility scale partially differed from those in existing scales, highlighting the uniqueness of governance and cooperation scale in responsibility domains in tourism fields. From the view of the relations and interactions of tourism stakeholder, the importance of governance and cooperation emerge in domains of responsibility. In this regard, this study partially differs from Lee et al. (2021)'s research that incorporates destination social responsibility from environmental, economic and social perspectives.

#### **8.2.1.2 Tourism communication for destination social responsibility**

The analysis of the co-orientation model for destination social responsibility has academic significance in that it contributed to tourism communication literature by analysing the differences in destination social responsibility perception between local residents and local officials. Despite the increasing importance of communication in corporate social responsibility, little empirical research has examined the stakeholders' perspectives of destination social responsibility and their assessment of each domain of destination social responsibility. An examination of the different view of destination social responsibility issues among groups provides useful insights into the sources of problems in a communication. Previous study in tourism field emphasized that achieving a reasonable degree of consensus on desired directions for tourism development is crucial for the long-term success of destination management (McComb et al, 2016). As like, it is important to discover the differences in perception of destination social responsibility in the government-citizen communication in order to build a reasonable level of consensus on the current status of destination social responsibility.

In this co-orientation analysis of destination social responsibility, it was found that there is a gap between how the government perceives residents evaluate destination social responsibility and how residents perceive governments evaluate destination social responsibility. These findings are consistent with Byrd et al. (2009)'s study that discovered the differences in perceptions of tourism impacts between stakeholder groups, including residents and government officials in eastern North Carolina. These findings about incongruence in public issues with public and private stakeholders is supported by Park (2003)'s study that highlighted the discrepancy between Korean government and corporate practitioners regarding

standards in public relations using a co-orientation approach. Hence this study's finding is consistent with previous studies that urge organizational communicators to develop an interactive communication channel to reduce the perceptual gap between the groups through interactions (Sanders and Ganel, 2015).

This work has academic implications in that this study shed light on an inaccurate perception on the other group's evaluation on destination social responsibility through co-orientation indicators. The co-orientation model has the strength of being able to comprehensively investigate the mutual perceptions of communication participants by reviewing their views on common objects and estimating perceptions of different groups. It is important to examine the extent to which each group has estimated their views of the other group accurately, as the individual's attitude toward things is influenced by the other person's perspective. This paper quantified the gap between the government-side perceived and resident-side perceived destination social responsibility and inaccuracy between the two sides of estimate about the other group's evaluation on the destination social responsibility domains. As a result of the study, there were statistically significant differences in destination social responsibility between the two groups, and both groups incorrectly estimated the destination social responsibility perspective of the other group. These findings about inaccurate estimate about the other group's evaluation is consistent with the findings of the prior studies that were on the analysis of co-orientation models for corporate social responsibility in a casino industry (Kang and Lee, 2016) and a convention industry (Lee and Shin, 2013). This study extends von Kutzschenbach and Brønn (2006)'s study that identified differences in mutual perceptions between the parties in the communication process and differences in estimates each group had for the other group by applying co-orientation to sustainable initiatives in forest management.

### **8.2.1.3 Tourism policy for governance and destination social responsibility**

This study has an academic significance in that it can serve as a theoretical foundation for developing governance research in tourism field. Many prior studies of governance are based on qualitative research methods and have had difficulties in measuring governance quantitatively (Song et al., 2013). This study quantitatively measured the concept of governance in the aspect of social responsibility building on the prior studies on governance in tourism and other fields (Tan et al., 2017; Ma et al., 2017; Yadlapalli et al., 2018). The quantitative research on governance has strengths of being able to provide a more objective

evaluation on governance structure and mechanism and empirical evidence to prove the performance of governance.

This study highlighted the importance of tourism governance by including the dimension of tourism governance within the framework of destination social responsibility. This study's finding is in line with Tan et al. (2017)'s study that suggested the evidence regarding governance and social responsibility links in tourism business domains. Tourism governance has been considered as a missing pillar in the academic discussion of destination social responsibility. As the political decisions of the local society affect the resolution of tourism-related environmental and economic issues, the political element of tourism stakeholder interactions is important when tourism stakeholders manage a tourist destination in a responsible manner. In this way, the concept of destination social responsibility could be associated with political decisions as well as economic and environmental protection by tourism stakeholders in responsible tourism destination management. This study's finding about the importance of governance in light of destination social responsibility is supported by Bramwell and Lane (2011)'s study that emphasized the importance of governance in sustainable development.

This study found that tourism stakeholders' interactive networks in a participatory decision making have been conceptualized as the dimension of governance. The reason is because tourism governance refers to the sum of the ways in which individuals, organizations, and firms involved in the tourism industry deal with their common affairs (Weiss, 2000). Conflicting or diverse interests might be coordinated and accommodated through an interactive process in tourism networks (UN Habitat 2006). This study's finding enriches Bicher et al. (2021)'s study that confirmed that tourism governance should ensure the elements of participatory opportunities for stakeholders. This study is also in agreement with Song et al. (2013) and Beaumont and Dredge (2010)'s study that found the importance of networks as a governance structure in tourism value chain governance.

The delineation of governance items presented in this study highlights networks in a collaborative decision making between public actors and private actors as the key elements of governance structure and mechanism. This study differs from Pulido-Fernandez and Pulido-Fernandez (2018)'s proposal of tourism governance indicator that applied the World Trade Organization's good governance indicator to a tourism field. In this regard, it is believed that this study contributes to tourism governance literature because the explication of tourism governance at the level of local destination is distinct from general governance indicators

proposed by the world trade organization originally designed measure good governance at a national level. Furthermore, this study's finding is supported by Jamal and Camargo (2018) view that the important role of public officials in tourism governance should not be neglected.

#### **8.2.1.4 Tourism stakeholder cooperation**

The scale development of destination social responsibility confirmed that cooperation is one of the key factors to carry out collective efforts to implement destination social responsibility. This finding is supported by prior studies that explicated that stakeholder cooperation is important in dealing with common problems but it is difficult to enact collaboration in practice (Saito and Ruhanen, 2017; Perkins et al., 2020). Indeed, as destination areas grow and associated problems increases, government officials are unable to cope with common issues with go-it-alone policies if every stakeholder acts in an isolated manner. Tourism stakeholders in relation to destination social responsibility are any group or individual who can affect or is affected by tourism activities and a broad spectrum of tourism stakeholders is responsible for cooperation in destination management.

Agreement, congruency I and accuracy I analysis showed that cooperation was found to have the largest t-value compared to the other three dimensions of destination social responsibility. T-value indicates how large the difference between the mean of the two group samples is in a consideration with the variance of each sample. This result seems to be that the local government most favorably evaluated that they are fulfilling their responsibilities for cooperation compared to other domains (e.g., the environment and economy) with higher scores.

### **8.2.2 Implications for practitioners**

#### **8.2.2.1 Tourism policy and public education**

This study has practical significance that provide tourism policymakers with insights into destination social responsibility on the economy, environment, governance, and cooperation. This study presented four dimensions of destination social responsibility and examined the differences in the perceptions of local government officials and local residents by applying the co-orientation model. Tourism policymakers could establish appropriate tourism policies and strategies when they use this scale as a diagnostic tool for quantitative analysis. Tourism

practitioners could understand the differences in cross-group perceptions in issues of destination social responsibility. For example, tourism policy makers may be able to take corrective measures on the abuse of natural resources based on the criteria of destination social responsibility for protecting natural environment. Public officials might perceive the importance of information sharing and a democratic decision-making process from the scale of destination social responsibility for governance and cooperation to prevent social conflicts in tourism and destination management.

### **8.2.2.2 Destination marketing**

Destination social responsibility has a practical significance or destination branding and promotion. Tourism practitioners can differentiate tourist destinations through language expressions and images related to destination social responsibility. For example, New Zealand has commented on the social responsibility of tourism stakeholders on its official website and thus differentiates its destination image from other tourist destination.

The terminology of destination social responsibility can be used as a theme for destination stories in travel magazines, advertisement brochures, mass media, and the Internet. Destination social responsibility can be expressed in symbolic designs to describe a destination identity in television, radio, newspapers, and magazines thus it could improve a positive destination image in tourists' mental map (Lee et al., 2018; Yan & Lee, 2015). The verbal and visual representations of destination social responsibility in social marketing add symbolic value to destination brands.

Tourism practitioners could develop public campaigns and conduct social marketing to increase public engagement in destination social responsibility. For example, with respect to destination social responsibility for environment, it can be used to persuade people that it is a duty for individuals not to dispose of their own waste during outdoor activities. The scale of destination social responsibility could be used as a manual in a public campaign to increase collective engagement in destination social responsibility.

### **8.2.2.3 Tourism communication and citizenship relation management**

The scale development of destination social responsibility has practical implications in tourism communication. There is a lack of communication about responsibility for cooperation and governance as well as responsibility for the economy and the environment. In this context,

this study sheds light on what destination social responsibility issues should be fundamentally discussed in tourism communication. For example, destination social responsibility for governance and cooperation implies the importance of a decision-making system through dialogue and participation through forums and meetings.

Destination marketing organizations might share tourism information with local residents and could seek to improve the performance of destination marketing organizations based on the framework of destination social responsibility. Moreover, tourism practitioners could get an insight into the source of communication problems by knowing where prominent differences in perceptions of destination social responsibility is. The study found that both local governments and local residents inaccurately estimated one another's perceptions. From this finding, tourism practitioners can pay attention to the need for bilateral communication in destination social responsibility to enhance understanding between groups and could hold regular meetings and policy hearings. The indicator of accuracy can be used to evaluate the effects of public relations and the government could improve citizen relationship to reduce misunderstandings of the other group.

#### **8.2.2.4 Destination social responsibility as tourism culture**

This research on destination social responsibility has practical implications in that it could contribute to the development of tourism culture. The cultural tradition of destination social responsibility can be developed when more tourism stakeholders such as local government and local residents practice destination social responsibility. As more public and private stakeholders practice destination social responsibility as a common duty, it can become a community culture, so there are implications for the tourism culture. As shown by the definition of destination social responsibility, it was found that tourism stakeholders recognize collective efforts in terms of environment, governance, cooperation, and the economy in their socially responsible activities.

Measurement items can provide ideas for presenting guidelines for local governments. Local government guidelines can affect the behaviour of local residents. Destination social responsibility items provide some general guidelines for local government to assess what types of changes are more likely to occur or not. Accordingly, this research study presents a future possibility for destination social responsibility to be well established as a tourism culture. This study also seeks to improve in areas where destination social responsibility is not well practiced,

which has practical implications for providing insight into the cultural aspects of tourist destinations. In addition, as like corporate social responsibility and creating shared value in South Korea reflects the influence of the country's traditional Confucianism culture (Kim et al., 2013; Kim et al., 2018), South Korea has its own cultural backgrounds supporting that destination social responsibility would be well practiced tourism culture.

### **8.2.3 Limitations**

This study has several limitations. First, this study has limitation in terms of generalization because it results from a sample of a specific area of Busan. This study's results reflect the current state of destination social responsibility in Busan, which might constrain the generalizability of the findings. In other tourism areas, the priorities of social expectations in relation to destination social responsibility could be different from one of other tourism areas depending on the characteristics of the period and place. For example, in the countries where health, safety or transport are discussed as major social issues, such social issues can be included in destination social responsibility. Accordingly, it is possible that destination social responsibility measurement items could be varied, and different items of destination social responsibility could be included in another study in a different context. Destination social responsibility could be reinterpreted in geographical, social, and political contexts to fit any local condition in any tourist destination. So a future study could be conducted in more diverse regions and bring further enriched discussions.

Secondly, there are some measurement items that are not grouped into one factor because of the variety of the content. This study intended to give attention to various tourism issues and avoids reducing loss of meaning by deleting the measurement items, which results in some items that were not grouped into one factor. Because of the interrelationships between sustainability issues, sustainability principles might be grouped in an interconnected way.

Thirdly, this study has demographic limitations. In this research, the sample of a main survey was restricted to the local authorities and local residents. The findings are limited to specific demographic groups in a destination such as the perceptions of local residents and a local government. In addition, follow-up co-orientation research can analyze the differences of cognitions among three groups.

Finally, this study has shortcomings in sampling methods. The participants in in-depth interview were recruited using convenience sampling. The survey respondents were recruited

through purposive sampling. These participants may not be considered representative of the whole study population. In other words, it is not guaranteed that the sampling technique could have reached out all those who might be eligible to participate. Instead of convenience and purposive sampling, the use of criterion-based and maximum-variation sampling techniques might minimize under-representation or over-representation of specific groups in the population.

In addition, at the qualitative stage of scale development, there might be different opinions such as the domains of destination social responsibility of between experts and the general public. The content validity could be increased by conducting both expert interviews and interviews of the public. Furthermore, the content validity could be further verified by several strategies such as monitoring inter-coder reliability and conducting inter-coder agreement analysis to ensure the high level of coding consistency and accuracy among the coders. Using qualitative data analysis software such as NVivo for coding could be solution to increase the rigour of a qualitative research.

#### **8.2.4 Suggestions for further research**

There are critical areas that require further investigation. Follow-up studies could be conducted on a wider variety of areas at a different time because destination social responsibility remains adapted to fit in different contexts across time and space. The co-orientation analysis of destination social responsibility reflects the current situation. The results could be changed when the discussions and practice on destination social responsibility are mature in the future. Further research can identify which are major issues in a local destination. Follow-up research could extend the coverage of the scale in broader contexts. The pluralistic frameworks of destination social responsibility could exist on an international and national level.

Follow-up study can examine the relationships between destination social responsibility and other factors. For example, a future study can examine the relationship between destination social responsibility and satisfaction of tourists or residents. The driving forces and impacts of destination social responsibility can be further explored. A future study could take a comprehensive approach encompassing a full spectrum of destination social responsibility items. A follow-up study can explore the key thematic criteria for selecting destination social responsibility items and priorities issues. It is important to obtain a shorter, an appropriate and

comprehensive set of items to measure destination social responsibility. In addition, social expectations, values, and beliefs of stakeholders could affect destination social responsibility practice, just as corporate social responsibility has become accepted by media coverage, and public view. It is suggested that further research could conduct a cross-comparison of destination social responsibility.

Although all of prior studies in destination social responsibility have conducted based on quantitative methods, future research on destination social responsibility could be implemented based on qualitative methodology. Qualitative research has value to examine issues of destinations social responsibility in detail and in depth and could provide the lived experience whilst allowing for practitioners to gain deeper insight into the unique experiences of individuals. The future qualitative study could establish trustworthiness in order to assess the rigour of the qualitative study, which Lincoln and Guba proposed as stringent criteria in qualitative research, known as credibility, dependability, confirmability and transferability criteria. To increase credibility, future study could carefully plan and collect target respondents based on interview protocol. To increase dependability, future study could take a further step of following a stepwise process for data cleaning, and de-identification based on transcripts with more coders. To improve confirmability, data source, methodological, investigators triangulation strategies could help to minimise the investigators' bias and affirm that the findings accurately reflect the perspectives and experiences of participants. In terms of transferability, the findings from this qualitative component could be used to explain specific findings from the quantitative component of the study.

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# Appendix 1: Questionnaire

[For local residents]

## Destination Social Responsibility

This study is a survey on destination social responsibility and promises not to be used other than research. Thank you for participating in the survey.

○ What is destination social responsibility?

It refers to the collective efforts and ideals of the tourism stakeholders to carry out social responsibility activities for the economy, environment, and a society in the tourism sector.

1. Have you ever felt or perceived economic, environmental, and social responsibility activities and the collective efforts or ideals to carry out tourism activities in Busan? ( )

① Yes. ↳ Continue to respond to the questionnaire.

② Not. ↳ Quit questionnaire response.

### [Part 1] Respondents' View

※ The following are questions regarding destination social responsibility. As a local resident of Busan, please indicate what you think of your view.

I-1. These are the questions about local tourism governance. Please mark your view.

○ What is local tourism governance?

It means a decision-making process to resolve common problems in a local tourism through autonomous networks and cooperation of public and private stakeholders.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan fulfills its responsibility to provide tourism information for people in managing the tourist destination.	1	2	3	4	5
Busan guarantees its members' opportunities to participate in the decision-making process in managing the tourist destination.	1	2	3	4	5
Busan holds meetings in accordance with laws or rules in managing the tourist destination.	1	2	3	4	5
Busan makes decisions related to destination management in accordance with democratic procedures.	1	2	3	4	5
Busan fulfills its responsibility for transparent disclosure of information in managing the tourist destination (e.g., budget release).	1	2	3	4	5
Busan resolves conflicts through a network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5

Busan forms a horizontal network (e.g., meeting, conversation) in managing the tourist destination (e.g., collecting views).	1	2	3	4	5
Busan makes efforts to increase interactions each other in managing the tourist destination (e.g., formation of a tourism advisory committee, financial assistance).	1	2	3	4	5
Busan builds a stable network (e.g., meeting, conversation) in managing the tourist destination (e.g., regular meetings).	1	2	3	4	5
Busan manages a trust-based network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
Busan manages the network based on cooperative relations in managing the tourist destination.	1	2	3	4	5
Busan cooperates between the public and private sectors in managing the tourist destination.	1	2	3	4	5
Busan cooperates each other in managing the tourist destination.	1	2	3	4	5
Busan cooperates each other by sharing information on tourism development.	1	2	3	4	5
Busan shares the objectives of local government's projects with local residents in managing the tourist destination (e.g., promoting goals related to hosting the 2030 Expo).	1	2	3	4	5

II-2. These are the questions about cultural responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan develops its own local culture in managing the tourist destination (e.g., promoting traditional food, fostering tourism guides for cultural interpretation).	1	2	3	4	5
Busan fulfills its responsibility to preserve its cultural heritage in managing the tourist destination (e.g., protecting its architectural heritage, cultural assets).	1	2	3	4	5
Busan makes efforts to reduce conflicts between tourists and local residents (e.g., privacy protection for local residents).	1	2	3	4	5
Busan forms a culture of mutual respect between tourists and local residents (e.g., recommendation of tourist etiquette and tourist friendly campaigns).	1	2	3	4	5
Busan fulfills its responsibility to restore historical resources in managing the tourist destination (e.g., restoring historical resources such as Hayaria and tombs).	1	2	3	4	5

Busan manages the congestion of living environment in managing the tourist destination (e.g., traffic congestion and noise management).	1	2	3	4	5
Busan increases exchange and understanding between tourists and local residents (e.g., encouraging residents to participate in running tourism and festivals).	1	2	3	4	5
Busan hosts unique cultural events of the region in managing the tourist destination (e.g., film or sea fire festivals).	1	2	3	4	5
Busan provides people with a unique experience of local appeal in managing the tourist destination.	1	2	3	4	5
Busan improves its unique image of the region in managing the tourist destination (e.g., promoting representative tourist attractions).	1	2	3	4	5

II-3. These are the questions about environmental responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan considers ecological capacity in managing the tourist destination (e.g., limits on the number of visitors and time, establishment of designated nature reserves).	1	2	3	4	5
Busan fulfills its responsibility to protect the natural environment in managing the tourist destination (e.g., separate garbage collection).	1	2	3	4	5
Busan minimizes the damage to the natural environment caused by tourism development (e.g., management of wastewater from hotels and development facilities).	1	2	3	4	5
Busan conducts public campaigns to protect the natural environment in managing the tourist destination (e.g., recommendation of energy and water conservation).	1	2	3	4	5
Busan manages tourism facilities in consideration of protecting natural environment (e.g., the construction of eco-friendly energy facilities, resource-saving system).	1	2	3	4	5
Busan protects wild animals and plants in managing the tourist destination (e.g., management of the eco center of Nakdongriver, wildlife treatment facility).	1	2	3	4	5
Busan provides tourism programs for environmental preservation (e.g., ecotourism experience programs) in managing the tourist destination.	1	2	3	4	5
Busan encourages visitors to protect natural environment in managing the tourist destination (e.g., encouraging the use of pro-environmental transportation).	1	2	3	4	5
Busan manages the aesthetic environment in managing the tourist destination (e.g., regulation of outdoor advertising, urban and coastal aesthetic management).	1	2	3	4	5

II-4. These are the questions about economic responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan fulfills its responsibility for destination marketing and promotion to attract tourists (e.g., advertising the destination brand)	1	2	3	4	5
Busan fulfills its responsibility to create revenue in the tourism sector.	1	2	3	4	5
Busan fulfills its responsibility to provide attractive tourism products.	1	2	3	4	5
Busan fulfills responsibility to increase the number of tourists.	1	2	3	4	5
Busan develops the local economy through tourism.	1	2	3	4	5
Busan is expanding employment opportunities for local residents through tourism.	1	2	3	4	5
Busan makes efforts to make tourism companies (e.g., global hotel chain) return their revenues created in this region to local communities (e.g., establishment of tax avoidance measures).	1	2	3	4	5
Busan provides tourism experience at a fair price in managing the tourism destination (e.g., restraining a large fare).	1	2	3	4	5
Busan protects local merchants in managing the tourist destination (e.g., fostering local businesses in Gamcheon culture village).	1	2	3	4	5

IV. These are demographic questions. Please check (✓) the view number.

1. Gender ① Male ② Female
2. Age ① 20~29 ② 30~39 ③ 40~49 ④ 50~59 ⑤ More than 59
3. Academic Background
  - ① Graduated from high school
  - ② Studied or graduated from 2-year university
  - ③ Studied or graduated from 4-year college
  - ④ Studied or graduated from graduate school

[Part 2] Local residents' estimate of public officials' view

※ The following are questions regarding destination social responsibility as public officials in Busan

Please indicate what you estimate that the local government would evaluate destination social responsibility.

These are the questions about tourism governance. Please mark your view.

What is local tourism governance?

It means a decision-making process to resolve common problems in a local tourism through autonomous networks and cooperation of public and private stakeholders.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local government would estimate that Busan fulfills its responsibility to provide tourism information for people in managing the tourist destination.	1	2	3	4	5
The local government would estimate that Busan holds meetings in accordance with laws or rules in managing the tourist destination.	1	2	3	4	5
The local government would estimate that Busan makes decisions related to destination management in accordance with democratic procedures.	1	2	3	4	5
The local government would estimate that Busan fulfills its responsibility for transparent disclosure of information in managing the tourist destination (e.g., budget release).	1	2	3	4	5
The local government would estimate that Busan resolves conflicts through a network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
The local government would estimate that Busan forms a horizontal network (e.g., meeting, conversation) in managing the tourist destination (e.g., collecting views).	1	2	3	4	5
The local government would estimate that Busan makes efforts to increase interactions each other in managing the tourist destination (e.g., formation of a tourism advisory committee, financial assistance).	1	2	3	4	5
The local government would estimate that Busan builds a stable network (e.g., meeting, conversation) in managing the tourist destination (e.g., regular meetings).	1	2	3	4	5
The local government would estimate that Busan manages a trust-based network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
The local government would estimate that the local	1	2	3	4	5

government would estimate that Busan manages the network based on cooperative relations in managing the tourist destination.						
The local government would estimate that the local government would estimate that Busan cooperates between the public and private sectors in managing the tourist destination.	1	2	3	4	5	
The local government would estimate that Busan cooperates in managing the tourist destination.	1	2	3	4	5	
The local government would estimate that Busan cooperates by sharing information on tourism development.	1	2	3	4	5	
The local government would estimate that Busan shares the objectives of local government's projects with local residents in managing the tourist destination (e.g., promoting goals related to hosting the 2030 Expo).	1	2	3	4	5	
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local government would estimate that Busan develops its own local culture in managing the tourist destination (e.g., promoting traditional Busan food, fostering tourism guides for cultural interpretation).	1	2	3	4	5	
The local government would estimate that Busan fulfills its responsibility to preserve its cultural heritage in managing the tourist destination (e.g., protecting its architectural heritage, cultural assets).	1	2	3	4	5	
The local government would estimate that Busan makes efforts to reduce conflicts between tourists and local residents (e.g., privacy protection for local residents).	1	2	3	4	5	
The local government would estimate that Busan forms a culture of mutual respect between tourists and local residents (e.g., recommendation of tourist etiquette and tourist friendly campaigns).	1	2	3	4	5	
The local government would estimate Busan fulfills its responsibility to restore historical resources in managing the tourist destination (e.g., restoring historical resources such as Hayaria and tombs).	1	2	3	4	5	
The local government would estimate Busan manages the congestion of living environment in managing the tourist destination (e.g., traffic congestion and noise management).	1	2	3	4	5	
The local government would estimate Busan increases exchange and understanding between tourists and local residents (e.g., encouraging residents to participate in running tourism and festivals).	1	2	3	4	5	

The local government would estimate Busan hosts unique cultural events of the region in managing the tourist destination (e.g., film or sea fire festivals).	1	2	3	4	5
The local government would estimate Busan provides people with a unique experience of local appeal in managing the tourist destination.	1	2	3	4	5
The local government would estimate Busan improves its unique image of the region in managing the tourist destination (e.g., promoting representative tourist attractions).	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local government would estimate Busan considers ecological capacity in managing the tourist destination (e.g., limits on the number of visitors and time, establishment of designated nature reserves).	1	2	3	4	5
The local government would estimate the local government would estimate Busan fulfills its responsibility to protect the natural environment in managing the tourist destination (e.g., separate garbage collection).	1	2	3	4	5
The local government would estimate Busan minimizes the damage to the natural environment caused by tourism development (e.g., management of wastewater from hotels and development facilities).	1	2	3	4	5
The local government would estimate Busan conducts public campaigns to protect the natural environment in managing the tourist destination (e.g., recommendation of energy and water conservation).	1	2	3	4	5
The local government would estimate Busan manages tourism facilities in consideration of protecting natural environment (e.g., the construction of eco-friendly energy facilities, resource-saving system).	1	2	3	4	5
The local government would estimate Busan protects wild animals and plants in managing the tourist destination (e.g., management of the eco center of Nakdongriver, wildlife treatment facility).	1	2	3	4	5
The local government would estimate Busan provides tourism programs for environmental preservation (e.g., ecotourism experience programs) in managing the tourist destination.	1	2	3	4	5
The local government would estimate Busan encourages visitors to protect natural environment in managing the tourist destination (e.g., encouraging the use of pro-environmental transportation).	1	2	3	4	5

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local government would estimate Busan manages the aesthetic environment in managing the tourist destination (e.g., regulation of outdoor advertising, urban and coastal aesthetic management).	1	2	3	4	5
The local government would estimate that Busan fulfills its responsibility for destination marketing and promotion to attract tourists (e.g., advertising the destination brand)	1	2	3	4	5
The local government would estimate that Busan fulfills its responsibility to create revenue in the tourism sector.	1	2	3	4	5
The local government would estimate that Busan fulfills its responsibility to provide attractive tourism products.	1	2	3	4	5
The local government would estimate that Busan fulfills responsibility to increase the number of tourists.	1	2	3	4	5
The local government would estimate that Busan develops the local economy through tourism.	1	2	3	4	5
The local government would estimate that Busan is expanding employment opportunities for local residents through tourism.	1	2	3	4	5
The local government would estimate that Busan makes efforts to make tourism companies (e.g., global hotel chain) return their revenues created in this region to local communities (e.g., establishment of tax avoidance measures).	1	2	3	4	5
The local government would estimate that Busan provides tourism experience at a fair price in managing the tourism destination (e.g., restraining a large fare).	1	2	3	4	5
The local government would estimate that Busan protects local merchants in managing the tourist destination (e.g., fostering local businesses in Gamcheon culture village).	1	2	3	4	5

**[For public officials]**

**Destination Social Responsibility**

This study is a survey on destination social responsibility and promises not to be used other than research. Thank you for participating in the survey.

○ What is destination social responsibility?

It refers to the collective efforts and ideals of the tourism stakeholders to carry out social responsibility activities for the economy, environment, and a society in the tourism sector.

1. Have you ever felt or perceived economic, environmental, and social responsibility activities and the collective efforts or ideals to carry out tourism activities in Busan? ( )

① Yes. ➡ Continue to respond to the questionnaire.

② Not. ➡ Quit questionnaire response.

**[Part 1] Respondents' View**

※ The following are questions regarding destination social responsibility. As a public official who works in local government in Busan, please indicate what you think of your view.

I-1. These are the questions about local tourism governance. Please mark your view.

○ What is local tourism governance?

It means a decision-making process to resolve common problems in a local tourism through autonomous networks and cooperation of public and private stakeholders.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan fulfills its responsibility to provide tourism information for people in managing the tourist destination.	1	2	3	4	5
Busan guarantees its members' opportunities to participate in the decision-making process in managing the tourist destination.	1	2	3	4	5
Busan holds meetings in accordance with laws or rules in managing the tourist destination.	1	2	3	4	5
Busan makes decisions related to destination management in accordance with democratic procedures.	1	2	3	4	5
Busan fulfills its responsibility for transparent disclosure of information in managing the tourist destination (e.g., budget release).	1	2	3	4	5
Busan resolves conflicts through a network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
Busan forms a horizontal network (e.g., meeting, conversation) in managing the tourist destination (e.g.,	1	2	3	4	5

collecting views).

Busan makes efforts to increase interactions each other in managing the tourist destination (e.g., formation of a tourism advisory committee, financial assistance). 1 2 3 4 5

Busan builds a stable network (e.g., meeting, conversation) in managing the tourist destination (e.g., regular meetings). 1 2 3 4 5

Busan manages a trust-based network (e.g., meeting, conversation) in managing the tourist destination. 1 2 3 4 5

Busan manages the network based on cooperative relations in managing the tourist destination. 1 2 3 4 5

Busan cooperates between the public and private sectors in managing the tourist destination. 1 2 3 4 5

Busan cooperates each other in managing the tourist destination. 1 2 3 4 5

Busan cooperates each other by sharing information on tourism development. 1 2 3 4 5

Busan shares the objectives of local government's projects with local residents in managing the tourist destination (e.g., promoting goals related to hosting the 2030 Expo). 1 2 3 4 5

Busan fulfills its responsibility for destination marketing and promotion to attract tourists (e.g., advertising destination brand). 1 2 3 4 5

II-2. These are the questions about cultural responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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The local government would estimate that Busan develops its own local culture in managing the tourist destination (e.g., promoting traditional Busan food, fostering tourism guides for cultural interpretation). 1 2 3 4 5

The local government would estimate that Busan fulfills its responsibility to preserve its cultural heritage in managing the tourist destination (e.g., protecting its architectural heritage, cultural assets). 1 2 3 4 5

The local government would estimate that Busan makes efforts to reduce conflicts between tourists and local residents (e.g., privacy protection for local residents). 1 2 3 4 5

The local government would estimate that Busan forms a culture of mutual respect between tourists and local residents (e.g., recommendation of tourist etiquette and tourist friendly campaigns). 1 2 3 4 5

The local government would estimate Busan fulfills its 1 2 3 4 5

responsibility to restore historical resources in managing the tourist destination (e.g., restoring historical resources such as Hayaria and tombs).

The local government would estimate Busan manages the congestion of living environment in managing the tourist destination (e.g., traffic congestion and noise management). 1 2 3 4 5

The local government would estimate Busan increases exchange and understanding between tourists and local residents (e.g., encouraging residents to participate in running tourism and festivals). 1 2 3 4 5

The local government would estimate Busan hosts unique cultural events of the region in managing the tourist destination (e.g., film or sea fire festivals). 1 2 3 4 5

The local government would estimate Busan provides people with a unique experience of local appeal in managing the tourist destination. 1 2 3 4 5

The local government would estimate Busan improves its unique image of the region in managing the tourist destination (e.g., promoting representative tourist attractions). 1 2 3 4 5

II-3. These are the questions about environmental responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan considers ecological capacity in managing the tourist destination (e.g., limits on the number of visitors and time, establishment of designated nature reserves).	1	2	3	4	5
Busan fulfills its responsibility to protect the natural environment in managing the tourist destination (e.g., separate garbage collection).	1	2	3	4	5
Busan minimizes the damage to the natural environment caused by tourism development (e.g., management of wastewater from hotels and development facilities).	1	2	3	4	5
Busan conducts public campaigns to protect the natural environment in managing the tourist destination (e.g., recommendation of energy and water conservation).	1	2	3	4	5
Busan manages tourism facilities in consideration of protecting natural environment (e.g., the construction of eco-friendly energy facilities, resource-saving system).	1	2	3	4	5
Busan protects wild animals and plants in managing the tourist destination (e.g., management of the eco center of Nakdongriver, wildlife treatment facility).	1	2	3	4	5
Busan provides tourism programs for environmental preservation (e.g., ecotourism experience programs) in managing the tourist destination.	1	2	3	4	5

Busan encourages visitors to protect natural environment in managing the tourist destination (e.g., encouraging the use of pro-environmental transportation).	1	2	3	4	5
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Busan manages the aesthetic environment in managing the tourist destination (e.g., regulation of outdoor advertising, urban and coastal aesthetic management).	1	2	3	4	5
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II-4. These are the questions about economic responsibility on tourist sites. Please mark your view.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Busan fulfills its responsibility for destination marketing and promotion to attract tourists (e.g., advertising the destination brand)	1	2	3	4	5
Busan fulfills its responsibility to create revenue in the tourism sector.	1	2	3	4	5
Busan fulfills its responsibility to provide attractive tourism products.	1	2	3	4	5
Busan fulfills responsibility to increase the number of tourists.	1	2	3	4	5
Busan develops the local economy through tourism.	1	2	3	4	5
Busan is expanding employment opportunities for local residents through tourism.	1	2	3	4	5
Busan makes efforts to make tourism companies (e.g., global hotel chain) return their revenues created in this region to local communities (e.g., establishment of tax avoidance measures).	1	2	3	4	5
Busan provides tourism experience at a fair price in managing the tourism destination (e.g., restraining a large fare).	1	2	3	4	5
Busan protects local merchants in managing the tourist destination (e.g., fostering local businesses in Gamcheon culture village).	1	2	3	4	5

IV. These are demographic questions. Please check (√) the view number.

1. Gender ① Male ② Female
2. Age ① 20~29 ② 30~39 ③ 40~49 ④ 50~59 ⑤ More than 59
3. Academic Background
  - ① Graduated from high school
  - ② Studied or graduated from 2-year university
  - ③ Studied or graduated from 4-year college
  - ④ Studied or graduated from graduate school

**[Part 2] Local government's estimate of local residents' view**

※ The following are questions regarding destination social responsibility as local residents in Busan.

Please indicate what you estimate that local residents would evaluate destination social responsibility.

These are the questions about local tourism governance. Please mark your view.

○What is local tourism governance?

It means a decision-making process to resolve common problems in a local tourism through autonomous networks and cooperation of public and private stakeholders.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local residents would estimate that Busan fulfills its responsibility to provide tourism information for people in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan holds meetings in accordance with laws or rules in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan makes decisions related to destination management in accordance with democratic procedures.	1	2	3	4	5
The local residents would estimate that Busan fulfills its responsibility for transparent disclosure of information in managing the tourist destination (e.g., budget release).	1	2	3	4	5
The local residents would estimate that Busan resolves conflicts through a network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan forms a horizontal network (e.g., meeting, conversation) in managing the tourist destination (e.g., collecting views).	1	2	3	4	5
The local residents would estimate that Busan makes efforts to increase interactions each other in managing the tourist destination (e.g., formation of a tourism advisory committee, financial assistance).	1	2	3	4	5
The local residents would estimate that Busan builds a stable network (e.g., meeting, conversation) in managing the tourist destination (e.g., regular meetings).	1	2	3	4	5
The local residents would estimate that Busan manages a trust-based network (e.g., meeting, conversation) in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan manages the network based on cooperative relations in managing the tourist destination.	1	2	3	4	5

The local residents would estimate that that Busan cooperates between the public and private sectors in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan cooperates each other in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan cooperates by sharing information on tourism development.	1	2	3	4	5
The local residents would estimate that Busan shares the objectives of local residents' projects with local residents in managing the tourist destination (e.g., promoting goals related to hosting the 2030 Expo).	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local residents would estimate that Busan develops its own local culture in managing the tourist destination (e.g., promoting traditional Busan food, fostering tourism guides for cultural interpretation).	1	2	3	4	5
The local residents would estimate that Busan fulfills its responsibility to preserve its cultural heritage in managing the tourist destination (e.g., protecting its architectural heritage, cultural assets).	1	2	3	4	5
The local residents would estimate that Busan makes efforts to reduce conflicts between tourists and local residents (e.g., privacy protection for local residents).	1	2	3	4	5
The local residents would estimate that Busan forms a culture of mutual respect between tourists and local residents (e.g., recommendation of tourist etiquette and tourist friendly campaigns).	1	2	3	4	5
The local residents would estimate that Busan fulfills its responsibility to restore historical resources in managing the tourist destination (e.g., restoring historical resources such as Hayaria and tombs).	1	2	3	4	5
The local residents would estimate that Busan manages the congestion of living environment in managing the tourist destination (e.g., traffic congestion and noise management).	1	2	3	4	5
The local residents would estimate that Busan increases exchange and understanding between tourists and local residents (e.g., encouraging residents to participate in running tourism and festivals).	1	2	3	4	5
The local residents would estimate that Busan hosts unique cultural events of the region in managing the tourist destination (e.g., film or sea fire festivals).	1	2	3	4	5
The local residents would estimate that Busan provides people with a unique experience of local appeal in managing the tourist destination.	1	2	3	4	5

The local residents would estimate that Busan improves its unique image of the region in managing the tourist destination (e.g., promoting representative tourist attractions).	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local residents would estimate that Busan considers ecological capacity in managing the tourist destination (e.g., limits on the number of visitors and time, establishment of designated nature reserves).	1	2	3	4	5
The local residents would estimate that Busan fulfills its responsibility to protect the natural environment in managing the tourist destination (e.g., separate garbage collection).	1	2	3	4	5
The local residents would estimate that Busan minimizes the damage to the natural environment caused by tourism development (e.g., management of wastewater from hotels and development facilities).	1	2	3	4	5
The local residents would estimate that Busan conducts public campaigns to protect the natural environment in managing the tourist destination (e.g., recommendation of energy and water conservation).	1	2	3	4	5
The local residents would estimate that Busan manages tourism facilities in consideration of protecting natural environment (e.g., the construction of eco-friendly energy facilities, resource-saving system).	1	2	3	4	5
The local residents would estimate that Busan protects wild animals and plants in managing the tourist destination (e.g., management of the eco center of Nakdongriver, wildlife treatment facility).	1	2	3	4	5
The local residents would estimate that Busan provides tourism programs for environmental preservation (e.g., ecotourism experience programs) in managing the tourist destination.	1	2	3	4	5
The local residents would estimate that Busan encourages visitors to protect natural environment in managing the tourist destination (e.g., encouraging the use of pro-environmental transportation).	1	2	3	4	5
The local residents would estimate that Busan manages the aesthetic environment in managing the tourist destination (e.g., regulation of outdoor advertising, urban and coastal aesthetic management).	1	2	3	4	5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The local residents would estimate that Busan fulfills its	1	2	3	4	5

responsibility for destination marketing and promotion to attract tourists (e.g., advertising the destination brand).					
The local residents would estimate that Busan fulfills its responsibility to create revenue in the tourism sector.	1	2	3	4	5
The local residents would estimate that Busan fulfills its responsibility to provide attractive tourism products.	1	2	3	4	5
The local residents would estimate that Busan fulfills responsibility to increase the number of tourists.	1	2	3	4	5
The local residents would estimate that Busan develops the local economy through tourism.	1	2	3	4	5
The local residents would estimate that Busan is expanding employment opportunities for local residents through tourism.	1	2	3	4	5
The local residents would estimate that Busan make efforts to make tourism companies (e.g., global hotel chain) return their revenues created in this region to local communities (e.g., establishment of tax avoidance measures).	1	2	3	4	5
The local residents would estimate that Busan provides tourism experience at a fair price in managing the tourism destination (e.g., restraining a large fare).	1	2	3	4	5
The local residents would estimate that Busan protects local merchants in managing the tourist destination (e.g.,fostering local businesses in Gamcheon culture village).	1	2	3	4	5

## Appendix 2: The transcripts of in-depth interview

### The information of interviewees

1	Kang Soo-young	Kang Soo-young works as researcher in a public organisation that supports the convention industries in Busan. She majored in tourism and convention and manages training programs for new workers in the MICE industry and hotel industry funded by Ministry of Employment and Labor in Korea or Bexco convention center.
2	Ok Dong Suk	Ok Dong Suk works at tourism development Institute as a team manager.
3	Jeong Woo-young	Jeong Woo-young is a manager of Busan MICE institute.
4	Kim Ah-jin	Kim Ah-jin worked at the marine development in Busan development institute. Although she was pregnant at that time, she accepted the proposal of in-depth interview
5	Shin Moon Gi	Shin Moon Gi is working on tourism development-related work at Busan Land Development Corporation.
6	Jo yong ho and his colleague	Jo yong ho is a public official who works at a city hall. I had an interview with him and his one colleague.
7	Na Chun Sun	Na Chun Sun is an interpreter as a tour guide in 2013.
8	Shin Yoo-chul	Shin Yoo-chul is a public servant in Ulsan.
9	Lee Se-jun	Lee Se-jun works for BEXCO in Pusan.
10	Kim Don-sup	Kim Don -sup is a government official in Ulsan.
11	Kim Yi-eun	Kim Yi-eun is a female CEO who runs a travel agency. She run a travel agency in Chicago and Busan, and She was born around Eulsukdo Island in Busan.

Kang Soo-young is a researcher in a public organisation that supports the convention industry in Busan. She majored in tourism and convention and manages training programs for new workers in the MICE industry and hotel industry funded by Ministry of Employment and Labor in Korea or Bexco convention center.

In what ways are you implementing collective efforts with tourism stakeholders in relation to destination social responsibility? Since BEXCO is a kind of public enterprise, how does

BEXCO perform destination social responsibility? What are the common goals that BEXCO pursues in terms of social responsibility?

#### Tax liability

I could explain how I can implement destination social responsibility for the public interests in the light of my work experience. I have served as a researcher for MICE development organisation in Busan. I will use about 100 million won of the 540 million budget to invest money for supporting MICE companies and managing workers' education programs. We will invest carefully to improve the quality of exhibitions so that it does not become a superficial investment. The reason to invest responsibly is that all of money stems from citizens' taxes. The education for staffs is important for the development of exhibition industry. In the case of PCO companies, PEO companies and hotels, around 1.6 million won will be invested in educating a new employee. This education also has the advantage of creating a network with people and increasing the level of trust between people.

When providing a training program of people in office, we explain sufficient reasons for the need for the education and provide a justification for the education program for working-level officials funded by the Busan Metropolitan government. And the same process is applied to one month-long training of new employees who become professionals in MICE industry, which is funded by the Ministry of Employment and Labor. These (practical) training programs create a virtuous circle of increasing employment when program participants are employed. The reason to invest responsibly is that all the expenses stem from citizens' taxes.

#### Destination social responsibility for cooperation

Building ties between academia and industries is important for destination competitiveness in the future. Collaboration is important, but I think leadership and business skills of the director is also important.

How do you think destination social responsibility can be put into practice from an environmental standpoint?

Mega events are hosted by PCOs and PEOs together with the BEXCO Business Team. When BEXCO charges rent fees, they consider PCO or PEOs that perform environmental responsibilities well. With regard to destination social responsibility for environment, the BEXCO is using touch screen by applying IT to save papers since 2016. and refraining from using banners.

#### Social and cultural sustainability - Social safety

Hosting the exhibition in a consideration of social safety, becomes one of the ways in which social responsibility is practiced in tourism related field. BEXCO consists of both industrial and non-industrial exhibition, and BEXCO examines exhibition sites to ensure that wrong information about social issues such as health is not distributed when citizens participate, except for non-commercial events. For example, exhibitions for adult goods are not suitable considering the BEXCO public nature functions. The decision to coordinate unrelated events through the BEXCO Advisory Committee is considered as a practice of destination social responsibility.

#### Social and cultural sustainability: Regional identity

Regional uniqueness is reflected in the field of MICE and tourism. Singapore has a landmark when hosting and hosting international conferences in BEXCO, but in order to operate the hotel and convention industries responsibly, it needs to maintain the local identity of the tourist destination by providing unique attractions. Europe is well preserved in its own history where there is a well-balanced development of resorts and co-growth for mass tourism. For example, it is important to show religious culture and faith in Chezkochromoff Castle, and to preserve historical and cultural heritage with sincerity. In the case of Korea, Gyeongju forms and conforms to the rules of the earth's unit in the historical preservation area. Regional images are preserved through restoration. For example, I got a god impression from a restaurant which gives modern and classical feelings. On the other hand, in Korea is important. the policy was criticized as being a mere display and window dressing. Historical sites are restored and maintained in a superficial way.

Ok Dong Suk works at tourism development Institute as a team manager.

Tourism programs for the socially disadvantaged such as the disabled, the elderly, and children  
Tourism programs for the socially disadvantaged should be provided. For example, it is difficult to walk up the stairs to Bulguksa Temple for disabled people if the land is high. Regarding the project to support vouchers for the handicapped, substantial vouchers should be provided to enhance tourism accessibility for the disabled. For example, it is difficult to afford all the food, transportation, and other things to enjoy with the amount of 100,000 won for grandparents. It is needed to develop travel programs when creating a children's education program as part of a social welfare program.

The Establishment of Tourism Policy in the Mid- to Long-Term Perspective: Diversification of Tourism Area

It is important to establish balanced tourism policies from a short-term project to mid-term or a long-term perspective is included in destination social responsibility. For example, as one of a long-term tourism plan, the 10th line of the theme tour aims to diversify tourist attractions and distribute the concentration of tourists in certain areas. The reason is that tourist attractions that exceed tourist capacity have negative effects, and in this regard, it is not good for tourism suppliers. When tourists are concentrated in one area, it has a negative impact on tourist capacity as well. While excessive concentration may contribute to profit-making, conflicts arise with the value of conservation.

Environmental stewardship: Management tourist capacity to protect the natural environment and to minimize environmental destruction

First, government agencies could provide garbage bag for waste management. The mountain climbers can bring garbage bags. People should collect their own trash by themselves. Second, let's conduct a campaign related to nature protection to increase visual interest in the protection of nature through the installation of banners.

### Authenticity of storytelling

Consider the accountability of storytelling. In this process, several story elements can be distorted when you write and dramatize the story. In the case of the Royal Tomb of King Munmu, there is a part where the story was made without much examination. For example, the Royal Tomb of King Munmu in Pohang is the case. There is another story of Asadan related to Young-ho and Sae-nyeo.

### Accountability for Tax and saving budget,

Urban regeneration should be developed in a balanced view. Tourism development as one of the urban regeneration projects helps to promote the local economy. But it costs a budget and be responsible for the execution of the budget.

### The need for youth education

In addition, youth education is needed to carry out policies and promote tourism in Ulsan. In other words, it is necessary to train young people related to tourism.

You can also introduce a facility for people in a bamboo forest. This harmony between nature and man's stories helps to protect the bamboo forest. Citizens move sideways in the bamboo grove.

### The sound mindset of tourists

Tourists are lack of a sound mindset for preservation. Just as I do not act irresponsibly in my beloved garden, sensible behaviour is more important than development of unconditional tourism development in the management of local tourism resources.

### Tourism programs for the socially disadvantaged

It is important to promote tourism activities consumed by local residents rather than focusing on non-local residents. This can be achieved through the establishment of programs for the socially disadvantaged.

## Waste management

It is necessary to clean the tourism sites in relation to environmental stewardship. There is a need for removing waste in a constant manner. This minimizes environmental degradation. If adequate capacity is exceeded, the natural environment is destroyed. On the other hand, if you reduce waste from tourism, the destruction of nature can be avoided.

## Avoiding thoughtless tourism and local development and job revitalization

Restoring underdeveloped areas is also necessary for balanced urban development. It is necessary to make a story of the town for local regeneration. Making a village's own story does not waste its budget and has benefits in attracting tourists to the area. However, there is a problem with copying the story from other villages. Efforts are needed to pursue uniqueness and differentiation in carrying out renewable projects. For example, Dongpirang Village (where is close to Songjeong Donghwa Village and China Town) It is a fishing village of Homigot in Pohang, where it has uniqueness by ground and wall paintings.

Recreating of story and themes in underdeveloped areas is a solution for attracting walking tourists and maintaining renewable facilities. For this, discussions for the budgets and profits should be necessary. The positions of public officials are changed regularly. But a person in charge of the projects needs occupational spirit. Thoughtless business from managing should be avoided and tourism revitalization as regional development is necessary for boosting the employment opportunities.

## The distinctiveness of tourist attractions

Free and paid tourist attractions in Ulsan should be well balanced. Consider the background of the establishment of the tourism tax. A tragedy of shared goods occurs when tourist attractions' fee is changed from being paid to being free. The payment is justified in this consumption. If tourism spending is not made, it will be denied to tourists and closed. It is necessary to make the entrance of public and public parks be paid by visitors. This is because public investment

has a limitation of social welfare. Therefore, there is a difficulty for public foundation to manage all of tourism sites.

#### Private-led governance

Private-led tourism management, rather than government led tourism management, is important. Gamcheon Culture Village reflects private-led management. Similarly, Switzerland's Alps and New Zealand are run by private-sector leaders. It is necessary to benchmark these places to make walking, cycling, and mountain-related paths. Although, there is a culture of the collectivism in Singapore, which becomes an engine for growth, there is also a need to reflect individualization and diversity. The reason is because there are limitations of government led tourism policy. The participation and operation of the community is important in tourism development. It is necessary to build the practice for governance in a society.

#### The creation of suitable jobs for the elderly

Assigning suitable jobs to people is important. It is crucial to create suitable jobs and design them in advance rather than a delayed response. It is important to refine the design of the assignment of tasks for the elderly and young in a consideration of energy of aged people. For example, in the Netherlands and Germany, the elderly in their 50s and 60s can sit and work at their jobs.

Jeong Woo-young is a manager of Busan MICE institute.

The definition of destination social responsibility could be understood the term which are named a point where collective effort by various people is needed. Destination social responsibility is related to the work of the public interest, and local governments and local residents can also carry out such responsibilities in the following ways. Examples of destination social responsibility are friendly smiles of local residents and provision of information services. Fundamental changes in consumption patterns are needed. It is important to have a civic spirit with a sense of responsibility.

Tourists should enjoy their travel with a sense of responsibility. It is important to have a mature citizenship. According to Maslow's theory of the stage of desire, isn't there a desire for affection, a desire for respect, and a desire for self-realization?

Local government should fulfill destination social responsibility by devising measures at an institutional level and establishing an infrastructure to increase the quality of life. Not only the security of tourists but also the security of local residents is also a social problem. There was a problem in the Philippines. We can change the public's perception of security and let them know this area is the safe area. It is a way of reducing risk by building social safety. Destination social responsibility carried out by the NGOs should decrease conflicts between local governments and residents. Monitoring is important. It is important to monitor and supervise the procedures to review whether related policies are implemented well, and to work out policies with ordinary citizens and professional groups. Expert groups should affect the process of developing a policy. Local residents, middle sized organisations and local governments need to develop a virtuous cycle of carrying out their responsibilities.

#### Economic sustainability and the quality of life

I think that investment in improving economic infrastructure is included in destination social responsibility for economy. For example, it would be an example to establish facilities for public transportation. If economic infrastructure is improved, value-added profits can be created and contributed to the local economy. People should collective efforts for people to enjoy professional diversity at their jobs. With regard to tourism, the quality of life is improved when the things to enjoy, to see, and to eat are provided smoothly.

#### Environmental and cultural sustainability

Fine dust is an example of the negative tourism effects from the perspective of environmental sustainability. For social development, not only the economic aspect but also cultural aspect is also important. Social learning for the development of community consciousness is necessary in a society where people are central in terms of social structure. It is necessary to form a social structure to protect the environment. For example, local governments need to make efforts to keep communities together for the development of Dongnae cultural festivals. The formation

of a sharing culture is crucial, and the efforts are needed for the development of community consciousness.

#### Sociocultural sustainability

The development of social and cultural aspects as well as economic aspects needs be balanced. Tourism is a natural process of consuming a culture and it involves visitors' learning process. The approach of attracting tourists should be changed. Artificial attractions are not only way to differentiate tourism areas. It is important to enhance the regional characteristics. For example, the ones that only exist in Busan represent the characteristics of Busan. Creating a regional landmark and preserving the history of Busan helps to develop the uniqueness of Busan. It is not important to have a big local festival, but it is meaningful in making local characteristics. Let's make small attractions faithful, recognize the importance of traditional culture and art such as tomato festivals. When local governments continue to work on these things, local residents also know that tourism has cultural significance. Recently, the cultural aspect of tourism is being used as a slogan of an election campaign. People need to exactly know what the most important issue for destination social responsibility is. The local community should recognize the importance of the local history and cultural uniqueness. The collective efforts of a local society are needed. The village building process creates cultural differences and enhances community consciousness and courtesy, which can become a local commodity. It can also make a difference in economy.

Kim Ah-jin worked at the marine development in Busan development institute. Although she was pregnant at that time, she accepted the proposal of in-depth interview.

#### Economic sustainability: issues of sanitary, safety, and waste

It is important to create an image of responsible destination management in environmental aspects. Destination social responsibility also affects the image management of tourist attractions. Responsible environmental management first begins with waste management. It is desirable for people to collect garbage directly. The issues of trash should be managed. Social responsibility activities should be improved by civic consciousness. The civic spirit is what I

can consider from another person's point of view beyond personal benefits. It is necessary to change the perception that actions for the public interests in society contributes to private interests. The availability of local residents also constitutes a category of destination social responsibility.

The environment report should be written, and the beaches, cruise ships in marine spaces should be managed responsibly. Environmental management is also linked to health. During the opening period of Haeundae and Gwangan-ri beaches, there are many coli or heavy metals at beaches. Touching fine particles in sand are not good for hygiene and safety. When managing the beach, environmental rules are applied in relation to the leasing of parasols or tubes by merchants. The aesthetic management in destination is necessary. The festival in Gwangalli starts at 8 o'clock and ends at 5 o'clock during the festival period. The access to seashore views needs to be managed. There are many people in places where it has good scenery. There are so many people in the place of Igidae in Pusan.

#### Governance for managing marine tourism

It is a problem that tourism development in Korea is driven by the government. The private sector should participate in tourism development and exercise their creativity in generating revenue. For private actors' participation, the structure should be established. The government-led economy is not competitive. The place of Osiria in Busan is run on the budget, which come from citizens' pocket. When the public and the private sector are balanced in the management of business, it will improve its competitiveness of the tourism business. A tourism revenue structure should be established for the creativity of private actors to be reflected. In matters of budget, social welfare and tourism development should be done responsibly.

#### Sociocultural sustainability

Gyeongju is a representative place where its social and cultural sustainability is maintained in Korea. Tourism attractions such as Yonggung Temple and Jagalchi Market in Busan are trying to create its own culture.

How should it be managed responsibly? Who takes part in destination social responsibility should be explained, which requires community participation and efforts? Community councils

and self-governing conventions should be established. There is a difference between economic and social and cultural logic. The economic ripple effect is caused by the number of visitors. When local residents take a participation in destination management, tourist attractions can reflect the uniqueness of the local society. That is, how destination reflects community characteristics should be included in the assessment of local community. In addition, barrier free tourism for a few should be considered.

#### Social struggles for achieving legitimacy (destination social responsibility)

The efforts should be made to resolve conflicts among stakeholders. The government-led tourism development sometimes showed its effectiveness. The successful case of the government led tourism development is Sondong cable cars in Seo-gu district. The leadership of the head of a district office in Seo-gu affects to develop Songdo cable cars. There were people who oppose to cable cars because they argue that it could look like a monster in coastal management. But the head of a district office in Seo-gu persuaded residents to tell that the cable cars help to restore historic sites. His logic was so novel that local residents are persuaded by the head of a district office in Seo-gu.

#### Public disclosure

Public disclosure becomes one of social issue. Public disclosure work should be mandatory to obtain residents' understanding and participation at a briefing session for residents. The Sand Arts Festival, which takes into account biological diversity, is a successful example. According to citizens' council's meeting book, it occurs ecosystem disturbance and green tides occur.

#### Equitable distribution system

The four-river projects create difficulties in managing the ecological wetlands, fishing, cruise ship, cultural heritage protection zone in Nakdong River. So there are social pressures for regulations and compensation. The profits should be evenly distributed. First, administrative guidelines regarding fair trade should be prepared to resolve the issues of ripping charges. Second, community organisations play a crucial role in managing tourism attractions by

developing youth or community councils, local campaign. Third, in the case of the Songdo mackerel festival, community councils can manage food sales at the beach.

Economic sustainability: destination competitiveness in Busan as a port city

It is responsible for the competitiveness of destination. The competitiveness of destination is made by collective efforts, not by individual efforts. The term collective responsibility means that a group of people must resolve it together. Promoting the brand of destination is included in destination social responsibility, which helps to increase the brand of destination and free individual tourists. For policy reasons, the government is striving to increase the number of individual free tourists. Paid entrance in shores on the beach may affect the number of visitors, otherwise the sand will become dirty, and it affects the quality of the beach and visitors' experience.

Unique tourist attraction

The lack of economic feasibility of tourism products is a problem. This will be an example of the development of modern history of Busan such as the evacuation capital as a destination brand. Gamcheon Culture Village is another example of brands of tourism products in Busan. Busan also seeks to develop the MICE industry. Busan is also making efforts in the cruise and medical tourism. It is important to develop more intangible factors of destination. First, storytelling enhances the attractiveness of tourism products. Second, it is important to strengthen the empirical characteristics of tourism products. The noise of tourism packages should be managed. Third, tourism products should increase the range of visitors for targeting children for elementary, middle, and high schools. Tour buses have a low capacity for old women's group package tours.

Expansion of tourist facilities

The size of tourism facilities should be expanded. It is important to create a larger public space available to everyone than tourism facilities for private profits. For example, it needs to enlarge a space for everyone, such as parks or toilets, rather than commercial facilities.

## Regional readiness for Tourism

For preparing to accommodate thousands of cruise tourists, Busan as a port city must have accommodation as well as tourism facilities. Public support is needed to preparing signboards. More than just cruise ships should be introduced, and large-sized dockyards should be bought, just like cruise ships can embark on the south coast.

## Water tourism

The length of stay, fishing rights, and fishing boats should be managed when managing cruise ships. The cruise ships in Hong Kong and Thailand makes people to see and move more conveniently. It can be used as a means of transportation if there are no fishing boats. Cruise's safety management is important. The development of marine tourism helps to make tourism products responsible. The direction of developing marine tourism includes preventing cases of violations of tourism regulations.

First, the culture of carrying out safety-oriented regulations should be settled. Second, a custom of presenting identification cards should be established. These two parts should be established in yacht culture or cruise culture. Hygiene is also included in the category of (destination) social responsibility. Unsanitary things such as new standard packaging containers and disposable containers are problematic. For example, a clean mark helps to certify sanitary products and support people use of it.

Shin Moon Gi is working on tourism development-related work at Busan Land Development Corporation.

## The Scope of a destination

At the regional level, tourist attractions managed by Gijang-gun of Busan and tourist attractions managed by Jangheung-si of Busan are different. RTO plays a role in managing tourist attractions in Gijang-gun. destination marketing organisation plays a role in destination management in most areas of Busan. In the definition of tourism promotion law, tourist

attractions, tourism complexes and metropolitan and provincial governments all have different meanings.

#### Environmental sustainability

As an example, when building the hotels, the sites of hotels are decided in a consideration of the floor area and the inner area of tourism infrastructure because it needs to hide the sewage pipes. The sewage pipes in the Hilton Hotel were too narrowed and the wastewater overflowed. This wastewater affected the environment of beach and the base rock, and the hotels is charged with a criminal offense and affects the cost of crab construction, and taxes were spent. As another example of preserving environmental sustainability is the case of Boracay Island in the Philippines. Boracay Island was closed for the recovery of the environment. The government controls for limitation can be implemented. Through the power of Duterte dictator, it carried out the readjustment of Boracay Island for the development of the Boracay tourism industry. There is a need for leadership to be carried out for (destination) social responsibility. The environment can be protected through strong public power. Such a back step is for two forward steps. The environmental protection contributes to a rise in tourism profits.

#### Tourism capacity

Tourist attractions in Busan should have a sufficient capacity to cover the number of tourists to visit the development of tourism complexes and infrastructure in Taejongdae and Oryuk Island. It is a category of destination social responsibility for local residents to think about the availability of tourists.

#### Intangible tourism resources

What comes to mind in the landmark of Busan? What is the overall feeling of BIFF's food? In my view, it is important to develop more intangible tourism resources in Bussan and mix them with tourism facilities. First, storytelling enhances the attractiveness of tourism products. Second, it is important to strengthen the empirical characteristics of tourism products. The noise of the tour packages should be managed. Third, tourism products should increase the

range of visitors for targeting children for elementary, middle, and high schools. Tour buses have a low capacity for old women's group package tours.

Questions can be specified when supporting facilities. (in relation to economic sustainability) shopping malls and royalties can be a social issue related to the sales of theme parks, royalties, and safety facilities, which require reinvestment to develop corporate image. For example, operating fees and its profits determines the revenue or expense, and its case can be found in Ever land in the Seoul metropolitan area. For example, Tongdo Fantasia theme park facilities have Denmark's Turbola. The Lotte corporation can update the environmental information when they manage tourism facilities.

### Civic spirit

The management of trash should be controlled, and civic consciousness allows citizens to conduct activities related to destination social responsibility. In my view, the civic spirit means a consideration of other people beyond personal benefits. It is necessary to think of the overall public interest, and to change this perception that actions for the overall social benefits contributes to personal gain.

### Public disclosure and governance

The practice of public disclosure and presentations for information sharing with residents becomes a social trend, and the homework is to practice it. In other words, public works should be required to encourage residents' participation and consensus and agreement.

### Tourism infrastructure

In order to improve the capacity of tourists and smooth traffic flow, it is needed to improve accessibility of the transportation system and sign boards based on a rational prediction of demand and the matter of dispersions and saturation. A traffic jam is too severe so it is difficult to get out of the airport of Gimhae airport. It is socially irresponsible.

### An all-out tourism facility

When tourism facilities expand, it is important to create a public space available to everyone rather than a facility for private profit. It creates a space for everyone, such as a park or toilet, rather than a commercial facility.

Jo yong ho is a public official who works at a city hall. I had an interview with him and his other colleagues.

### The destination images

As the gateway city of East Asia, Busan's destination image is determined by the appearance of Busan Station, Busan Terminal, and Busan Airport. For example, when you get off the airplane you can get the first impression of the city at an airport. The Nrpodong intercity bus terminal is dark, and this should be managed for image management. Therefore, it should be organized in terms of city order and image.

### Tourism infrastructure

The environment of urban beauty should be improved as a part of a regeneration project. Meanwhile, Busan Station, unlike Gimhae and Daejeon, has to be connected to the subway through the construction. Moreover, it smells bad. The boundaries between public and private management may be ambiguous. The homeless use public facilities thoughtlessly for urban beauty, even if all of the smell does not come from them.

### Requirements for tourism facilities and tourism resources

There should be a tourism facility for people to experience and interact. Visually beautiful public facilities should be provided so that people can enjoy a lot of space. There is a need to introduce art through public street art and conduct landscape projects.

### The negative effects of tourism

In Gamcheon Culture Village, people make efforts to reduce the negative tourism effects such as noise in tourism attractions. Touristification is one of negative tourism impacts. Residents are like a monkey at a zoo under touristification. This is a serious social problem in Bukchon in Seoul. It infringes on the rights of residents. Efforts are underway to preserve local residents' right to live, such as taking pictures and reducing noise.

#### Economic Sustainability: the structure for tourism profits

From the beginning of the project at the Gamcheon Culture Village, funds have been invested in providing education to residents. The problem was that tourists are alienated and residents did not benefit from the structure of earning profits from outsiders, remodeled the base facilities, and 10 percent of the tourism profits were reduced. The village community sold maps for equitable distribution of tourism profits. This is different from other tourist attractions. As income arose from the experience activity, the number of picnics at roads around a mountain increased from 10 to 18. In the future, it will be important to create a base facility for renewable projects and increase the utilization of a base facility.

#### The balanced development of tangible and intangible tourism resources

The tourism content as a software of tourism and infrastructure as hardware of tourism must be well balanced. A 100 billion won MOU was invested in the opera house. The story should be added to the base facilities for the development of culture and art. For this it is important to provide a sound narrative material to describe 70 years of history in the Sanbok Road. The district office should provide the topics of a story so that they are included in tourism interpretation and to increase and the key is to provide the participation rate of residents in the base facilities such as the Makgeolli Forest.

We implement experience-based tourism programs on the mountain slopes for three months to discover the history and culture every weekend for three months. Minibus tours on mountain roads will be held on a limited budget. The Dongguan Office in Busan has a lot of history, and the application of Tubbuck is installed and the application is linked with the homepage of the district office. The city of Sangju has a long history, and there are many stories which are linked to tourism. Minibus tours of the Sanbok Road will be held on a limited budget. Residents'

income may arise from guiding the history and culture. Both tourism provider's travel agency and local residents earn profits by linking interpretation activities with experiential activities. 95% of tourists have a walking tour of the sanbok road around the mountain. The city is training village commentators for guiding attractions and its history of the village or towns around the sanbok road near the mountain. Tourism activities such as making han Korean sweets and cookies and soap crafts contribute to the recovery of the village community. The purpose of these activities is to improve the quality of life and promote economic self-esteem among the residents.

Tourism profits are consisting of 50,000 won for experience fees plus 50,000 won for interpretation fees. This is a revenue structure that has been imitated from the horse-riding business. The buses are in the red. It happens because bus tours run by travel agencies are operated without a psychological ownership.

The story is made by connecting the d to link Sanbok road with the Renaissance. The topics of stories are everywhere, but the way how the elements of a story are connected each other is important. When the bus connects all of areas such as Dong-gu, Jung-gu, Western and Dongnae-gu, it will be a win-win strategy of district offices and tourists.

#### The process of building a governance system

When municipal government, district offices, destination marketing organisation, NGO and the experts cooperate, a tipping point can be made for government led tourism development. Residents, public institutions, and others make cohesive efforts. It can originate from local patriotism rather than from a civic spirit. NGO should function as community-based organisations of social welfare and should not oppose sustainability. It was approved by the majority. There was a minority of dissent, but there was no residents' opposition. Meanwhile, it is required to persuade residents and enhance their understanding of tourism progress for establishing a governance system. When residents' experience is different, a collective petition could be made; an official letter is generated and disseminated to the local society.

Na Chun Sun is an interpreter as a tour guide in 2013.

Social and Cultural Sustainability- storytelling as an intangible tourism resource and restoration of local community in villages

It is important to make a story of Busan in relation to social and cultural sustainability. It is important to make a storytelling in tours of the Sanbok road or a sea fishing boat or refugees in Busan. In 2013, a village bus tour is made on the Sanbok Road, and the 21 Mandy bus departs from Busan Station, where a commentator is needed on such a bus tour. It is important to create a regeneration hub and form a village community. There is a resident in tin shanties around the mountains. A community of residents in relation to social and cultural sustainability is located in Ouam-dong, and Nam-gu. It is important to preservation of historical architectures. For example, there are Somaksa Temple in Busan, Himalayas, and Left Japanese Fortress. It uses data from VR and AR in the rudimentary plan of the Busan Development Institute and establishes modern cultural district units. The head of a district office shall create a control tower, establish an ordinance, and implement it by the person in charge.

Intangible tourism resources such as places and food in Busan

The storytelling of music, paintings and art is important. It is underway to register UNESCO as a refuge capital city in Busan. It is important to find the story of Busan as a refuge capital. It is important to increase connectivity between tourist attractions. When carrying out the belt-building project and district unit plans, there is a City Tour bus called Mandi bus and subway for cruise passengers in the international passenger terminal. The road trip and bus tour around mountain and travel teams using the subsidies.

With a belt tour, people can build a cave, make a train and waling line at a north coast, and develop a local narrator around the coast. It is important to make cultural heritage maps and form a culture of art around ports. People are attracted at education experience. The center of the tour takes an hour in visiting the tourism spots and main centers. It is an experience-based tour. It takes 1 hour for visiting main tourism spots and takes one hour for experience. Do you know Park Sang-hyun, a food columnist? People are very interested in gourmet food. The Columnist Park Sang-hyun provides information on low-cost restaurant tours. For example, it is like Budae Jjigae, while Busan Tourism Organisation provides tourism for gourmet food when touring restaurants.

## Economic Sustainability: Regeneration projects in villages- Aging, Population Reduction, Tour Directions, Tourism Facilities, and Infrastructure

For the area around the south sea, industrial complex is being created for the positioning of regeneration projects. It is possible to develop pollution-free tourism industry which is pollution free industry with manufacturing industry. From a macroscopic point of view, attracting tourists can contribute to solving local problems such as aging. For example, Cheongdo is ranked No. 5 in a city in danger of extinction. Another example is Suncheon, which is a part of the information and communications technology as a development project, which creates a central town as a hub platform of tourism and promotes it through administrative agencies. In addition, as a part of the Namhae University's tourism project, each county is conducting tourism business of the southern coast in Geochang area. Tourism development projects were implemented as a countermeasure to the downsizing. There are a 10-20-year-old building at the center of towns. For the development of the town, it is important to attract tourists. The biggest reason why the revival of hanbok industry is needed is related to economic sustainability.

The scope of regulations and accountability in tourism plans –urban planning of district units

The issues arise over who should be accountable for such tourism projects which local governments and the Ministry of Land, Infrastructure and Transport are involved together. With an investment of 20 billion won every four or five years, the New Deal projects to build creative cities were established and invest in cultural tourism. The Ministry of Land, Infrastructure and Transport, the Ministry of Agriculture and the Cultural Heritage Administration are involved in such projects. As such, the accountability for overlapping projects is ambiguous and on-site control is important. The Act on National Territory Planning (master plans) is important. In other words, a master plan each district unit area should have a master plan and setting up tasks. Changing a municipal ordinance on a district unit takes one and a half years. So the district's seasonal guidelines are needed.

Tourism facilities and Infrastructure

The pensions on the outskirts of residents should be created rather than building a multi-complex for tourism on the outskirts of the city and a large-scale condominium. These facilities should hire local residents. Even if they are invested by non-local business, there is a shortage of local livelihood and, the number of young people is declining. To this end, there should be invested in education. For developing Dure local tourism business, it should be a harmonious relationship with large franchise projects and invest in education investment. Alternative schools and special schools should improve the educational environment.

#### Economic sustainability

The town units of island areas implement the tourism development of Dure projects. In some cases, the money to support projects are suspended due to political influence of tourism projects. People in Suncheon and Yeosu are building tourism centers for tourism development. They create a travel program linked with the South Sea, and local governments will join it. It has local hubs of tourism facilities and creates accommodations such as spaces and hotels where people can gather.

#### Residential areas to mitigate negative tourism impacts

There has been a problem with the regulation of the use of gentrification. The commercial or cultural districts in Incheon, Jeonju, and Busan implement a win-win agreement with city and manage their issues. There can be a win-win agreement with respect to tourist accommodation.

#### Governance, village activists, and the coordinator who manage tourism issues

People shared the information about tourism business in detail in Dong-gu. The Busan Development Institute should play a central role in sharing information. City councilors and district councilors can join the project to build a village with residents. The local business in villages should have a long-term plan such as 10 years' projects and develops the capacity of residents. The role of the coordinators in local tourism business and village activists is important in tourism management. The coordinators of managing tourism issues are needed

when planning cultural events, festivals, and tourism projects for the development of commercial areas and residential areas.

The coordinators of managing tourism issues are involved in projects to enhance the capacity of residents and improve the space. A village story can be made for the development of culture tourism. The coordinators of managing tourism issues participate in the regeneration project with a sense of mission. The coordinators of local tourism projects called Dure function as a human resource manager and oversee the local development. The coordinator of local tourism projects called Dure understands the welfare space and participates in tourism development. They will carry out training programs for capacity building of local residents.

As a leadership course, it is linked with education and to form an intermediate organisation and to integrate an intermediate organisation with people to support to resolve local issues. It can support the community center's activities and tourism projects and drive the development of villages. According to the 2010 population reports in the roads around mountains, the design is documented for community design. Daegu and Dosol Village are doing well on cultural tourism such as beer tourism. It is formed through meetings with people to find human resources and is a part of an organisational strategy using local resources. To improve as a public good for tourism, it is important to ask about whom tourism is for. Is it a tour for tourists or tourist attractions or tourism business?

### Social and Cultural Sustainability-History and Cultural Zone

A balance of economic benefits and other benefits is needed to preserve historical resources. The historical and cultural zones are created when masterplans are established with a leadership and public views. Plans and efforts to implement them are needed for maintenance. Similar types of facilities are organized for Japanese historical streets. The commercial zones and industrial zones are established in new cities such as Yangsan in accordance with the district unit plan.

### Economic sustainability

There are many unprofitable festivals in the renewable projects of tourism development. How many reasonable tourism projects are there in terms of economic sustainability?

For resolving these problems, I recommend that the urban planning of district units can cover detailed restrictions. The city plan includes guidelines of special tourist zones. For example, the residential unit of Gangseo-gu has a logistics warehouse. The planning of residential district can prevent drainage from a logistics warehouse.

Shin Yoo-chul is a public servant in Ulsan.

#### Local residents' attitude for service

From the standpoint of the government, residents should be kind to tourists as a voluntary duty. Local residents' good service for visitors is necessary to develop Ulsan as a tourist friendly city. Local residents should improve their capabilities in terms of the mindset for service. The service attitudes will become a cost-free promotional strategy, and the formation of a tourism culture will be required.

Bus drivers' service is a part of service culture. The money is spent for promoting tourist attractions and the contents of the tour. Tourism service is memorable as a dignified trip. For example, I visited Iki Island in Japan through a government official's pam tour. The transportation time is like that from Busan to Daemado. With the rising cost of travel in Fukuoka, there was a culture of personnel management and education in order to develop Iki Island as tourist-friendly destination.

At Iki island there is tourism infrastructure for the foreign language environment. The establishment of tourism infrastructure falls under the category of destination social responsibility. 23,000 people lives in the Iki Island. I can see the students' shy smile and friendly greetings. There are all kinds of environments for communicating in Korean. The websites associated with a pam tour to attract travel agencies were written in Korean. Public relations strategies can be carried out for social network services.

Traffic accessibility should be improved for visitors in terms of population congestion. For tourism infrastructure, the destination should try to become a place for taking a rest as a healing space. The island promotes an incentive tour for Panasonic Corp by providing Wi-Fi services in all areas and renovating an empty warehouse for satellite office. To improve the accessibility of tourism, Internet and desks for business meetings are equipped in the island. Encouraging

holidays at the national level will also be a part of social responsibility. For the tourism development, the culture of enjoying holiday should be encouraged at the national level. In addition, the geographical location is important for moving to an airport near Seoul.

#### Connectivity and accessibility

When Ulsan develops into a tourist city, there are inconveniences in terms of transportation and subway. The foreign language environment is uncomfortable, and the preservation of foreign tourists is important. The connectivity of tourist attractions should be strengthened to distribute tourists well. It is important to connect tourists with the surrounding tourist attractions so that visitors go to tourists' attractions without their own cars.

#### Experience and paid destination

Travel agencies mainly guide visitors for free tourist destinations. The efforts to upgrade the tourism experience are necessary. Even though tourist attractions are expensive, there should be facilities that can experience them. There is little margin when the admission fee for tourists is free. Tragedy of common property should be prevented as social responsibility.

#### Civilian exchange and interactions

Civil organisations and municipal councils shall engage in destination social responsibilities. There is a difference in positions of the government. I think the government should serve as bridge for civilian exchange. We exchange people for the roses in Portland on a voluntary level. There are the exchanges for peace, international friendship, and youth exchanges. For example, there are Ulsan-Nigata regional exchanges, exchanges of national swimming representatives, Korean language exchanges, the introduction of cultural experience, associated with 50 embassies and sisterhood city.

#### Industrial tourism

The local government in Ulsan is focusing on industrial tourism. The three major companies in Ulsan are the oil, shipbuilding, and automobile industries. The night view of industrial tourism in Korea and the night view around Gwangwanli Bridge in Busan is good. New towns around Gwangwan-li are being developed. There is an industrial tourism around the chemical complex in Ulsan. The reason why the night tour of industrial tourism is meaningful is that it provides that of psychologically precarious people who think of suicides are very impressed at the night views in surrounding factories. There is 24 hours of light and machine noise. A night view tour has been set up to have a tour in the auto industry. The observatory is different from whale cruise ships for citizens. Ulsan is making efforts in the preservation of history and the development of chemical complexes. It is said to regain the motivation of life and gain spiritual well-being. Tourism project is a part of the national project with patriotism. We are carrying out tourism as part of our national project. The smell is managed in Kyushu businesses. Ulsan does not.

#### Whale tourism

There are some people who are favoured of a whale tour in Ulsan or not. South Korea is the only country to oppose to it in the city's history. There are pros and cons of dolphin showed. The dolphin showed could be a bridge for the education of animal love and inform people of animal tourism.

Kim Dong-sup is a government official in Ulsan.

#### Economic sustainability

Last year was the year of the visit to Ulsan. There were improvements to position Ulsan as an eco-city. Yeongnam Alps tourism is eco-tourism. Taehwa River could be used as tourism resources. Ulsan also provides industrial tourism. There are still many things to improve. In terms of accessibility, it takes 30 to 40 minutes from the station to the Taehwa River. The Taehwa River has its own problems such as the capacity of tourists.

### The uniqueness of tourist attractions

It was the year of my visit to Ulsan last year. Yeongnam Alps Tourism, Industrial Tourism, Taehwa River and Whale Tourism Resources are unique. Tourism is also managed by the districts. The capacity of visitors is low in the southern part of the city. Whale tourism becomes a unique tourism resource in Ulsan. Tourism resources should be managed by the districts, not by the municipal unit, and tourism resources should be paid. Ulsan is famous for its industrial tourism. SK Energy is the case of industrial. SK Promotion Hall has a production line for cars, which has limitations due to the smell of petrochemicals. Industrial tourism needs some activities for visitors to experience.

### Environmental sustainability

There are environment related projects such as creating ecosystems, mountains as part of the urban project in eco-cities. There are sea, pine, and food in Daewangam Park. With pine trees and clear air, Ulsan is becoming a city of eco-tourism. Bamboo groves are good. The riverfront management is needed to manage the environmental waste on weekends, and to ensure that tourists are aware of the order.

Lee Se-jun works for BEXCO in Pusan.

### Economic sustainability

In the case of the economic aspect of destination social responsibility, people catch squid at ports, and it is run by self-sufficient economy. Suppose that non-local residents enter the port. There are changes in places due to the influx of tourists. The influx of tourists leads to a change in ports. It affects the unique traditional culture of the village. There are positive economic effects, and it benefits a local society. There is a gap between the rich and the poor. The redistribution of wealth should be made.

### Equitable distribution system

An equitable distribution system should be established by forming a cooperative of fishermen. In addition to economic benefits, traditional culture, environmental destruction, and congestion costs occur due to the influx of tourists from outside. Continuous word of mouth about sustainability is necessary. The government should be away from earnings of foreign currency from tourists in tourism development in Korea. Price controls should be made. A rip-off charge is not left to self-regulation. For the promotion of domestic tourism, there is a demand for well-being tourism and the leisure, festivals such as pine mushroom festivals and have visions for this. Urban planning of the district units manages the quality of life, pubs, lodging and the streets of a bed town for market and social areas are not destroyed.

### Storytelling

Busan needs to establish a symbolic building or landmark. You can think separately from the hardware side and from the software side. In the term of the hardware, it is about developing an external facility. In terms of software, it is to create a story which fit in existing resources and to implement social and cultural preservation. In particular, the responsibility for the expo is even greater. The tourism industry is an industry in which the proverb of “Nothing is complete unless you put it in final shape” could apply. Theme parks provide storytelling, avoid costly projects. The management of theme parks is expensive and can destroy existing objects. In the city council, the chairman of the economic and cultural committee values history. The construction of the Dadaepo Lighthouse is an example of a practice of preserving history.

### Environmental Sustainability: Prevention of environmental damage from tourism Development

The environmental responsibility is well practiced in Suncheonman Bay and environment-friendly ports. Daewangam Ecological Park is suffering from tobacco and trash, and reed forests are not preserved. To preserve the ecological park, the government should make efforts for environmental education, such as preventing environmental encroachment and making garbage cans. Tourists must do as they do in my village, as they do in my house.

### Sociocultural sustainability

When discussing social and cultural responsibilities, respecting a traditional culture is important. I think that loud singing and drinking are not desirable and the preservation of our traditional culture, in the tourist attractions of Pohang. Social and cultural responsibility for protecting citizens can be achieved by limiting visiting time and children's education.

### Landmarks

CVB Buro should build landmarks as part of its social responsibility. There is something that the central government needs to make efforts to host. For example, the Eiffel Tower in Paris by hosting the expo and Hanbit tower in Daejeon, Korea. There is a need for CVB to create artwork with citizens while hosting the Busan Expo.

### Governance

Many tourists visit the Centum city area in Haeundae. Local residents will be responsible for the renovation of the facilities due to tourism in the area. Local residents should be respected. I mean that the social structure or social environment should be created so that residents can fulfill their economic, environmental, cultural, and social responsibilities. People should voluntarily establish a community committee, which is run autonomously and discuss tourism issues, and select a district councilor. When prepared for casinos in Incheon, the residents' council should help conflict between the central and local governments and make efforts to gather attentions from the region. Workshops, contests, and autonomous gatherings should be put together to make efforts to promote the practice of local sustainability.

### Economic feasibility

Responsible tourism industry is responsible for tourism leisure. When building a complex resort, civil servants should review its economic feasibility. It should persuade the central government to argue the adverse effects of tourism development such as the loss of investment costs. BEXCO lacks exhibition space. Because BEXCO has a huge facility which makes social impacts and affect residents' life, it makes sense to see Bido Public Enterprises. The largest

shareholder was invested in by the city. It is expanding its surroundings to expand its exhibition space.

Kim Yi-eun is a female CEO who runs a travel agency. She ran a travel agency in Chicago and Busan, and She was born around Eulsukdo Island in Busan.

What do you think about destination social responsibility in Busan? With regard to environmental sustainability, what do you think about destination social responsibility for environment that tourism stakeholders should make collective efforts for?

Regarding the waste problem, a standard plastic garbage bag needs to be put into practice, and basically, it is necessary not to throw away bad trash. There is a need to provide environmental education to tourists so that they do not violate the nature reserve, do not contact nature to protect, and illegally throw away trash. Moreover, there is a problem of bus operation in relation to environmental responsibility. The number of cruise ship in the western mountain area of Busan is increasing and the western area of Busan suffers from tourism congestions traffic congestion during rush hour. The parking lot of Eulsukdo Island is small and could not cover visitors' flow during rush hour. I think that there is a necessity of control tourist numbers. For example, in the case of the Gamcheon Culture Village, the number of visitors is limited. Tourism interpreters could encourage visitors to reduce the damage on local tourism resources. Isn't there a saying of demarcating that controls the demand of consumers? The Eiffel Tower in France limits the number of tourists to the preservation of historical monuments. The Grand Canyon created a period of self-sustaining restoration, including Yellow Stone. They set the period of rehabilitation on a 1 and 2-year seasonal basis. Since conservation is a top priority, the establishment of restaurants in national parks is not allowed. This is how to conduct destination social responsibility for environment. However, in the base of Busan, the river project destroyed the habitus of birds and disturbs the arrival of migratory birds on Eulsuk Island. Eco-friendly tourism products are also important. Adding this, civil servants and government officials should have a basic idea of developing self-sustaining migratory bird habitat.”

Question: With regard to economic sustainability, what do you think about destination social responsibility for economy that tourism stakeholders should make collective efforts for?

In the case of economic sustainability, tourist accessibility and tourist attraction should be considered in tourism development. The UN Cemetery development fails to attract visitors, nor is it economically feasible for its development and the U.S. Museum. On the other hand, in the case of development of Haewoondae Railroad, a consortium of business groups is established to evaluate the economic feasibility. The lack of accessibility could be a problem as like shown in the Andong tourism development.

Question: Based on the definition of destination social responsibility, do you think that governance could be considered as a key component of destination social responsibility? Have you ever witnessed governance is well practiced in the tourist destination as a social responsibility?

Governance is important in destination social responsibility. Based on my experience of living in Chicago, in the U.S., local newspapers indicate that there will be meetings at the office like City Hall. Americans think that participation in the meeting is their right and duty. And an obligation becomes a right. They regularly meet together and discuss local issues like a club in an apartment building in order to harmonize the interests of individuals and the interests of the whole.

With regard to social sustainability, what do you think about destination social responsibility for the environment that tourism stakeholders should make collective efforts for? When I run a travel agency, employment of the handicapped is considered as much as possible, even with difficulties. As destination social responsibility includes the concept of collective effort, do you have any ideas of the destination in which destination social responsibility are well implemented?

Chicago is a well-developed and values history. For example, the Gojong Fair was held in Chicago. Not only does it preserve the history of old buildings, but it also keeps them from entering the natural environment. Chicago has a culture of clear legal regulation. For example, when the travel agency hits the car on the road, penalty tickets for fines is more than 100,000 won. I think that social and cultural influences of people are great, but they are not only left to individual citizenship, but there is a clear legal sanction when they break the law. Since

unauthorized, illegal guides are also a problem with legal regulations, there are random checks of tourism guide. Not only is it left to autonomy of individuals, but legal regulations are important.