

**Evaluation the Impact of Crises on Tourism
Development from Sustainable Perspective: Evidence
from North Cyprus Tourism Industry**

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ABSTRACT

This thesis seeks to understand the perceptions of residents of North Cyprus as key tourism stakeholders appertaining to the impacts of last international crisis which is pandemic to the island's tourism activities and presenting a model of recovery and development. As nations and tourism destinations are beginning to relax the non-pharmaceutical measures for the prevention of last international crisis, a major quest in the mind of tourism stakeholders is how to restart and restore the once viable and productive industry to its pristine state. While the urge to restart and restore may necessitate strategic plan and drastic measures, care must be taken not to undermine the sustainability of the destination. In this context, a model was created for the study area by using mixed method (qualitative and quantitative methods together) to understand the perceptions of residents, impacts of last international crisis and presenting a model of recovery and development of North Cyprus. To this end, the study used grounded theory and semi-structured interviews to explore the results by two stages data coding and analysis. First, Coding and theme generation later followed using the recommendations of Braun and Clarke (Braun & Clarke, 2006, 2014) for finding the impacts of crisis in tourism industry. After that, grounded theory, paradigm model which is Regular design of data foundation theory emphasizes the use of data analysis steps through open coding, axial coding and selective coding that presenting the theoretical model by Strauss and Corbin (1990) for presenting the development and recovery model and stakeholder engagement in the sustainable restoration of tourism activities in Island.

Keywords: sustainable tourism recovery and development, resident's perception, stakeholder engagement, crisis management, qualitative interviews, North Cyprus

ÖZ

Bu tez, adanın turizm faaliyetlerine pandemik olan son uluslararası krizin etkilerine ilişkin kilit turizm paydaşları olarak Kuzey Kıbrıs sakinlerinin algılarını anlamayı amaçlamaktadır ve bir iyileşme ve gelişme modeli sunmaktadır.

Uluslar ve turizm amaçları, son uluslararası krizin önlenmesi için ilaç dışı önlemleri gevşetmeye başlarken, Turizm paydaşlarının kafasındaki en büyük arayış, bir zamanlar canlı ve verimli olan endüstrinin nasıl yeniden başlatılacağı ve bozulmamış durumuna nasıl geri getirileceğidir.

Yeniden başlama ve restore etme dürtüsü, stratejik plan ve sert önlemler gerektirebilirken, destinasyonun sürdürülebilirliğini bozmamaya özen gösterilmelidir.

Bu bağlamda, bölge sakinlerinin algılarını, son uluslararası krizin etkilerini anlamak için karma yöntem (nitel ve nicel yöntemler birlikte) kullanılarak çalışma alanı için bir model oluşturulmuştur ve Kuzey Kıbrıs'ın toparlanması ve gelişmesi için bir model sunmak.

Bu amaçla, çalışma, iki aşamalı veri kodlama ve analizi ile sonuçları keşfetmek için temelli teori ve yarı yapılandırılmış görüşmeler kullandı.

Önce kodlama ve ardından tema oluşturma, ardından Braun ve Clarke'ın (Braun & Clarke, 2006, 2014) önerileri kullanılarak krizin turizm endüstrisindeki etkilerini bulmaya yöneliktir.

Daha sonra, adadaki turizm faaliyetlerinin sürdürülebilir restorasyonunda model ve paydaş katılımı için temellendirilmiş kuram, veri temel kuramının düzenli tasarımı olan paradigma modeli, gelişim ve iyileşmeyi ortaya koyan Strauss ve Corbin (1990) tarafından kuramsal modeli sunan açık kodlama, eksenel kodlama ve seçici kodlama yoluyla veri analizi adımlarının kullanımını vurgulamaktadır.

Anahtar kelimeler: Sürdürülebilir turizmde iyileşme ve kalkınma, sakinlerin algısı, paydaş katılımı, kriz yönetimi, nitel görüşmeler, kuzey Kıbrıs

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LIST OF ABBREVIATIONS

STD	Sustainable Tourism Development
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Chapter 1

INTRODUCTION

Now than ever, the sustainability of tourism destinations is a worthy concern for tourism stakeholders as many destinations are gearing to restart tourism. Just before the outbreak of the coronavirus crisis in late 2019, the concerns of over-tourism's impact on the sustainable development of tourism have been on the forefront of deliberations and policy formulation of many destinations (Koens, Postma, & Papp, 2018). As destination are gradually planning to restart and reopen to tourism activities, a major focus will be on balancing the exposure of destination resources to tourism consumptions vis-à-vis the benefits that accrues to the destinations. Expectedly, owing to the colossal adverse impact of the pandemic on the tourism industry (Wu, Liang, & Gursoy, 2021), stakeholder's eagerness to restart, rejuvenate and restore tourism activities to its pristine state is a fundamental quest. However, guest or tourist attraction without adequate sustainable plans to ensure the sustainability of the destination development will only compound the challenges of the industry rather than alleviate it.

As tourism scholars have noted, stakeholder support and engagement are a critical factor in the development of sustainable tourism (Akhshik, Rezapouraghdam, & Ramkissoon, 2022; Byrd, 2007; Waligo, Clarke, & Hawkins, 2013). To achieve optimal tourism benefits with minimal risks to the sustainability of the destination, stakeholder engagement which refers to the acceptance and involvement of

stakeholders' perception in the evaluatory and participatory processes involved in the development and implementation of strategic plans for sustainable destination development (Waligo et al., 2013) must be operational.

On the other hand, focus in the topic which refers to a systematic approach of introducing specific processes into marketing campaigns in order to attain a desired outcome (Escalas & Luce, 2003). In other words, focus advertisement takes into consideration consumers' responses to advertisement framing in form of their uniqueness in the pursuit of goals and the marketers' orientation to goal actualization to frame a perfect marketing campaign that not only attracts consumers but also preserves the objective of the marketing organizations. Within the framework of destination marketing, focus on new market can be considered as specific efforts made by destination marketers to include marketing or advertisement framing that will be integrated into the process of destination development in such a way that will foster both the attraction of guest and the sustainability of the destination.

Given the extent of the detrimental impact of pandemic as an uncontrolled international crisis on tourism industry (Gössling et al., 2020; Lasisi et al., 2020; Lasisi & Eluwole, 2021) especially on small island destinations whose economies are tourism-dependent (Akadiri, Lasisi, Uzuner, & Akadiri, 2020; Croes, Ridderstaat, & van Niekerk, 2018; Rezapouraghdam, Behraves, Ari, & Doh, 2018) such as Northern Cyprus, it is imperative for policy makers, and all stakeholders in general to adopt and implement strategic and methodical plans towards destination recovery. To this end, the current study using grounded theory and semi-structured interviews explores the perceptions of residents of the tourism island appertaining to the impacts of pandemic as a uncontrolled crisis to tourism development and recovery of situation and the role

of focus advertisement and stakeholder engagement in the sustainable restoration of tourism activities post-pandemic in the tourism island of Northern Cyprus in the first stage and continue by paradigm model which is Regular design of data foundation theory emphasizes the use of data analysis steps through open coding, axial coding and selective coding that presenting the theoretical conceptual model by Strauss and Corbin (1990) for presenting the recovery and developing model and stakeholder engagement in the sustainable restoration of tourism activities in Island.

The findings of the current investigation and specially presented conceptual model and hypothesis contribute to sustainable tourism development (STD) literatures, crisis and disaster recovery literature, destination marketing and management literature and above all offers insightful practical guide to destination managers and other relevant stakeholders on the strategic procedures to be taken to achieve tourism recovery and sustainability of the destination.

1.1 Rationale of Study

Since the beginning of the century, exposure to several shocks such as: tsunami and earthquakes (Christchurch 2011, Japan 2011 and South Asia 2004); disease outbreak (Avian influenza [H5N1] 2003e6, Severe Acute Respiratory Syndrome [SARS] 2002e3); cyclones and hurricanes (Hurricane Sandy 2012); prolonged civil unrest (Greece, Egypt, Israel, Turkey, Thailand); terrorism (Boston Bombing 2013, Bali Bombings 2008, Paris terrorist attacks 2015, Madrid train bombing 2004, September 11 attack, and London public transport bombings 2005) and volcanic eruption, bushfires or wildfires have all impacted the global tourism and hospitality business severely resulting in increased uncertainties and instabilities in the industry. However,

the severities of these impacts are often mostly felt at the grassroots-level of industry (Gurtner, 2016).

A reflective evaluation of the rate of incidents and the consequent impacts have led the main industry regulators such as United Nations World Tourism Organization (UNWTO), Asia Pacific Economic Corporations (APEC), and Pacific Asia Travel Association (PATA) to call for strategic focus from all industry stakeholders on efforts to reduce and minimize the hazardous risks events from tourist destinations. Despite the call yielding certain level of improved planning efforts, and proactive hazard preparation models, most tourist destinations have remained as susceptible and vulnerable to crises shocks and hazard with actual impact consistently very severe.

More recently, the outbreak of COVID-19 and the resultant impact on travel, tourism and hospitality businesses have further strengthened the argument against the vulnerability of tourism business to unsuspecting risks events such as the pandemic (Yeh, 2021). While events such as pandemic are undesirable, its occurrence provides a true test and checks of the level of preparedness and hazard prevention and control mechanisms and models of tourist destinations against such unpleasant event and equally aids the formation of contingency plan for disaster events (Griffiths, 2020).

Compared to other crises, including those brought on by other illnesses (SARS, avian flu, etc.), terrorists, natural catastrophes, or armed conflicts, the COVID-19 problem is unparalleled. Contrary to previous crises, which have regionally specific repercussions and have less than 4% influence on global tourism, the COVID-19 pandemic has broader and more serious ramifications. Destinations transitioned from

a worldview of the tourism industry to no-tourism within the span of a few months (Gössling et al., 2020).

The detrimental consequences of the COVID-19 disease outbreak on the travel and tourism industry have been enormous and, in most situations, more painful and debilitating than most other industry segments. This is because of the individual's internal element of the tourism commodity, which necessitates consumers to relocate to the locations where it is produced or destination (Nicola et al., 2020). Such impacts are especially worrying given that, according to the World Travel & Tourism Council (WTTC, 2020), the industry creates one in four of all new employees globally and has, over the past nine years, grown faster than the world economy as a whole. Additionally, it contributed almost 9 trillion USD to the world's GDP in 2019, which was 10.3 percent of the total (Statista, 2020).

The World Travel and Tourism Council (WTTC, 2020) predicted that 100 million livelihoods were at risk owing to the viral epidemic in its study on April 24th 2020, and stated that an estimated one million jobs were being lost every week as a direct result of the influenza catastrophe. As a result, by the end of April 2020, the sector's unemployment level had climbed by around 30% in only the preceding four weeks (WTTC, 2020). Additionally, it is predicted that the industry would lose more than \$2.7 trillion as a direct result of the epidemic (WTTC, 2020).

Furthermore, contingent on when the industry begins to recover; such losses are anticipated to result in a decrease of between 60 and 80 percent in the worldwide tourist sector, according to the OECD (2020). In many nations, tourism plays a key part in the economy, therefore when COVID-19's disastrous impacts on the industry are

considered together, it looks to bring enormous obstacles to that sector's overall socioeconomic wellbeing.

The situation is peculiar. Within the next few months, the attention of the world's tourism industry moved from over tourism to no tourism, as starkly demonstrated by blogs as well as newspaper stories showing before and "after" photos of well-known tourist attractions (Conde Nast Traveller, 2020). Despite some commentators' prediction on "What will the flight be and then after the Coronavirus," with some excessively positive opinions already having developed incorrect assumptions, the general belief is that the tourism sector will recover as it has after previous crises (Forbes, 2020). The tourist sector suffers severely and internationally from a pandemic like SARS (Severe Acute Respiratory Syndrome) or COVID-19.

The ideal approach to crisis recovery in the tourist industry is prevention, which is the emphasis of crisis management models as well as post-crisis initiatives (Hall, 2010; Kuo et al., 2009). With this cause, prevention, simulation techniques, and preparedness have taken up a significant portion of the research conducted thus far. Regrettably, most research on emergency preparedness in tourism fails to take a more holistic view since crisis management models concentrate on pre-event preparedness (Mikulić et al., 2018).

According to (Skara et al., 2021), Fabulous is needed by politicians and operators; only theoretical tactics will not do. Studies on the tourist sector are few, particularly those that address how to handle an epidemic outbreak. Stakeholders in the tourism sector are currently seeking executive approaches.

It is interesting that, up until September 2020, little was known about how to handle tourism locations during a pandemic's comment crisis (Miles & Shipway, 2020). In addition, it appeared that most societies in general and tourist locations, in particular, were not equipped to handle the most serious crisis pandemic in recent memory (Fisher & Wilder-Smith, 2020).

Techniques in crisis management in reaction to the outbreak; Thus, there is a pressing need to close this knowledge gaps, which also highlights the processes of significance for usage-performance analysis for academics to carry out more studies in tourist crisis management. Various governments and participants in the tourist sector are given recommendations to help them respond to the problem (Lai and Wong, 2020).

Also, According to Shih-Shuo Yeh (2021), the employment of only qualitative research methods results in the most restricted crisis management. Although the results are helpful, it will be intriguing if a compelling conceptual model can be developed and the quantitative research approach can be leveraged to offer a different viewpoint on the phenomenon. A model should include a sequential logic that outlines the steps to be done in an approach (c.f. Faulkner, 2001), or a systemic one (c.f. Mikulić et al., 2018).

In the conclusion, study findings, in particular, showed that each country's domestic tourism restoration must be based on the "internal" rather than the "international" tourist industry (Asif & Francesc, 2021). On the other side, the general agreement is that, depending on the circumstances in each nation, the execution of recovery plans necessitates medium- and long-term comprehensive planning for the future (Gössling et al., 2020).

This is a unique opportunity to enhance value distribution in tourism destinations and develop a model that will aid the entire industry in handling crisis-related problems (Gössling et al., 2020; Hall et al., 2020; Lee et al., 2012).

On the other hand, Hall (2010) claimed that most of the crises events that impact tourism businesses occurred as a form of issue-attention cycle. In other words, crises are often a result of ongoing elements which do not result to a crisis until (a) the disaster incident has happened in a specific part of the global political–economic system, and (b) the issue becomes known and already late for attention or rectifications. This notion suggest that prevention of hazard events can be attained more readily if proper care and attention is paid to ongoing elements that may result in crises.

As crises have been an age-long menace tormenting the peace and stability of the global tourism industry so as the efforts by practitioners and scholars towards finding mitigating mechanisms to prevent and reduce its impacts. For instance, Yeh (2021) proposed a tourism recovery strategy against pandemics; Gunter (2016) proposed a disaster recovery for tourism crisis for the Island of Bali; Hall (2010) proposed early identification as key method of crisis prevention and host of other scholars investigated and documented specific framework or mechanism for coping with crises events in the global tourism business. Yet, growing concerns still exist among the key players in the industry about the vulnerability index of the industry to hazards and crisis (Seyedabolghasemi et al., 2022).

1.2 Purpose of the Study

Following the above-stated rationale, disaster and crises events are almost inevitable for several reasons (natural, human-error, machine failure and technology) and so is the negative impacts that such events/incidents convey to the tourism and hospitality industry. While this reality has been for ages and the frequency of crises incidence have supported the notions, there still exist a gulf between the knowledge of crisis events and the level of preparedness of tourism destination for mitigation and prevention of the detrimental impact of the crisis's events. By impacts of last international crisis to the Northern Cyprus island's economy which is based on tourism (Atun, Nafa, & Türker, 2019) and moving the tourism industry from over tourism to no tourism. As explained, unfortunately it was not any known strategy about how to handle tourism locations during and after a pandemic's comment crisis in all the world and it seems absolutely necessary to investigate this issue, especially for a small island by dependent economy to tourism.

In this case, so many past research results show that, in the most restricted crisis management only qualitative research methods is not enough. Although the results are helpful, it will be intriguing if a compelling conceptual model can be developed and the quantitative research approach can be leveraged to offer a different viewpoint on the phenomenon. A model should include a sequential logic that outlines the steps to be done in an approach or a systemic one. Also, particularly in so many past study findings showed that each country's domestic tourism restoration must be based on the "internal" rather than the "international" tourist industry (Asif & Francesc, 2021). On the other side, the general agreement is that, depending on the circumstances in each

nation and according to local data's, the execution of recovery plans necessitates for the future (Gössling et al., 2020).

This thesis through mixed method (qualitative interviews and quantitative analysis) with some stakeholders in the tourism island of Northern Cyprus seeks to investigate and document scientific evidence for destination recovery after severe shock from crises events. More importantly, this thesis attempts to figure out the extent of damage that crises event leaves on tourism outlook of a tourism-dependent nation and presenting the strategies model that can be helpful in restart, recovery, and revitalization efforts.

To this end, this thesis attempts to answer the main following questions:

- 1) How and to what degree has unexpected crisis event such as a pandemic has impacted the tourism business of the tourism destination of North Cyprus?
- 2) What prevention efforts and coping mechanisms are in place to deal with the constant threat that such shock poses to the tourism industry?
- 3) How can the existing mechanisms be improved or new framework developed for mitigating against the menace of crisis events?

In answering the aforementioned research questions, the study will achieve its aims which are:

- 1) To investigate the key impacting elements of crises events and their associated consequences on tourism business. That is, the study seeks to highlight and explain the degree of negative contribution of crisis events to the business of tourism in North Cyprus.

- 2) Despite the frequency of disaster and hazardous events and their associated detrimental effects on tourist destinations, evidence have proven that destination preparedness has often fallen short of the expected standards to adequately and effectively prevent the deleterious impact of crises impacts. To this end, the study seeks to understand the level of preparedness of this destination and underscores the potential areas of improvements.
- 3) Presenting the conceptual model of research and proposing new approach to destination protection by proposing the new hypothesis in this area and prove them by testing.

1.3 Significance and Contribution of the Study

With the ongoing global pandemic causing unprecedented level of damage to the business of travel, tourism and hospitality, there is an understandably increase in scholarly attention towards the issues of crises management, destination preparedness, destination resilience, coping mechanisms, and tourism/destination recovery. While these efforts have resulted in some useful contributions, some of the recommendations are location-specific and generalization is unrealistic.

Furthermore, despite the foray of research output in the field, destination vulnerability remained high and level of preparedness low. This obvious research and practical concern call for immediate attention especially in the case of tourism-dependent economy of North Cyprus. To this end, the current dissertation provides practical and academic contributions to the subject focus in the following ways.

First, by embarking on the investigation of the degree of impact of crisis event on the tourism business of tourist destination vis-à-vis the level of disaster prevention and

mitigation efforts of the destination, this thesis contributes to the growing scholarship on tourism vulnerability prevent and crisis management by extending the extant knowledge in literature to this specific destination. Given that most study outcomes provide location-specific mitigation mechanisms, the current study follow the traditional view in academic research to enhance efforts at offering science-based recommendation for the tourism island.

Second, through the instrumentation of mixed method research approach and grounded theory, this study contributes to the scarce tourism and hospitality literature that have been overly tilted towards quantitative research approach. Yet, the pertinent issues in tourism literature are those that are socially based requiring in-depth interactions with appropriate stakeholders to be able to elicit meaningful and relatable solutions that will advance not only the academic knowledge of phenomenon but the practicality of the application of the findings. Hence, this dissertation adds to the meagre knowledge of qualitative research output in the field and test and prove it by quantitative method.

Practically, through the outcome of this dissertation that suggest that tourism stakeholders in North Cyprus holds divergent views appertaining to the issues of the destination vulnerability to hazardous events, a framework of actionable steps were presented and this if implemented accordingly will aid in the attainment of the destination prevention and resilience efforts. Furthermore, the thesis will offer several steps, hypothesize and conceptual model towards the development of a sustainable roadmap for North Cyprus and recovery and development of tourism industry of island as a destination in the event that crises events have inevitably occurred.

Lastly, the current study by presenting the new conceptual model and hypotheses of crisis management according to causal, context and intervening conditions and suggest of solutions and results by analyses the core categories and presenting the strategies model will help to recovery and developing the tourism of the island rapidly.

The study will contribute to literature and more important to policy makers to help them understand their contribution in the fight against the crisis as a pandemic, especially their determination to commit to the recovery plans that will ensure development.

1.4 Summary

Destination efforts towards the prevention and mitigation against crises events are an ongoing one. As evidently crises events are unpredictable with forays of unexpected outcomes, so is the daunting challenge to make ready and available workable prevention plans and contingency mechanisms for dealing with the challenges that such incident poses to the global and local tourism industry and its associated sectors. Scholarly investigations are increasing, yet, the impetus to fight the menace of the crisis's events are dwindling. Even so, tourist destinations of today appear to be more vulnerable than ever and the need to finding the best local conceptual model and actionable solution drives the rationale for this thesis.

Resultantly, this thesis used mixed method in two stages. First, interviews with key tourism stakeholders to understand the degree of the challenge at hand and the feasible routes to solutions and recovery by presenting the recovery model and second, using the quantitative method for proving the causal, context and intervening conditions whit

suggest of solutions and results by analyses the core categories and presenting the finalized hypotheses and strategies model for improving the sustainable tourism.

1.5 Structure of Thesis

Following the standard for thesis writing acceptable within this institution and globally, this thesis comprises of five chapters. The chapters also mirror the expected standard of flow from introduction through review to conclusion.

Specifically, the first chapter of this dissertation is tagged “Introduction” which explains the key and critical concepts of the thesis. Furthermore, rationale and justification alongside the significance of the study are presented in this chapter.

In chapter 2, the thesis documented extensive body of knowledge appertaining to the evolution and development of the research field of focus. In other words, chapter 2 documents the trajectory of knowledge development in the field of sustainable tourism, tourism island development and the application of grounded theory to the research field.

Chapter 3 focused on the applied method with which the research objectives are realized. The chapter documents the stepwise procedure from research design through data collection and analyses procedure. It explains qualitative research methods, interviewee selection, interview procedures, types of grounded theory and the procedure of data analysis. Finally, the model was developed using a qualitative method after the interview, and then the model was validated using the Delphi panel and was finalized. After finalizing the model, quantitative research method is used to proving the conceptual model by both descriptive and for more certainty of the findings, inferential statistics.

Chapter 4 documents the author's findings from the results of mixed method data analyses. In other words, the chapter lay to bear the demography of interviewees, their interview responses and the generated themes and codes from the resulting co-occurrence of interview responses and after that will explain about quantitative research method which is prove presented conceptual model. In this part, Delphi test was used to validate the tourism model.

Chapter 5 concludes the thesis with further explanation of the findings and their implications for practice and academia.

Chapter 2

LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Grounded Theory

Generally, three schools of thought have been developed over the years appertaining to the understanding and use of grounded theory as a methodological approach to scientific inquiries. The first school of thought -mostly referred to as -the Classic grounded theory was proposed by Glaser (Glaser, 1978) who argued that grounded theory is a inductive approach to studies that hinged on finding the core variable through the systematic treatment of data and to make several justifiable interpretations from the data (Christiansen, 2008). Secondly, with the classical grounded theory, the researcher strives to guarantee trust in the process by encouraging the suspension of preconceptions and prior knowledge during the process of concept generation and narrative reporting (Christiansen, 2008). Subsequently, grounded theory is used in making “meaning” of unknown phenomenon which often connects the “object” of study and the “subjects” of study. In other words, the concepts of objective realities or social construction are integral to the use of grounded theory. This approach, we believed appropriately reflects the need of studies in tourism sustainability domain.

The second school – popularly known as – Charmaz’s constructive grounded theory, proposed that data collection and analysis co-occur in grounded theory with one informing the other (Thornberg & Charmaz, 2014). The hallmark of this approach is

the stepwise procedural guide that somewhat simplifies the process of concept generation through several layers of data coding, grouping and comparison. In all, whether it is the classic view or the constructive perspective, the core concept generated from grounded theory method are rooted in the consistent evaluation and re-evaluation of data that filters out the bias of researcher's preconceptions. Such approach is essential for the objective of this study as we want to provide evolution of knowledge in the field based on results that are consistent with the research approach.

This research method is a qualitative research method by which a theory is developed using a set of data. So that this theory explains a process, an action or an interaction on a large scale. The theory resulting from the implementation of such a research method is process theory. The researchers who use this theory method, using regular data collection methods, identify categories, themes, and establish relationships between these categories, and offer a theory or conceptual model to explain a process. We use foundation data theory when we need a theory to explain a process. When existing theories do not explain such a process, with the help of data theory the foundation can formulate a theory about the occurrence of this process or the problem or the people observed (Bazargan, 2008).

Creswell listed the assumptions that are widely used in this type of research:

- The purpose is produced or discover a theory.
- The researcher forms an intrinsic theory by putting a set of theoretical ideas together.
- This theory focuses on how people interact with the phenomenon under study.
- This theory supports a possible relationship between concepts and a set of concepts.

- This theory is derived from data from field surveys, interviews, observations, and documentation.
- Data analysis is a systematic process and begins as soon as data is available.
- Data analysis involves identifying categories and linking them together.
- Data collection and sampling is based on the process of concept formation.
- Concepts are developed by constantly comparing them with new data.
- Data collection can be stopped at the same time as new conceptualizations emerge.
- Open-ended data analysis is starting by (identifying categories, Properties and dimensions) it continues with "axial coding" (examining conditions, strategies, and consequences), and finishing with selective coding (shaping theory or presenting the model around a category).

2.1.2 Application of Grounded Theory in Sustainable Tourism

The use of grounded theory in extant literature has largely been motivated the objective of the studies (Hardy, 2005). Like other studies that seek to uncover human perceptions of social concepts that are not easily quantifiable, our study adopts the use of grounded theory. The rationale for the adoption of grounded theory for the current study is rooted in the fact that in-depth elicitation of opinions and views such as required in the current study can only be better captured in an environment where participants have the freedom to express their perceptions without judgement or prejudices. Similarly thought was shared by Kensbock, and Jennings (Kensbock & Jennings, 2011) when investigating tourism entrepreneurs and their contributions to STD.

Further, the application of grounded theory in the generation of new insights, novel perspectives and theme generations have been duly documented in extant literature.

Particularly in tourism and sustainable tourism studies, application of grounded theory is widely acceptable. For instance, in their effort to bridge the gap between the development of the theory and the practical application of the same, Stumpf et al., (2016) performed a comprehensive literature review of studies in sustainable tourism domain with the application of grounded theory. The result showed more than 30 articles used grounded theory within the methodology section of their study.

Beyond its wide acceptance in sustainable tourism domain, grounded theory also offers host of other advantages. Its applications guarantee that an inductive process can be efficiently followed leading to new discoveries and importantly, in the context of the current study where COVID-19 is still an on-going incidence, a degree of uncertainty still abounds and grounded theory offers a mitigation to information loss due to uncertainty. With the help of grounded theory as an analytic framework, it is possible to identify and classify differing topics of interest, theoretical perspectives, and methodologies in this burgeoning corpus of research (Stumpf et al., 2016).

Generally, Green tourism which refers to visit to destination with the purpose of honoring and conserving natural attraction to improve its fragile resources (Graci & Dodds, 2008). Ecotourism which refers to “environmentally responsible, enlightening travel and visitation to relatively undisturbed natural areas in order to enjoy and appreciate nature (and any accompanying cultural features both past and present) that promotes conservation, has low visitor impact, and provides for beneficially active socioeconomic involvement of local populations”(Ceballos-Lascurain, 1996) and sustainable tourism development which the World Tourism Organization (WTO) defines as “tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future.

It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems”(Z. Liu, 2003); considers the environmental sustainability, economic sustainability and socio-cultural sustainability of tourism destinations (Marinello, Butturi, Gamberini, & Martini, 2021) represent a research domain within the tourism and hospitality research paradigm that sought to encourage tourism practices that will not only satiate the interest of the tourist but will also benefit rather than hurt the destination of such touristic activities (Jones, 1987).

In most studies, the notion of green tourism, ecotourism and sustainable tourism are all interchangeably used as an alternative tourism model to preserve the environmental sustainability of the industry without compromising the economic contribution of the industry to the destinations (Chin, Chin, & Wong, 2018; Furqan, Som, & Hussin, 2010; Meler & Ham, 2012). In other words, the central connecting factor for green tourism, ecotourism and sustainable tourism is the desire to ensure and guarantee the sustainability of tourism processes and products; that is, dealing with the associated detrimental impacts of tourism developments while maximizing the beneficial impact of the same. More importantly, the concepts of green tourism, ecotourism and sustainable tourism are all socially constructed phenomena that hinged firmly on the desire to not only provide economic and social gains for the present but also to protect the same through the protection of the resources for the future generations as well.

Despite the interconnected purpose of the concepts of green tourism, ecotourism and sustainable tourism, the concepts are still different and are mostly operationalized differently in sustainable literature. For instance, sustainable tourism development is

often predominantly used within the context of marketing orientation and managerialism of tourism stakes (Hall, 2019). On the other hand, ecotourism framing has often focus on tourist's behavioral and attitudinal interactions with tourism resources (Ceballos-Lascurain, 1987, 1996; Weaver, 2001). Even though there is general conception that green tourism is also used mostly for the marketing of tourism products, unlike sustainable tourism, green tourism's application is more predominant in hospitality settings such as hotel with the introduction of environmental consciousness into the production of the tourism products.

Although ecotourism has several meanings and interpretations, a core tenet in this research domain is the environmental friendliness of the research focus (Furqan et al., 2010). Within the research domain, four main components are identified: environmental responsibility, local economic vitality, cultural diversity, and experiential richness (Dodds & Joppe, 2001); all of which speaks to the sociological underpinnings of the sustainable tourism domain. In sum, green tourism, ecotourism and sustainable tourism all contribute differently but collectively to the sustainable development of tourism destination with respect to attractions, events and tourism products.

Although the methodological approach to empirical research is integral to the findings and implications of the studies, tourism and hospitality studies have awfully tilted towards the use and applications of quantitative research approach and mostly structural equation modelling (Hollinshead, 2004a). Despite the popularity of quantitative research approach in tourism and hospitality studies, a rather small number of scholars in comparison to quantitative approach opted to apply qualitative approach and specifically the use of grounded theory for the believe that issues

bordering around the sustainability of tourism and the greening of tourism cannot be adequately quantified with numbers rather through the objectivity of qualitative inquiries.

Table 1: Application of grounded theory in ST literature

Article Title	Source title	Author Keywords	Keywords Plus	Cited Reference Count	Times Cited, WoS Core	Times Cited, All Databases	Publication Year	WoS Categories
Pursuing: A Grounded Theory of Tourism Entrepreneurs' Understanding and Praxis of Sustainable Tourism (Kensbock & Jennings, 2011)	Asia pacific journal of tourism research	tourism entrepreneurs; sustainable tourism; grounded theory	Social-Responsibility; Standards; Ethics; Green	88	27	27	2011	Hospitality, Leisure, Sport & Tourism
Bridging the gap: grounded theory method, theory development, and sustainable tourism research (Stumpf et al., 2016)	Journal of sustainable tourism	Grounded theory method; qualitative research; sustainable tourism; theory development	Environmentally Responsible Behavior; Research Quality; Motivations; Constitutes; Experience; Knowledge; Patterns; Exercise; Vacation; Ranking	115	17	17	2016	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Managing World Heritage Site stakeholders: a grounded theory paradigm model approach (Seyfi, Hall, & Faqnoni, 2019)	Journal of heritage tourism	World Heritage; sustainable tourism; stakeholder analysis; grounded theory; governance	International Tourist Arrivals; Residents Attitudes; Community; Impacts; Iran; Perception	68	19	20	2019	Hospitality, Leisure, Sport & Tourism
Tourism involvement-conformance theory: a grounded theory concerning the latent consequences of sustainable tourism policy shifts (Stumpf & Swanger, 2015)	Journal of sustainable tourism	grounded theory method; Pacific Islands; tourism policy; tourism involvement-conformance theory	Economic-Growth; Governance; Management	71	11	11	2015	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Towards a theory of sustainability, sustainable development and sustainable tourism: Beijing's hutong neighbourhoods and sustainable tourism (Johnston, 2014)	Journal of sustainable tourism	hutong, tourism; sustainability; grounded theory; Beijing; housing; heritage	Construction; Old	59	19	20	2014	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Elaborating on grounded theory in tourism research (Matteucci & Gnoth, 2017)	Annals of tourism research	Qualitative research; Grounded theory; Constructivism;	Sustainable Tourism; Experiences; Culture; Constructionism; Destination;	111	70	71	2017	Hospitality, Leisure, Sport & Tourism; Sociology

Identifying ecological sustainability assessment factors for ecotourism and trophy hunting operations on private rangeland in Namibia (McGranahan, 2010)	Journal of sustainable tourism	ecotourism; game farming; game ranching; safari hunting; sustainable <u>utilisation</u> ; trophy hunting	Cape Floristic Region; Wildlife Conservation; Costa-Rica; Tourism; Land; Incentives; Conflict; Perceptions; Consumption; Umbrella	78	14	14	2010	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Influential mechanism of farmers' sense of relative deprivation in the sustainable development of rural tourism (Xu & Sun, 2020)	Journal of sustainable tourism	Relative deprivation; rural tourism; sustainable development; grounded theory; in-depth interviews	Grounded Theory; Livelihood Sustainability; Heritage Tourism; Lake; Destination; Indicators; Ecotourism; Residents	54	6	6	2020	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Developing a model for sustainable smart tourism destinations: A systematic review (Shafiee, Ghatari, Hasanzadeh, & Jahanyan, 2019)	Tourism management perspectives	Smart tourism destinations; Sustainable tourism; Grounded theory; Systematic review	Qualitative Data-Analysis; Information-Technology; Grounded Theory; Indicators; Communication; Foundations; Design; Image; Tool; <u>lct</u>	111	39	40	2019	Hospitality, Leisure, Sport & Tourism; Management
Connecting landscape-scale ecological restoration and tourism: stakeholder perspectives in the great plains of North America (Clark & Nyaupane, 2022)	Journal of sustainable tourism	Tourism development; sustainable tourism; ecological restoration; <u>tourism</u> ; grounded theory; <u>rewilding</u>	Integrated Threat Theory; Protected Areas; Grounded Theory; Resident Attitudes; Community Tourism; National-Park; Conservation; Management; Conflict; Bison	89	1	1		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
<u>WWOOFing</u> in Australia: ideas and lessons for a de-commodified sustainability tourism (Deville, Wearing, & McDonald, 2016)	Journal of sustainable tourism	WWOOF; guest-host relationships; authenticity; sincerity; sustainable tourism; volunteer tourism	World-Wide Opportunities; Organic Farms; Authenticity; Motivations; Culture	104	17	17	2016	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism

Identifying ecological sustainability assessment factors for ecotourism and trophy hunting operations on private rangeland in Namibia (McGranahan, 2010)	Journal of sustainable tourism	ecotourism; game farming; game ranching; safari hunting; sustainable utilisation; trophy hunting	Cape Floristic Region; Wildlife Conservation; Costa-Rica; Tourism; Land; Incentives; Conflict; Perceptions; Consumption; Umbrella	78	14	14	2010	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Influential mechanism of farmers' sense of relative deprivation in the sustainable development of rural tourism (Xu & Sun, 2020)	Journal of sustainable tourism	Relative deprivation; rural tourism; sustainable development; grounded theory; in-depth interviews	Grounded Theory; Livelihood Sustainability; Heritage Tourism; Lake; Destination; Indicators; Ecotourism; Residents	54	6	6	2020	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Developing a model for sustainable smart tourism destinations: A systematic review (Shafiee, Ghatari, Hasanzadeh, & Jahanyan, 2019)	Tourism management perspectives	Smart tourism destinations; Sustainable tourism; Grounded theory; Systematic review	Qualitative Data-Analysis; Information-Technology; Grounded Theory; Indicators; Communication; Foundations; Design; Image; Tool; ~~ict~~	111	39	40	2019	Hospitality, Leisure, Sport & Tourism; Management
Connecting landscape-scale ecological restoration and tourism: stakeholder perspectives in the great plains of North America (Clark & Nyaupane, 2022)	Journal of sustainable tourism	Tourism development; sustainable tourism; ecological restoration; ~~tourism~~ scape; grounded theory; ~~rewilding~~	Integrated Threat Theory; Protected Areas; Grounded Theory; Resident Attitudes; Community Tourism; National-Park; Conservation; Management; Conflict; Bison	89	1	1		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
~~WWOOFing~~ in Australia: ideas and lessons for a de-commodified sustainability tourism (Dewille, Wearing, & McDonald, 2016)	Journal of sustainable tourism	WWOOF; guest-host relationships; authenticity; sincerity; sustainable tourism; volunteer tourism	World-Wide Opportunities; Organic Farms; Authenticity; Motivations; Culture	104	17	17	2016	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism

We are ~~reconciliators~~ : When Indigenous tourism begins with agency (Curtin & Bird, 2022)	Journal of sustainable tourism	Indigenous tourism; Indigenous agency; reconciliation; reconciliation tourism; sustainable tourism; grounded theory		53	1	1		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Mapping the outcomes of social entrepreneurship and tourism on host communities: a three-dimensional approach (Aquino, Luck, & Schanzel, 2022)	Journal of sustainable tourism	Community change; three-dimensional model; tourism impacts; tourism social entrepreneurship; social enterprise; sustainable tourism	Enterprises; Resilience	52	0	0		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Why Hiking? Rationality and Reflexivity Within Three Categories of Meaning Construction (Svarstad, 2010)	Journal of leisure research	Outdoor recreation; Hiking; Outdoors; ~~Erluftsliv~~ ; Rationality; Reflexivity; Modernity; Norway; Grounded theory; Ecotourism		50	32	33	201 0	Hospitality, Leisure, Sport & Tourism; Sociology
Outdoor tourism to escape social surveillance: health gains but sustainability costs (Akhoundoglu & Buckley, 2022)	Journal of ecotourism	wellbeing; adventure; nature; escape; hedonism; halal	Mental-Health; Islamic Religiosity; Perceived Value; Adventure; Covid-19; Satisfaction; Experiences; Constraints; Engagement; Challenges	122	0	0		Biodiversity Conservation; Hospitality, Leisure, Sport & Tourism
A Research on the Formation Mechanism of Professional Identity of Tourism Management Majored College Students (Xiaofan & Fang, 2015)	Proceedings of the 11th Euro-Asia Conference on Environment and CSR: Tourism, Society and Education Session (Part III)	Specialty Identity; Employment; the Grounded Theory	Teachers	7	1	1	201 5	Hospitality, Leisure, Sport & Tourism
Community-Based Tourism and Development in the Periphery/Semi-periphery Interface: A Case Study from Viet Nam (Le, Weaver, & Lawton, 2016)	Reframing sustainable tourism	Community-based tourism; Grounded theory; Periphery;	Participation; Perceptions; Cycle	76	3	3	201 6	Environmental Studies; Hospitality, Leisure, Sport & Tourism

		Semi-periphery; Resident perceptions; Viet Nam						
Diverse networks in regional tourism: ties that foster and hinder the development of rural-urban tourism collaboration in Estonia (Pilving, Kull, Suskevics, & Viira, 2022)	European journal of tourism research	rural-urban tourism networking; multi-grounded theory; social network theory; social network analysis; stakeholder theory; actor network theory; ~~Parnu~~ region in Estonia	Sustainable Tourism; Knowledge Transfer; Grounded Theory; Cooperation; Destination; Governance; Trust; Determinants; Organization; Management	108	0	0	2022	Hospitality, Leisure, Sport & Tourism
How do Chinese tourists perceive ~~tranquillity~~ during the tour? (Hu et al., 2020)	Tourism management perspectives	~~Tranquillity~~ ; Environmental perception; Soundscape; Tourism experience; Grounded theory; Tourist ~~behaviour~~ ; Restorative environment; Motivation	Sustainable Tourism; National-Park; Urban Parks; Soundscape; Preference; Construction; Environments; Perspective; Recovery; Culture	100	5	5	2020	Hospitality, Leisure, Sport & Tourism; Management
Sustainability dimensions in space tourism: the case of Finland (Toivonen, 2022)	Journal of sustainable tourism	Space tourism; new space economy; sustainable tourism development; virtual travel; Delphi method		78	2	2		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
The social, cultural, economic and political strategies extending women's territory by encroaching on patriarchal ~~embeddedness~~ in tourism in Nepal (Hillman & Radel, 2022)	Journal of sustainable tourism	Critical theory; political economy; qualitative research; social change; tourism development; sustainable tourism		113	2	2		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism

Barriers to the Implementation of Green Practices in the Integrated Resort Sector (Luo, Chau, Fan, & Chen, 2021)	Sage open	green practice; integrated resort; hotels; Macao; sustainable tourism	Corporate Social-Responsibility; Las-Vegas; Environmental Impacts; Waste Management; Hotel Industry; Supply Chain; Macao; Drivers; Sustainability; Performance	82	0	0	2021	Social Sciences, Interdisciplinary
The environmental sustainability of protected area tourism: towards a concession-related theory of regulation (Dinica, 2018)	Journal of sustainable tourism	Concessions; regulation; environmental sustainability; Protected Areas		54	10	11	2018	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Happiness and Cultural Tourism: The Perspective of Civil Participation (Victoria Sanagustin-Fons, Tobar-Pesantez, & Ravina-Ripoll, 2020)	Sustainability	sustainable tourism; cultural tourism; individual and social happiness perception; civil society associations	Religion; Secularization; Residents	58	1	1	2020	Green & Sustainable Science & Technology; Environmental Sciences; Environmental Studies
$x = (\text{tourism_work})$ $y = (\text{sdg8})$ while $y = \text{true}$: automate(x) (Tuomi, Tussyadiah, Ling, Miller, & Lee, 2020)	Annals of tourism research	Automation; Artificial intelligence; Robotics; Decent work; Employment; Sustainable development goals	Human-Machine Interaction; Decent Work; Sustainable Tourism; Information-Systems; Grounded Theory; 2030 Agenda; Conceptualization; Technology; Employment; Employees	79	7	7	2020	Hospitality, Leisure, Sport & Tourism; Sociology
Small and medium-sized accommodation managers and opportunities for water conservation (Llausas, Padulles Cubino, & Ribas Palom, 2020)	Pasos revista de turismo y patrimonio cultural	Corporate Environmental Responsibility; Environmental Management; Manager perception; Sustainable Tourism; Water Conservation	Environmental-Management; Grounded Theory; Tourism; Hotels; Green; Performance; Consumption; Attitudes; Systems; Sector	57	0	0	2020	Hospitality, Leisure, Sport & Tourism

Investigating volunteer tourist experience in Embodiment Theory: a study of Mainland Chinese market (Lu, Chan, & Cheung, 2020)	Journal of travel & tourism marketing	Alternative tourism; Chinese volunteer tourists; content analysis; embodied tourist experience; embodiment theory; online travel notes; sustainable tourism; tourist experience; volunteer tourism marketing; voluntourism	Grounded Theory; Fit Indexes; Perceptions; Technology; Ecotourism; Discourse; Bodies; Impact; Future; Me	143	1	1	2020	Hospitality, Leisure, Sport & Tourism
Visitor Management in World Heritage Destinations before and after Covid-19, Angkor (Alvarez-Sousa & Paniza Prados, 2020)	Sustainability	visitor management; Angkor; COVID-19; risk society; carrying capacity; social distancing; public health; sustainable development	Carrying-Capacity; Sustainable Tourism; Policy; Power	58	2	2	2020	Green & Sustainable Science & Technology; Environmental Sciences; Environmental Studies
The sustainability behaviour of small firms in tourism: the role of self-efficacy and contextual constraints (Kornilaki, Thomas, & Font, 2019)	Journal of sustainable tourism	Self-efficacy; sustainability; small tourism firms; responsibility; constraints	Small Business; Environmental Behavior; Trust; Power; Model; Management; Operators; Hospitality; Enterprises; Engagement	83	18	18	2019	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Labour, necessity-induced (im)mobilities, and the hotel industry: a developing country perspective (Basnyat, Carr, & Lovelock, 2022)	Journal of sustainable tourism	Labour mobility; tourism; hospitality; sustainability; hotels; Nepal	Tourism; Mobility; Management; Migration; Workforce	41	0	0		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Chinese domestic tourist perceptions of wind farms experiences (D. Liu, Upchurch, Curtis, & Lusby, 2016)	Journal of sustainable tourism	Wind farms; energy tourism; content analysis; tourist perceptions; special interest tourism	Public-Attitudes; Energy-Consumption; Power Development; Acceptance; Behavior; Denmark; Choice	55	12	12	2016	Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism

Exploring prosocial and environmental motivations of frontier tourists: implications for sustainable space tourism (Frost & Frost, 2022)	Journal of sustainable tourism	Space tourism; frontier; prosocial motivation; ambassador; citizenship; environment		53	0	0		Green & Sustainable Science & Technology; Hospitality, Leisure, Sport & Tourism
Case Studies Approach in Tourism Destination Branding Research (Adeyinka-Ojo, Nair, & Khoo-Lattimore, 2014)	4th international conference on tourism research (4ictr)		Identity	48	3	3	2014	Hospitality, Leisure, Sport & Tourism
Reducing Structural Violence through Entrepreneurial Tourism: Case Study in Hambantota District, Sri Lanka (Shammika & Jayasinghe, 2014)	4th international conference on tourism research (4ictr)			14	0	0	2014	Hospitality, Leisure, Sport & Tourism
Therapeutic mental health effects perceived by outdoor tourists: A large-scale, multi-decade, qualitative analysis (Buckley, 2019)	Annals of tourism research		Grounded Theory	30	9	9	2019	Hospitality, Leisure, Sport & Tourism; Sociology

2.2 North Cyprus as a Tourism Destination

The water temperature attraction of North Cyprus, a small Mediterranean island based on tourism, is unduly dependent on the 3S (sand, sea, as well as sun) to draw large numbers of visitors (Atun, Nafa, & Türker, 2019). Tourism as well as education, together with government backing, is the integrated services of the terminal's economic sustainability due to the political as well as societal distinctiveness of the area. It is impossible to overstate how important tourism development is to Northern Cyprus, where there are over 850 tourist and hospitality enterprises including services (Ozgit & Zhandildina, 2021).

In 1974, one of the significant sectors of the North Cyprus economy has been tourism. Infrastructure development in the tourist sector was a very effective tool for boosting economic growth in the early 1980s throughout the late 1970s (Ana, July 2017). The expansion of theme hotels including casino hotels, together with a misallocation of infrastructure development through its areas, is the outcome of developments in the tourist industry (Atun et al., 2019; Ozgit & Zhandildina, 2021).

As a result of the increasing development of conceptual hotels, some provinces, like Bafra, are also coming to grips with social issues like overpopulation, failure of truthfulness, and saturation, even though other, less-affected areas, like Yeniboaziçi as well as Karaolanolu, are either completely ignored or have managed to lose their honesty as a result of their proximity to prospering regions. Northern Cyprus, like other tiny destination archipelagos, cannot afford the price of entirely isolating tourist development notwithstanding the disparities in the efficient allocation of tourism revenues.

Several stakeholders are urging the destination's Tourist Master Plan to be put into action as a comprehensive means of addressing the difficulties associated with tourism growth. Despite this, COVID-19 has had a terrible impact on Northern Cyprus's economy, and steps must be taken to revive and recover the sector. From October 2019 to October 2020, there was a significant 75.1 percent decrease in the number of foreign visitors (Ertac & Cankan, 2021).

2.3 Sustainable Tourism in Small Islands

According to Schumann (2021), in major metropolitan areas for the rapidly growing urban population in developed countries, islands have become quite the popular destination for vacation. Particularly, the Small Island Developing States (SIDS) have become prevalent among international tourists who prefer less-congested destinations. The SIDS are considered as a “distinct group of developing countries” (Marx, 2021), consisting of 58 UN and non-UN member states and facing specific environmental, economic, and social vulnerabilities.

All small islands, irrespective of their economic status, share similar positive and negative characteristics. Some share positive characteristics include physical natural attractiveness, distinctive culture, and ease of policy implementation towards restructuring the service sectors, which makes tourism a feasible economic growth scheme. On the other hand, some negative characteristics in many cases may be import dependence, natural disasters/instability, remoteness, and small domestic markets/size constraints.

Since tourism is primarily reliant on residents' goodwill, their support is critical to its development, successful operation, and long-term viability. As a result, evaluating

resident attitudes toward tourist growth is critical to the destination's success. The sustainable tourism development in destinations is based on the Climpson's (2008) VICE model which consists of four components.

The V is the visitors coming to the area; I is the industry, which encompasses the businesses and service providers in the tourism industry. C is the local community, who live in the area, but may or may not be directly related to tourism, and thus experience the positive or negative consequences of tourism developments, and whose lifestyles impact the tourism experience delivered to visitors. E is the built and natural environment, available to the visitors, industry and community, which is constantly changing in reaction to activities from the VICs.

Typical discussion regarding tourism often focuses on the industry, emphasizing on the operating sectors, with business aspects such as retail, airlines, and hotels being the focal points. However, for tourism to be considered sustainable, it goes beyond businesses associated to the industry, it necessitates ensuring the interest of one group, not conflicting with others.

2.4 Crisis

Moreira, (2007) defined crisis as array of events or circumstances that has the potential and capability of severely compromising the reputation and marketability of a brand, industry or a destination. The scholar further noted that crisis is characterized with increased loss of control and all series of unpredictable events resulting in greater uncertainties. According to PATA (2011), tourism-related crisis is usually noticed by the number of events and circumstances that potentially damage or compromise the business of tourism and its potential markets. Given the potential for disruptions of

business as usual that tourism-related crisis, coping strategies and or recovery efforts are a necessity for the industry to remain viable. As such, the United Nations World Tourism Organization (UNWTO, 2011) defined crisis management as “strategies, processes and measures which are planned and put into force to prevent and cope with crisis”.

In other words, the crisis event is sometimes inevitable, however, the impact of the crisis incidents on the business of tourism may be minimized based on the level of preparedness and the processes involved in the process of managing the crises. In most cases, the responsibilities to understand the magnitude of crisis effects, possible developments and the nature of the crisis often rest with the policy makers and tourism managers.

2.4.1 Forms and Associated Effects of Crises on Tourism Business

Tourism-crisis can be categorized into two main classes based on the degree of predictability of the crisis and the possibility of avoidance of the same. The first class of crisis are those crises that its management is beyond the capabilities or control of policy makers, government or managers. Pandemics, unpredicted economic meltdown, and natural disaster are examples of crisis within this class. The second classes of crisis are human-made crisis – resulting from human error or inability to manage a pre-identified risk. In most cases, this sort of crisis is directly traceable to government’s failure to deal with the threats of an impending risk. Notable examples of human-made crisis are fire resulting from negligence, poor leadership or lack of it, data loss, and financial fraud to name a few. Furthermore, tourism-related crisis can be placed into five categories according to UNWTO. The categories are; environmental, political/societal, economic, technology, and health-related crisis.

2.4.1.1 Environmental Crisis

Environmental crisis is mostly natural disaster classified as geological events such as tsunamis, cyclones, volcanoes, hurricanes, and earthquakes. While advances in technology has made it possible to track and map the likely path of extreme weather-related events in order to take adequate precautionary measures, the unpredictable characteristics of most geological events makes it almost impossible to initiate a cause of action in time to avert its impact on tourism business.

The extent/degree of disruption caused by an incident of geological event can vary based on the location of occurrence and impacts. It is not uncommon that significant geological events will result in major disruption of business-as-usual in the tourism business operations such as communication, infrastructure/facilities damages, and water and power outages and so on. Disruptions like these make it a tough call to perform evacuation activities for tourist and the hosts. Some notable environmental crises that had occurred in the recent past are highlighted below:

- In January, 2010, the Inca Citadel of Machu Picchu – a famous touristic destination was forced to close for two months due to heavy torrential rain flooding away the rail network for tourism transportation and resulted in an economic loss of \$240m for the period of closure. This loss was not limited to the tourism income of Peru but also the overall economic outlook of the country given that tourism contributes approximately 7.6% to the nation's economy (WTTC, 2010).
- In 2004, the Asian countries of Thailand, India, Sri Lanka, and Indonesia experienced Indian Ocean Tsunami. Consequently, over 7000 tourist were reportedly dead with more than 500 missing. The resultant effect of the

aftermath of this disaster saw Indonesia's tourism industry crippled and witnessing a significant dip in tourism income which is the main source of economic power for the country. Similarly, Thailand, Sri Lanka, India and all the other countries affected by the tsunami witnessed significant downward trend in their tourism outlook as a consequence of the tsunami. Together, the eleven countries affected recorded a massive number of fatalities (230,000) and several billions of dollars in economic loss.

- In December, 2016, Gatlinburg, Tennessee witnessed a wildfire resulting from lightning strikes. This incident claimed the lives of fourteen individual. In the same vein, similar fire outbreak in Portugal killed over 60 people in 2017. Beyond the fatalities and casualties, tourism infrastructures and properties were destroyed leading to disruption of business and loss of income and revenue.

2.4.1.2 Societal and Political Crisis

Part of the human-made tourism crisis can be attributed to political and societal events. Oftentimes, terrorism, crime, human right violations and disturbances are politically motivated to benefit specific interest groups or individuals. Since tourism is a leisure business, peace and serenity are important intangible product offering of the industry. In the event crime or in situations where criminal activities are increasingly associated with a tourism destination, the tendency for such destination to loss tourism business increases. This is mostly due to the attribution of crime with undue domestic unrest.

Starmer-Smith (2008) reported that South Africa's tourism industry proposedly lost over 22 million tourists with a five-year period due to the spiraling crime rates in the country at the time. Additionally, politically-induced unrest has equally grievous effects on tourism business. According to Avraham (2016), although the disruption of

tourism business due to protests in Cairo were limited based on governmental and industry reports, such occurrences threaten the safety of the intending tourist and could potentially hamper the interest to visit such destination. But, in cases of extreme politically motivated unrest such as coup, act of terrorism, and civil war examples of which are obvious across the Middle East results in even more grievous consequences on the lives and business of the citizens and tourists alike.

Indeed, most acts of war and terrorism often result in a total collapse of inbound tourism to such destinations. This is due in part to the fact that such attacks are coordinated to cause maximum impact and disruptions by targeting major transportation systems, capital cities and several major cities. Some of such acts in respect past are:

- The bombing of St Petersburg metro system in 2017 in Russia.
- The bombing of Manchester Arena in 2017.
- The Ankara rail station attack in 2015.
- The London transport bombings in 2005.

When terrorist attacked are coordinated to affect international tourist centers and hotspots, foreign tourist withdraws from visiting such places and recovery generally requires a lengthier procedure in comparison to national or local tourism disruptions.

2.4.1.3 Technological Events

While advances in technology often bring about ease of conducting business and better and innovative approach to doing the same, it is also inevitable that technological developments may result in crisis events. For instance, a failure of IT infrastructure for running and managing transportation system will result in a several disaster and

accidents. Several factors may be responsible for IT failures, it can be due to human error or technology malfunctions.

Despite the fact that IT failures causes technological related crisis, the use and application of technology in trains, ships and airplanes have been instrument in the extremely low number of accidents incidence in the transportation and travel industry. As noted by Savage (2013), the combined mortality rate resulting from accident incidences for both the maritime and the aviation sector for the period of 2000-2009 in the USA were far fewer (1,474) in comparison to those resulting from road accidents (46,901) during the same period. Irrespective of this fact, for the obvious reasons that aviation accidents tend to be considered more severe often receive more media attention with more extents of damages.

Between 2006 and 2015, there have been a total of sixty-five recorded fatal air crashes which is a very tiny fraction of the total departures within this time span. During this time, only one incident was recorded for the maritime sector. The solitary accident was the sinking of Costa Concordia which sank the crew members and 32 passengers in 2012. In developing nation with low standard of infrastructures, and maintenance culture, incidents of rail accidents are more rampant.

2.4.1.4 Economic Crisis

Fluctuating exchange rates, weak national reserves, and global recessions are among the economic crises impacting tourism business. Economic crises can hamper tourists' propensity to travel and loss of tourists' confidence. A major global recession that has impacted tourism activity in the past is the 2008/2009 financial crisis. The resultant economic contraction saw a sharp decline in tourism receipts and arrivals compared to the previous year (UNDP, 2013).

With respect to the strength of the national currency, strong currencies deter tourist flows while weak currencies attract tourist flows as the weak currency implies better value for money for the tourists. For example, Doward and McCrum, (2017) demonstrated the importance of strength of local currency to tourism business in the case of UK tourism. They argued that in 2017, a dip in strength of the pounds resulted in 209% increase in long-haul bookings to the UK by Chinese and the same trend for observable for the American tourists as well with 19% increased booking in comparison to the previous year.

The vulnerability of the hospitality and tourism industry to crises and disaster situations will ultimately result in rapid decline in visitor patronage and significant drop-in hotel occupancy rates. This is often due to the resultant physical destruction of tourism infrastructures (especially in the case of force majeure), alterations to travel plans by the visitors, increased perception of unsafe environment (mostly in societal/politically induced crises), and managements' decisions to mitigate risk by reducing flights/activities in the affected regions.

The impacts of these challenges span even further to issues like loss of employment, reduced income for tourism business, reduced economic gains of tourism activities, loss of revenue for government in form of tax, and reduced economic benefits for individual tourism stakeholders. Although the crisis events may be ascribed to a specific region in a destination, the wider negative impact of such events are often reflected on the entire destination image of the destination.

As aforementioned, two broad categorization of tourism crises exist based on the level of control possible. The force majeure and other forms of natural disasters are beyond

the control of management. In the other category, crisis incidents are direct consequence of management's failures and negligence such as lack of preparedness for known risks, lack of processes to deal with disaster events and failure to take action when necessary. Other factors may include equipment failure, massive employee turnover, loss of data and inappropriate strategic management.

2.4.1.5 Health-Related Crisis

Tourism as an industry has experienced its fair share of health-related disaster/crises. Some associated health-related disaster in tourism business in the recent past are Salmonella, Foot & Mouth disease, Avian Flu, Ebola, SARS and the ongoing global pandemic COVID-19. Tourism business can be affected at the macro-level or at the micro-level by health-related crises.

At the macro-level, the impact of the crises is felt globally; such are epidemics or pandemics that threaten the general population of tourists and residents alike. A fresh and relatable example will be the COVID pandemic which was first detected in China and has spread across the world causing global lockdowns and restrictions. Similarly, the Avian flu (H7N9 and H5N1) both of which are traceable to China in terms of origin had impact in Africa, Asia and the Middle East. The impact of macro-level disease outbreak may disrupt tourism activities directly or may indirectly impact the already planned trips and holidays. At this level of health crises, travel permits to affected region can only be granted after international organizations such as WHO has given the "all clear" that the affected region has made adequate recovery and measures have been taken to ensure the safety of visitors.

At the micro-level, health-related crises in tourism and hospitality business are more contained to the region or the location of the outbreak. These may be a consequential

effect of poor safety or poor hygiene by service providers such as food handlers resulting in cases like food poisoning. Micro-level crises can be easily managed and business returned to normal provided that the affected businesses are prepared to show that cause of the outbreak have been determined and appropriate course of action have been taken to prevent the re-occurrence of the same. Both the local government and international tourist market must affirm that recovery efforts are successful before resumption of normal business. The public sector has a significant role in setting standards such as Food Safety and Hygiene and ensuring that public-facing enterprises adhere to these.

According to Shibata, (2014), the shocks that global crises exert on tourism businesses are exogenous unlike the structural crises which are associated with failure of internal processes. For instance, the outbreak of the current pandemic in December 2019 emerged in an unprecedented manner causing global health crises, adverse economic impacts and social emergencies. Like every other macro-level health crisis, COVID-19 has global impacts causing disruptions to tourism businesses across all continents. Abbasi et al., (2021) claimed that COVID-19 further impact economy, carbon emission, renewable energy with obvious spillover effects noticeable in several sectors and industries across the globe (Im et al., 2021; Abbasi et al., 2021). Aman et al. (2019) argued that global health challenges have direct correlation to the number of mental illnesses and challenges, that is, during global pandemic; there are tendencies that more psychological related disease will surface in people.

Mubeen et al. (2020) posits that attaining sustainable business performance is unlikely during global health crises and the degree to which this will affect the business survival

is dependent on the readiness of the top management to be innovative in their decision making to revive economic gains.

Travel cancelations are obvious reaction to the fear of being infected during travel time (Mamirkulova et al., 2020); given that the actual knowledge of the nature of the virus may be transient and the transmission risk that potential travel holds for passengers and crew. Su et al., (2021) elude that COVID-19 in the absence of effective vaccine and vaccination process is a very dangerous disease.

2.5 Mitigation and Response Strategies and Actions by Recovery

As the occurrence of crisis incidents increases so is the institutional knowledge of coping and dealing with the impacts of such events. Consequently, the evolution and developments in crisis management techniques has now made it possible to mitigate the negative effects of crises events, and provide solid avoidance-techniques to crisis events through rapid and effective actions. It is a customary practice that nations will own personalized crisis-risk detention, prevention and reduction management centers where governmental forces assess and evaluate the threats of an impending crisis.

The compositions of the members of such centers or committees differs from country to country but are usually under the watchful eyes of government units such as national wing of the department of homeland security/ministry of home affairs. Very often, key representations in the committees are from core agencies such as city administration, health, police, public works and transportation. When crisis event has direct impact on tourism business, crisis-risk management committees more often than not include tourism stakeholders among the representative members.

In most cases, there is often conflict in the objectives of tourism stakeholders and those of the public sector management as the former often seek for business continuity in less disaster-prone areas while the latter mostly focuses on maximizing international support for the management of the magnitude of the emergency. The authority and impetus for the final decision-making rest with the public sector in tourism systems as they tend to have proper management of necessary resources, balanced perspective to all stakeholders and long-term view of the situation which all aid their leadership skills which are crucial for the success of the industry.

UNWTO in 2017 recognize the importance of having public sector mediating disaster management and recommend that it is imperative that every tourism destination should formulate executive committees for risk management in important tourism business segments. Such committee can be hosted as part of public-private partnership arrangement or by government ministry responsible for country-wide disaster management. Whichever setting is adopted, a strong representation from the private sector, destination management organization and major companies is recommended.

Although the leadership and overall recovery framework is provided by the government, individual leisure enterprises, tourism business and hospitality ventures create the main interface for the customers and should have alternative plans in place for tackling the emergencies. Hospitality ventures and other individual tourism businesses must also have a working plan for dealing with site-specific risk/crises like accident to tourists or fire outbreak.

Appertaining to destination recovery efforts, six phases of disaster management framework should be adopted. The first initiatives towards recovery and disaster

management in generally should emanate from the regional or national crisis management unit, then, the tourism authority within the affected region will perform the follow-up operations. The disaster management framework is further discussed as follows:

- Pre-crisis phase – this is the initial phase of the six phases of the framework. In this phase, necessary preparation and plans must be developed by government-led task force working in close proximity with trade associations and businesses. The robustness of the pre-disaster plan is likely to predict the effectiveness of the same. In other words, the extent of details thoughts put into the preparation of the pre-crisis risk management plan will determine the degree to which the plan will be effective against the crisis incidents. The planning efforts should also reflect the realities of the marketplace to responses to varying types and degree of disaster.
- A viable way of ascertaining the effectiveness of the pre-crisis plan is to employee scenario-based approach wherein interactions with the wider economic and societal context are simulated to garner the understanding of the relationship of tourism players and the environment for the creation of resilient tourism system. Following the identification of a possible crisis, a trigger for an already established plan should be initiated along with specific communication plans (Walters et al 2016). The principal pre-crisis management steps for the tourism sector are:
 - The creation of a robust, well-represented and coordinated committee with representatives from private sector, public sector, risk management bodies and national disaster bodies.
 - Designate a crisis headquarters for the crisis event

- Appoint a public relation officer who will serve in the capacity of a spokesperson to ensure consistency of messages being circulated.
 - Senior staff member of private organizations should be appointed as lead in addition to giving specific responsibilities and roles for responding to the disaster.
 - Agree on communication principles for the crisis plan particularly the technical, financial and human resources required.
 - With the aid of UNWTO's templates for crisis communication, prepare draft messages to be issued in the event of crisis incident (UNWTO, 2011).
 - Plan the processes and guidelines to follow in the event of a crisis
 - Keep an updated intelligence on the number of tourists and their whereabouts in the country and important contacts of consulates and trade unions.
 - Holds requisite knowledge of market behavior and likely reactions to crisis events.
 - Develop working relationship with the media, so as to ensure positive news about the crisis events is widely circulated.
 - Formulate hospitable relations with stakeholders to generate social and emotional capital and help develop a supportive reaction to crisis.
 - Ensure that personnel are trained in safety and security issues to increase their knowledge and skill set for the management and mitigation of risks.
- Prodromal phase – is the second phase of the 6-phase disaster management framework. This phase is triggered by the commencement of a crisis event. It is designed to prevent the spiraling effect of a fledging crisis into a full crisis.

In most cases, the crisis event at this stage is not known to all government departments or even businesses as such, they need to be informed and warned.

Four main actions are associated with the prodromal phase of crisis management. The actions are as follows:

- Frequency of communications within the members of the executive committees established in the pre-crisis phase should increase.
 - All crisis management plans must be moved into the action phase.
 - Conclude the pre-plan information to be released to the public via the media.
 - Initiate a communication center to manage all queries.
-
- Emergency phase – this is the third phase and it represent where emergency responses are initiated. Primary action steps in this stage are to:
 - Guarantee welfare and safety of guest and customers by covering the needs such as performing the evacuation procedures.
 - Guarantee welfare and safety of staff through rapid transfer of non-essential workers away from the affected regions.
 - Perform emergency infrastructure repairs.
 - Provide updated and frequent developments on the situation through the crisis management center with accurate and transparent messages. Openness to and prompt response to enquiries are important to reduce inaccurate reports and sensationalism.
 - Fast and sincere communication by businesses with guests to advice on the development. The message framing can be to encourage them to continue patronizing the unaffected region or to offer refund.

In Higgins-Desbiolles's (2020) view, irrespective of its devastating impacts, pandemic can be considered as a catalyst for essential transformations. Bhaskara and Filimonau, (2021), and Filimonau and De Coteau, (2020) argued that crisis provides opportunity for learning and for building resilience against a future reoccurrence. In other words, as important as STD is, sustainable destination recovery which is a concerted efforts by tourism stakeholders in affected tourism destinations to restore to business as usual (Khazai, Mahdavian, & Platt, 2018), is paramount when restart, revitalization and restoration is on the agenda of tourism destination.

2.6 Sustainable Tourism Development and Recovery After Crisis

According to the 2020 edition of worldwide tourism characteristics published by the World Tourism Organization (UNWTO), tourism is the largest as well as the speediest economic industry in the world, significantly boosting the GDP of the world's main nations (UNWTO, 2020). Very precisely, Macao saw the biggest role in the economy from tourism, amounting to around 48%. The benefits of tourism also include the creation of jobs, reduction of poverty, improvement of infrastructure, and many other things. Brings a lot of benefits, tourism has certain related problems, the most significant of which being resource erosion and growing economic pollution (Bhuiyan et al., 2018; Eluwole, Akadiri, Alola, & Etokakpan, 2020; Sun, Chenggang, Khan, Hussain, & Bano, 2021).

Many academics are looking for ways to achieve the economic viability of the tourism sector so that workable plans are created to inform all stakeholders about how to identify problematic areas and then also propose alternatives that will significantly improve the development of tourism without recognizing the negative effects. This is because of the negative effects of tourism and the risks involved with it (Kapera, 2018).

According to Hunter (Hunter, 1995), The STD hypothesis is widely used by tourism professionals who want to find a way to responsibly balance the needs of tourist growth with the preservation of the host country's natural resources (Haid & Albrecht, 2021).

The ideas of environmental growth, in general, are also discussed by other academics. Argued that although the implementation of effective tourism is a recent phenomenon, its roots can be found in the interactions between the tourism industry as well as sustainable development; in particular, STD may be thought of as a fusion of the ideas of tourist planning and increased building that enables academics and business professionals to maximize on the advantages of both ideas and lessen the negative effects of tourism developments (Liburd, Duedahl, & Heape, 2020; Sharpley, 2020; Sharpley & Telfer, 2015).

In conclusion, STD can sometimes be understood as hard work by interested parties to preserve "natural" homeostasis between the trade-offs of economic benefits of tourism growth for the survival of tourism resources that the existing users will not discourage the future existence of such resource management (Lasisi et al., 2021; Liburd et al., 2020).

The 2030 Sustainable Development Goals (SDGs) of the United Nations, indicate: The ambitious Goals are distinctive in that they urge action from all nations rich as well as poor alike to advance development while preserving the environment. They understand that confronting emissions and environmental preservation must coexist with initiatives that promote economic growth as well as fulfill a variety of social needs, such as those related to education, nutrition, social protection, and employment prospects. Governments are required to assume responsibility and create a basic vision

for achieving the 17 Goals even though the SDGs are not legally obligatory (R. B. Johnston, 2016).

Even while attempts are being made throughout the industry to build tourism sustainably following crises, the nature of the sector suggests that it is extremely vulnerable to environmental shocks like terrorism, global warming, environmental catastrophes, as well as pandemics (Bhaskara & Filimonau, 2021; Goffman, 2020; Gössling et al., 2020).

The pandemic epidemic endangers the viability of ecotourism, just like any other environmental change. The impact of the outbreak has caused the industry to completely collapse in addition to the loss of its economic contributions. Every setback, however, also presents a chance for improvement. A rising number of academics held the opinion that large events like the pandemic provide us with a tremendous chance to reflect on and change the way we go about doing activities (Higgins-Desbiolles, 2020).

2.7 Stakeholders in the Tourism Industry

According to Freeman (2010), stakeholder refers to “any group or individual who can affect or is affected by the achievement of the organization’s objectives” (p. 46). Stakeholder involvement in tourism planning, recovery, and sustainability is often marked by diversity, espousing tourism industry representatives, local population, experts, entrepreneurs, tourists, governmental and non-governmental organizations.

The diversity of stakeholders involved in tourism initiatives can be equally as varied as the methodological approaches and time commitment required. As a result, stakeholder engagement can take many various forms, ranging from tokenism to

citizen control (Li & de Jong, 2017). The right stakeholders can be identified for involvement after categorizing and analyzing (Ferretti, 2016; Kantamaturapoj, Piyajun, & Wibulpolprasert, 2018; Wanner & Pröbstl-Haider, 2019). In this research context, stakeholders are considered as people who have the interest of the island's development and may profit from the development directly or indirectly.

These stakeholders are considered as primary stakeholder (Waligo et al., 2013).

The study's definition of stakeholders is based on the Murphy's (2013) community approach. He emphasized the need of productive partnerships in tourist planning, as well as the importance of recognizing stakeholders and taking into account their diverse perspectives on the subject when operating the tourism industry more sustainably (Blancas, Lozano-Oyola, González, & Caballero, 2018; Passafaro, 2020; Šarenac, Rebić, & Bojat, 2020). Stakeholders should not be passive beneficiaries of sustainable tourism activities, but rather active participants and drivers in the process (Murphy, 2013).

This method also considers how tourism expansion can lead to enhance gentrification, extensive misuse of local resources, gentrification, and a negative impact on the quality of lives of the locals (Sharpley, 2018; Torkington, Stanford, & Guiver, 2020).

Kim et al. (2013) with Telfer and Sharpley (2015) emphasize the importance of local stakeholders (rather than visitors) having the possibility to debate issues that affect their standard of life and being properly equipped to do so. As a result, the primary stakeholders in this study are people who are interested in the island's development rather than visitors.

Enríquez-Salamanca (2018) opined that based on research literature, the benefits of stakeholder participation include a more honest and well-accepted tourism strategy and outcomes. It improves decision-making equity and includes marginalized people. It assists in comprehending a wide range of (sometimes contradictory) interests and navigating locally specific challenges. It is also a teaching tool for generating better understanding of local issues and politics (Healy, Rau, & McDonagh, 2012). If it fosters understanding and trust among the varied group of stakeholders, participation is critical in the creation and implementation of strategy (Reed et al., 2018).

Wanner and Pröbstl-Haider (2019) established ten criteria for evaluating the optimum conditions for achieving the benefits of stakeholder participation. This includes trust, compromise, interaction, competence, and influence on the process, information provision, accessibility, timing, fairness, and communications. Bringing stakeholders together under these circumstances can result in a unified and locally relevant planning framework that addresses specific selling products and features while also benefiting the whole community. Through active participation, the stakeholders have a better understanding of the planning process from start to finish, increasing acceptability. However, Prell et al. (2007) expressed that “this variety of personality and people which is clearly the most important strength of participatory modelling is also its largest weakness.” (pg. 15), showing that there are still obstacles in the way of the process's success.

2.8 Stakeholders, Destination Management and Sustainable Tourism

The successful operation, growth, and long-term tourism sustainability require the cooperation of tourism stakeholders (Alipour, Rezapouraghdam, & Akhshik, 2021; Rezapouraghdam, Alipour, & Arasli, 2019). Depending on the geographical location

of a destination, this can determine the type of diversity in the tourism stakeholders. Nevertheless, not all stakeholders share the same level of enthusiasm for tourism sustainability, and others may be less engaged or non-existent (Rasoolimanesh, Ramakrishna, Hall, Esfandiar, & Seyfi, 2020) because stakeholder diversity might have an impact on the destination's future (Chamidah, Guntoro, & Sulastri, 2020).

Global tourism functions in a highly competitive market, posing unique issues for which tourist destinations must find answers in order to survive and thrive. The industry's complex structure and the numerous parties engaged in creating pleasant tourist experiences and goods make it difficult for locations to achieve and maintain competitiveness. The effectiveness of a destination's competitiveness is determined by the continued efforts of all various stakeholders who contribute to the overall tourism experience (Vu, Lam, & Prabhakaran, 2021). In order for a destination to have sustainable tourism competitiveness, their collaboration is therefore essential.

2.9 Tourism Destination Stakeholders Engagement/Collaboration

Hospitality is a non-linear and non-sector by design, meaning that its business methods need exchanges between several complicated sets of entities as well as people, some of whom may have competed or compatible interests (Chan, Nozu, & Zhou, 2020). Furthermore, the issues related to tourist growth, rising temperatures, and capacity planning have a significant impact on several social individuals and groups (Jamal & Stronza, 2009). Considering this fact, encouraging involvement or participation among all impacted interests has been demonstrated in empirical research to be a means of improving destination outcomes. To encourage a high degree of participation from all players in the tourist sector in the process of tourism growth, engagement is a technique that is crucial in the drive for tourism restoration (Jamal & Stronza, 2009).

In location public participation, participants who are actively involved in the growth of the destination's tourist industry get together to discuss matters relevant to their common interests and how to find a win-win solution that will benefit the venue (Wondirad, Tolkach, & King, 2020). The level of advances made towards the beginning, progress, development, and findings of corporate governance, as well as collaborations, greatly depends on factors like level of awareness, confidence between interested parties, objectivity, interrelation, power issues, and so on, given the wide range of interests and complexity of destination attractiveness relevant parties (Kelliher, Reinl, Johnson, & Joppe, 2018; Wondirad et al., 2020).

As a result, the participants are expected to collaborate and participate more. Small island locations' capacity to maintain tourist growth is heavily reliant on collaborative relationships among all parties. For instance, tourism governance in such places must pay close attention to, among other things, the policy priorities of decision-makers, and the customer segments) or process of industry participants, and the purchasing patterns of visitors. To summarize, for the product of the tourist sector to be achievable, all of its parts must come together and work in harmony, just like any other system. The importance of stakeholder involvement in crises cannot be overstated since it is indicated by the nature of the business that previous success does not guarantee a financial future.

2.10 Marketing/Advertisement of Sustainable Tourism Development

Like any other business models, tourist attraction and retention are central to the success of the any sustainable destination campaign. Visitor attractions coupled with unique experience offerings are the core of destination marketing and advertisement. As Buhalis (2000) asserts, achieving long-lasting sustainable destination success is

premised on the focus on approaching destination development in a sustainable way.

He surmises that destinations can formulate strategic objectives through the following:

- Maximizing visitor satisfaction through delightful and unique experiences
- Improving the long-term prosperity of the indigenous people
- Striving for balance of socio-cultural, economic, and environment cost
- Maximizing the multiplier effects alongside the maximization of the profitability of indigenous businesses.

Trouble in creating the travel industry objections is exacerbated because of the assortment of essential players (for example specialist co-ops, nearby government, public government, local people) needed to join to deliver the cutthroat and connecting with the travel industry offering expected to accomplish supportability (Hassan, 2000), and to raise uplifting outlooks toward practical the tourism industry items, the correspondence of manageability in notice should be seen as persuading and dependable (Watts and Giddens, 2017). Manageable the travel industry notices fundamentally accentuate philanthropic angles and connection feasible utilization to characteristics of social and ecological government assistance (Font and McCabe, 2017); Hardeman, Font, & Nawijn, 2017; Vaaland, Heide, & Grønhaug, 2008).

It's enthusiastically suggested that a solid spotlight on an essential showcasing and publicizing techniques approach ought to be taken on and carried out. In the context of sustainability, consumers focus on guarantees that the information given about sustainability is true (Balineau & Dufeu, 2010; Palacios-Florencio et al., 2018). The travel industry's objections today face a bunch of new difficulties emerging from changes in customers and the climate. It's assessed that main those objections, which

perceive the progressions happening in the business and proactively react to them by best promoting methodologies, will keep on being effective later on.

Along these lines, techniques are vital to address the seriously requesting cutthroat climate; all nations should be more ground breaking than any time in recent memory. According to Middleton and Clarke (2001), the general the travel industry offering may be characterized as far as five primary parts, specifically objective lodestones; objective offices and administrations; availability of the objective (including transport); pictures, brands and discernments; cost to the guest. Thus, objective promoting capacities and exercises should be upheld and organized targeting dealing with the travel industry framework; working on the intensity of the territorial the travel industry; further developing objective allure; upgrading objective execution, and expanding showcasing adequacy; every one of these is publicizing obligations as the best apparatus which is a worldwide objective speaker.

To be fruitful in the travel industry markets, should have the option to decipher the necessities of their guests, distinguish fitting methods of fragmenting the business sectors where they contend, create and send off the suitable items and adequately speak with likely guests. Indeed, the travel industry happens in an intricate, dynamic, and continually changing climate that should be checked and adjusted to all travel industry endeavors. The ventures today face a bunch of new and expanding difficulties emerging from changing traveler conduct and ecological conditions (Middleton et al., 2009), and one of the most significant is planning and conveying the items to different solicitations by viable promoting systems.

2.10.1 Advertising for Tourism Business

Because tourism is complicated and the combination of a diverse array of products and services, the effectiveness of tourism advertising is better to be measured using the six facets of travel, that is, shopping, accommodations, destination, restaurants, attractions, and events; not precisely about the destination. The advancement of vacationer regions that are intended to prompt further development the travel industry encounters and upgraded personal satisfaction for inhabitants (Gretzel, Sigala, Xiang, and Koo, 2015) is the main impact of promoting systems.

Innovative showcasing correspondence, particularly through publicizing, decidedly affects traveler objections (Lim, Chung, and Weaver 2012). Despite the fact that the traveler magnet has been accessible with the assistance of sufficient access and alluring estimating, it'll be to no end without speaking with shoppers (Kotler 2012). In addition, the travel industry is an assistant business where it has its uniqueness contrasted with the item business on the grounds that the article is being promoted as something immaterial (Kotler 2012). Thusly, publicizing procedures as a decent correspondence technique in the advertising system of the travel industry fascination is required.

Truth be told, showcasing correspondence, particularly publicizing, plays the part of giving data, convincing, and reminding customers straightforwardly or by implication about the items and brands sold (Philip Kotler 2009) which is carried out as Online Media Advertising, Print Media Advertising, Banners/Billboards, or declarations on FM Radio. Research shows various introductions of the promotions, like print, sound, video, virtual climate, computer-generated reality, and so on (Consumes and Lutz, 2006; Dahlén & Edenius, 2007).

The framing of advertisement appertaining to its content and strategies whether its informational and emotional may differ. As such, all advertising approach must be viewed and evaluated based on its unique strengths and weaknesses in communications with consumers (Chaudhuri & Buck, 1995; Wolf, Stricker, &Hagenloh, 2013). Studies have shown that different formats of advertisements tend to result in varied consumer responses (Byun & Jang, 2015; Decrop, 2007). Each promotion is a message source and Figure 1 shows the three fundamental components of message gathering.

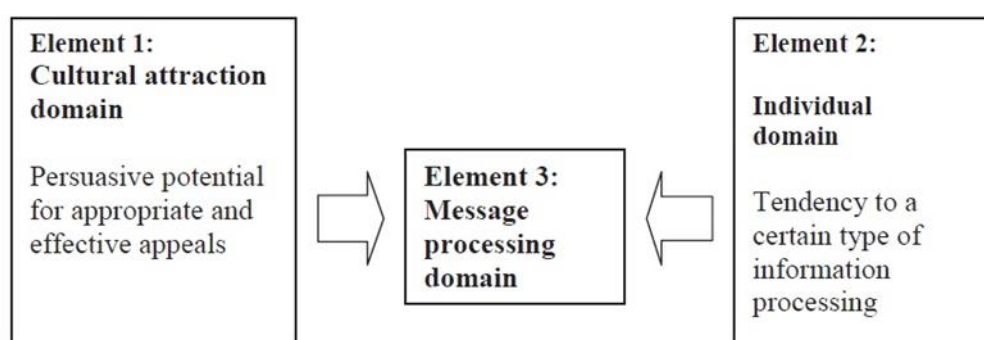


Figure 1: Fundamentals of message gathering

To start with, the attributes of a specific fascination will be explained. As such, every fascination has its own potential for proper and useful requests. This potential ought to be utilized successfully to convince guests to come and experience the fascination (Element 1). Besides, scientists of buyer guest and correspondence have called attention to that singular contrasts between message beneficiaries might prompt wide varieties in the way in which individuals react to correspondence and publicizing requests (Element 2) (Moore et al., 1995; Ruiz and Sicilia, 2004).

It very well may be assumed that unsettling various items, individual buyers tend to data handling that is average of them. Thirdly, a few individual propensities and

requests made by a social advertiser meet in the message handling circumstance. In the present circumstance, the message is handled (Element 3). And just by the best strategies, we can increase the effect of Element 1.

Witt and Moutinho (1994) believed the strategy of advertising must be founded on parts of the travel industry item: objective attractions of destination, facilities, image, price and accessibility. The objective fascination fills in as the essential inspiration for traveler visits scene, seascape, seashores, environment, and constructed attractions, reason assembled attractions. Facilities of destination are characterized as the components inside the objective. They comprise convenience, cafés, bistros and bars, transportation establishments including vehicle rental and cabs, and different administrations. Openness is characterized as far as the general straightforwardness or trouble with which clients can arrive at their preferred objections.

Images, which means the thoughts and convictions which individuals hold about items they buy or ponder, become connected to all types of travel industry items. Beerli and Martin (2003) presented nine aspects which is perceived by tourist as image of destination: Advertising itself can go about as a worth pertinent sign of future profit (Lou, 2014) just as firm execution. This flagging can influence financial backer conduct (Joshi & Hanssens, 2010). In the flagging hypothesis, publicizing is an advertising apparatus that assists financial backers with building expectations of the size and changeability of future money inflow (Chauvin & Hirschey, 1993). Promoting use can be tried utilizing a wide range of proportions of execution, like benefit (Frankenberg & Graham, 2003).

A few examinations have zeroed in on what publicizing means for deals and announced that promoting quality was indispensable (Young and Page, 2014). Kijewski (1982) analyzed what promoting uses mean for the profit from speculation and set up that lessening publicizing uses during a downturn didn't build benefits, dissimilar to ordinary and extended economic situations. Another prior promotion concentrated on exploring how firms react decisively to a monetary emergency through publicizing (Lee et al., 2011). The review set up that organizations diminished operational expense by diminishing promoting just as cutting financial plans, which is steady with a Nielsen News Release (2009). The creation and utilization of items/administrations in the travel industry happen simultaneously, which means the business has no stock to save or store. Lodgings, rental vehicles, and flight seats can't be put away for future deals. That is the reason the travel industry association's center more around promoting to sell all items and administrations before they lose the chance to sell them.

According to these data, tourism industry firms have spent a considerable amount on advertising and are pressured to show how they spend more effectively on advertising (Assaf et al., 2017). In the other hand so much research is shows only a small portion of inquirers use the information to make specific travel (or destination) decision and that the majority of travelers have decided to visit the destination prior to being exposed to the advertising (Woodside 1990; Burke and Gitelson 1990; Kim, Hwang, and Fesenmaier 2005). Several researchers have shown that awareness of destinations is successfully enhanced by certain films as advertising, which leads to positive tourism effects such as an increase in the number of visitors (Beeton 2001; Connell 2005) and a more favorable destination image (Beeton 2004; Hudson et al. 2011). The

number of researches about advertising and the effect of advertising in the tourism industry show that tourism destinations need to utilize updated managerial strategies (Celdrán-Bernabeu, Mazón, Ivars-Baidal, & Vera-Rebollo, 2018).

Generally, Tourism directors and policy-makers need to understand the nature of heads and their likely development and possible magnitude.

Sustainable tourism development or tourism development as a whole requires the attraction of tourist in order for it to be successful and sustainable. Successful tourism destinations know the “how” of tourist attractions. Watts and Giddens, (2017) argued that sustainable consumption can only be attained when the sustainability of the product is communicated in a trustworthy and convincing manner via appropriate advertisement. Font and McCabe, (2017), and Hardeman et al., (2017), further stressed that the importance of sustainable tourism advertisement is mostly in its ability to showcase the altruistic aspects of the linkages between the awareness of social and environmental welfare and sustainable consumption.

Considering that marketing and advertisement efforts are often geared towards attraction of consumers who in turn use the product and judge the authenticity of the marketing efforts based on actual experience, the marketing of sustainable tourism often requires that the essence of sustainability used in the advertisement efforts should be available in the destination (Gretzel, Sigala, Xiang, & Koo, 2015).

2.11 Residents’ Attitudes and Destination Disaster/Crisis Recovery

Studies such as Liang, Luo, and Bao (2021); Litvin, Smith, and McEwen (2020); Neuts, Kimps, and van der Borg (2021); Qin, Shen, Ye, and Zhou (2021); Rastegar (2019); Schumann (2021); Strzelecka, Prince, and Boley (2021); Wassler, Nguyen,

and Schuckert (2019) have focused their research on residents' attitudes towards tourism. Several preliminary studies have shown that residents perceive both positive and negative effects of tourism, which has a direct impact on their attitudes.

The social exchange theory (SET) was initially used by Ap (1992) to discuss residents' attitude towards tourism impact. According to the theory, residents (as people) are more willing to participate in a tourism-industry exchange if they get or anticipate to acquire more advantages than cost (Eusébio, Vieira, & Lima, 2018), however, the aptness has been queried. Although SET presupposes that both locals and visitors participate proactively and voluntarily in the process, many locals may have involuntary and unintended dealings with tourists; sometimes, no tangible exchange (or interaction) may occur at all (Uysal, Sirgy, Woo, & Kim, 2016).

When considered through the lens of place identity – which refers to a degree of connectedness to a place stemming from experiences of, emotional connection to, relationship with, and thought of a place (Wang & Chen, 2015), may provide a different explanations and perspective to the motivations for which residents participate in destination management and marketing. According to Wang and Chen (2015), residents' motivation for involvement is not only different from the focus of SET, it is contrasting to it. In their argument, they claimed that the dynamism at play when residents engage in destination management from the lenses of place attachment is traceable to the concept of self and the degree of self-representation the place holds for the residents.

This view has been confirmed in extant literature to support tourism development and its associated management (Eusebio et al., 2018; Neuts et al., 2021). For instance, in

demonstrating the strong bond between place attachment and heritage preservation and development, Gu and Ryan (2008) used self-efficacy, self-esteem, distinctiveness and continuity to establish the unique association of place attachment and historical heritage preservation for Hutong province in Beijing. Other scholars claimed that residents' behavioral and attitudinal intentions towards tourism support and vice versa can also be explained through the tenets of place identity theory (Wang & Chen, 2015).

Appertaining to disaster and disaster recovery in tourism, extant literature provides robust relationship between residents' resilience for disaster and the management of tourism associated risks (Nian et al., 2019). In response to earthquake incident in China, Nian et al.' (2019) finding showed significant association between community resilience, community attachment, perception of benefit and residents' response and participation in recovery efforts. In the specific case of COVID-19, although the peculiarity of the shock and the effect of the pandemic appear to hit tourism destination hard, place identity has also been shown to provide key understanding for residents' attitude towards balancing the dilemma of economic depression against risk of exposure and potential infections.

Chapter 3

RESEARCH METHOD AND APPROACH

The overall aim of this chapter is to give precise steps that were taken to obtain the result of the study. It focuses on topics such as research design, sampling procedure and data collection and analysis.

3.1 Research Design

The current project adopted the use of mixed method (qualitative and quantitative) research method for soliciting data and for the analysis of the same. qualitative method was deemed preferable due to its potential to offer rich (er) and in-depth explanations of the “whys” and “how” of the phenomenon under investigation (Bhaskara & Filimonau, 2021). Further, eliciting deep intuitive information from stakeholders with broad, divergent and sometimes conflicting interest cannot be better suited to other methodology other than the qualitative method of interviews and content analysis. This is because interview (structured or semi-structured) has been associated with great analytical powers and design flexibility that can offer novel insight (Filimonau & Krivcova, 2017). In second step, after validating and finalizing the model by using the Delphi panel quantitative method used to check and proving the first step research results (conceptual model) by both descriptive and for more certainty of the findings, inferential statistics.

3.2 Qualitative Research Method

3.2.1 Sampling and Procedure

To better capture the full extent of informants' knowledge bank and the information relevant to the realization of the study objectives, purposive sampling techniques was used to select the participants for the current study. The Purposive sampling which is called selective, judgment and subjective too is a non-probability technique that researcher is going to relies according to her or his judgment to choose the sample of research participate. In fact, it's happening when Researchers believes they can have a better result by choosing the members population. This method is one of the best sampling methods when we want to be sure about have a best result by saving time and money in qualitative researches. In fact, it's one of the best time-effective and cost-effective sampling methods. Also, it can be so effective in anthropological situations exploration especially when researcher needs to benefit from an intuitive by discovering the meaning. With purposive sampling, researchers are able to adequately used the purpose of the study as a qualifying criterion for informant selection (Bhaskara & Filimonau, 2021). Hence, all participants are active stakeholders in Northern Cyprus tourism network. Some informants were selected for the study based on their involvement in Northern Cyprus tourism industry. The informants include: policy makers, non-profit organization, hotelier, restaurateurs, employees, education tourist and tour operators (Ozgit & Zhandildina, 2021). The full spectrum of the informants covered the supplier, consumers and governance of tourism industry in the destination. The informants' details are available in Table 2.

The selection and determination of the appropriateness and representativeness of the sample of the current study followed the recommendation of (Zarifi et al., 2018).

According to Zarifi et al., the adequacy and representativeness of the sample size in qualitative interview studies should continue till saturation of the information. We had a saturation of the information in number 13 and interestingly it was same with the sample of the current study followed the recommendation of (Malterud, Siersma, & Guassora, 2016). According to Malterud et al., the adequacy and representativeness of the sample size in qualitative interview studies should be dependent on the “information power” of the responses gathered from the sample rather than the saturation of the information.

Furthermore, information power which refers to the quality of information resident in the sample, the relevance of such information, and the lower number of responses need to attain such quality depends on (a) the aim of the study, (b) sample specificity, (c) use of established theory, (d) quality of dialogue, and (e) analysis strategy (Malterud et al., 2016). Also, similarly sample size has been used in extant literature such as (Kouta et al., 2021; Leung et al., 2018).

Given that the interviews were conducted between February 2021 and April 2021 while COVID-related restrictions were still actively implemented in North Cyprus, digital platforms such as zoom, Microsoft teams, and telephones were used for the administration of the interviews. This approach does not only allow for compliance to the governmental rules but also offers a relaxing environment for informants as the time and location of the interviews were totally dependent on informants’ preference leading to maximal outputs (Gruber, Szmigin, Reppel, & Voss, 2008; Jallow, Renukappa, & Suresh, 2020).

To ease the informants into the interview mode, certain general questions such as introduction and position held were asked. Then, specific questions about the extent of damage of pandemic to the industry; how and why such damaged were impactful as a causal conditions and which context and intervening conditions are affecting in this situation. What is the core category of phenomenon which is use to find the best strategies and achieving the main result which is sustainable tourism were used as follow ups and because of focused on advertising the last questions is about this specific topic. The interview duration ranged from 30 minutes to 75 minutes with an average of 45 minutes. Interviews were conducted in English phenomenon language and no incentives were offered for participation.

3.2.2 Data Analysis

Recordings from the interviews were transcribed and entered into excel spreadsheet. All the researchers then read and re-read the interview transcripts carefully for concepts familiarization and the building of core themes of meanings. Coding and theme generation later followed using the recommendations of Braun and Clarke (Braun & Clarke, 2006, 2014) for finding the impacts of crisis in tourism industry. The themes and coding structures generated in this stage presented in Table1.



Figure 2: Thematic analysis. adapted from Braun & Clarke 2006

As explained in the previous sections, for presenting the model, in next stage research used a paradigm model according to the "grounded theory" method. Emphasizes the use of data analysis steps through open coding, axial coding, and selective coding, as well as providing a logical paradigm or visual representation of an evolving theory.

Open Coding: The data analysis process begins with open coding. Open coding is an analytical process in which concepts are identified and the characteristics and dimensions of each concept are discovered. In open coding, events or things observed in data are named and focus on understanding the characteristics that make them unique. Individualization of these events. In open coding, there are two key activities including conceptualization and categorization (1998, Strauss and Corbin).

Axial coding: The purpose of axial coding is to integrate data that has been shredded in the open coding phase. In axial coding, one of the open coding categories is selected as the main category or phenomenon and placed in the center of the process, and then the other categories (subcategories) are linked to it. The title is a title that can be attributed to the answer to the question "What is happening here?"

When searching for the main phenomenon, the researcher should look for repetitive patterns of events, happenings, or actions and reactions that individuals or organizations, alone or with each other, in response to problems and situations ahead of them. According to Strauss and Corbin, axial coding is the linking of categories to subcategories along with their attributes and dimensions. This coding helps to form relationships between the main phenomenon / category and to answer questions about the main phenomenon (subcategories) such as when, where, why, who, how, and with

what consequences. In this study, to perform axial coding, the paradigm model (regular design) of Strauss and Corbin (2008) was used in the analysis.

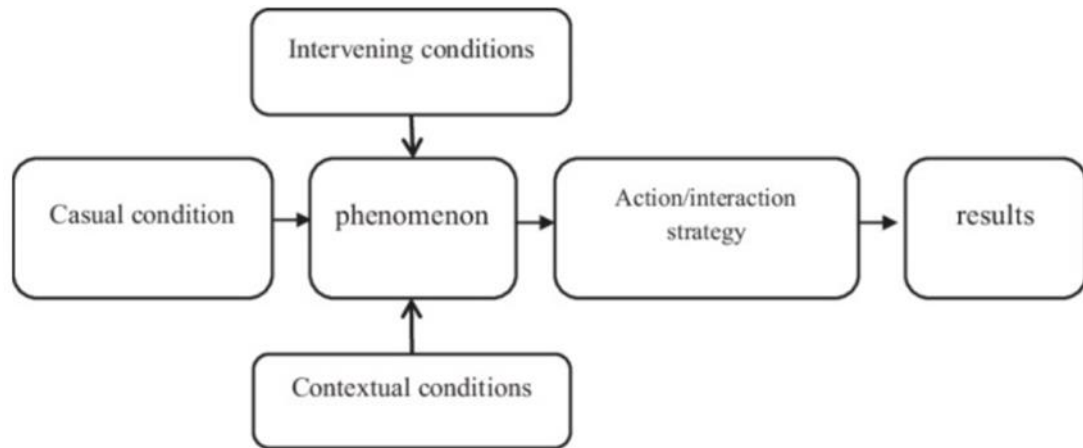


Figure 3: Paradigm model of Strauss and Corbin (2008)

Core category or phenomenon: The researcher identifies one of the categories obtained from open coding as the central category that is the basis of a theory (central category). Then, this central category becomes the focal point of the central coding pattern.

Causal conditions: Categories that affect the formation of the main category.

Context conditions: Specific conditions that affect strategies.

Interventional conditions: General contextual conditions that affect strategies.

Strategies: Specific actions or interactions that result from a central phenomenon.

Result: Consequences or outputs of strategies.

Selective coding: open and axial coding types of coding are not able to provide a larger framework for the relationships in a general theory. In open coding, the researcher seeks to generate categories and their attributes before determining how the categories fluctuate and fluctuate in the order of their dimensions and in axial coding, the researcher systematically seeks to develop categories and relate categories to subcategories. Selective coding completes the two previous coding steps by integrating and refining the categories into a theoretical framework. In integration, categories are organized around a central or central phenomenon. The main phenomenon is a category that is considered as the main body of the theoretical framework. The themes and coding structures generated in this stage presented in below tables.

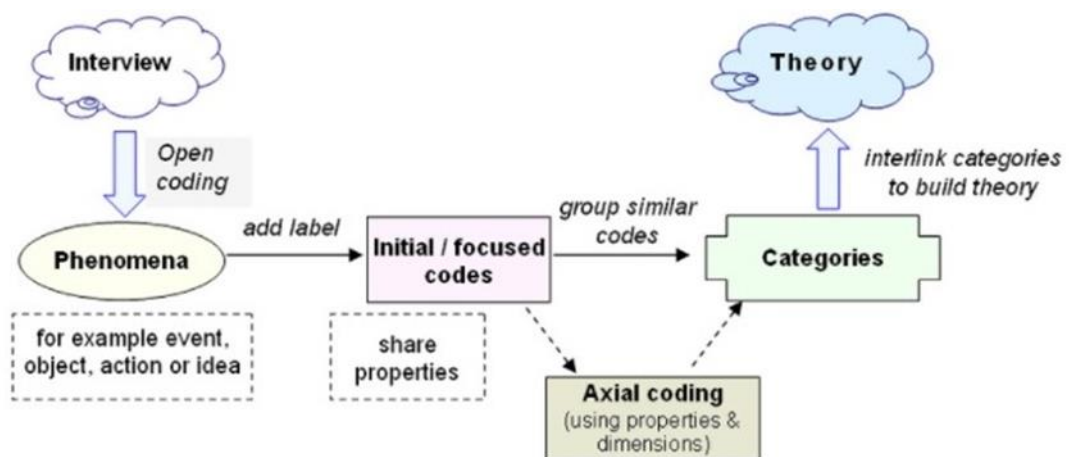


Figure 4: Coding steps in grounded theory Strauss and Corbin (2008)

3.2.3 Model Validation

Unlike quantitative research, qualitative research does not have specific tests to validate it. In qualitative research, validity or validity does not have the same implicit meaning of validity in quantitative research and comparison of validity is not significant. In data theory, the process of data collection and interpretation must both be evaluated and validated as research findings. Intrinsic validity is defined as follows:

"Intrinsic validity deals with the question of how the findings of the research are consistent with the facts. The question is whether what has been studied and found is what really exists and what researchers observe is what they think has been measured. To strengthen the internal credibility of qualitative research, the following has been proposed (1988 Merriam,):

3.2.3.1 Pluralism/Investigator Triangulation

Several researchers, several data sources or several methods are used to validate emerging data.

3.2.3.2 Member-Checking

Respondents are asked if the results are acceptable.

3.2.3.3 Long-term Observation When Visiting the Research Site or Repeated

Observations of a Similar Phenomenon

Data are collected over a period of time in order to increase the validity of the findings.

3.2.3.4 Couple Survey/ Peer Debriefing

Ask colleagues to write down emerging findings.

3.2.3.5 Elimination of Prejudices

The researcher should identify assumptions, theoretical tendencies and prejudices at the beginning of the research and prevent them from interfering in the research process.

In this study, to increase internal validity, the methods of pluralism/Investigator triangulation and Couple Survey/ Peer debriefing were used.

External validity is also defined as: External validity or generalizability deals with the extent to which research findings can be generalized to other situations (Merriam, 1988).

Expert opinion polls make the final model quite generalizable. Also, the following strategies were used to ensure accuracy and validity:

1. Data collection from several information sources confirms the validity of the findings. Interviews with managers, interviews with experts and researcher observations.
2. With the method of constant comparison (the data-analytic process whereby each interpretation and finding are compared with existing findings as it emerges from the data analysis) in data analysis, credibility increases. In this method, a constant comparison is made between different categories, events, backgrounds and different people. In the second stage, while asking about the relationships between the components, the nature of the variables and the validity of the initial conceptual model were discussed.
3. Preventing initial assumptions in concluding through feedback. The methods mentioned above were used to evaluate the reliability of the findings in accordance with the desired reliability criteria.

3.3 Quantitative Research Method

3.3.1 Sampling and Procedure

In quantitative method calculate number of participants as sampling size whether statistical point of view is satisfactory and the following formula can be used.

$$n = \frac{N * t^2 * p * q}{(N - 1) d^2 + t^2 * p * q}$$

In this research, used to check and proving the first step research results after Delphi test. Also, according to Muleya (2019), sample size of 200 is good enough for large population sizes when using inferential statistics and distributed 200 questionnaires

according to result of last round of Delphi test. In fact, Delphi test was used to validate the tourism model. The Delphi panel consisted of 20 experts from the tourism and academia departments, and as a result of three round-trip rounds, the questionnaire was finalized.

For the questionnaire questions, the Likert scale was determined with a spectrum of five. The low spectrum (option 1) represents very little and the high spectrum (option 5) represents very high. After third round of Delphi panel, finally 6 main structures, 15 categories and 61 indicators were selected as effective factors on Recovery and Development of Tourism in Cyprus. The same informants group chosen to fill them. It was needed to translate the questionnaire to Turkish and using back translate to be sure about reliability of results. Finally, 186 questionnaires were usable after collecting data. The first questionnaire before third round of Delphi panel and final questionnaire after that are both available in appendix.

3.3.2 Data Analysis

In quantitative section, in order to identify the quantitative samples, the distribution of statistical samples (frequency and percentage) in terms of variables such as gender, work experience, level of education and age were studied.

It's so important to know "How to distribute research variables based on central indicators, dispersion and shape of distribution?" "so, in next step Distribution of Research Variables examined.

Because This statistic is descriptive for more certainty of the findings, inferential statistics are given below.

In inferential statistics, first we used valid Kalmogorov-Smiranov test or K-S test to test the normality of research data. This test examines the normality of the data according to the following hypotheses.

H0: The data have a normal distribution.

H1: The data is not normally distributed.

Judgment according to Kalmogorov-Smiranov test table is that if the significance level (sig) for all variables is greater than the test level (0.05), the data distribution is normal.

After that, Structural Equation Modeling and testing of research hypotheses started. Structural Equation Model is a way to examine the relationships between latent variables that also consider observable variables. latent variables are the main factors that are represented in a conceptual pattern or model. Observable variables are the same items or questions related to measuring the main factors which is also called SEM for short. This method is a special causal structure between a set of latent variables and observable variables. By using the structural equation modeling method, the relationships between the latent variables with each other and also the items of measurement of each hidden variable with the related variable can be examined. This method is not used to build the model but it is using to evaluate and validate the model. In fact, the researcher must draw an initial model and then use this method to validate the model.

In this research generally, the research hypotheses have been tested using structural equation modeling technique and AMOS18 software. To achieve this, first, a

confirmatory factor analysis was performed for each of the questionnaire variables. Finally, the model related to research hypotheses has been implemented.

The model is representing the factor loads of each variable. indicated the factor load shows the strength of the relationship between the visible and hidden variable. The factor load is a value between zero and one. If the factor load is less than 0.3, a weak relationship is considered and it is better to remove it from the model. The operating load is between 0.3 to 0.6 on average or acceptable and if it is greater than 0.6 is very desirable.

Paying attention to the fit of the model is so important in confirmatory factor analysis too. In fit indices when (CMIN / DF) or ratio of chi-square to degree of freedom is shows less than 2 means the research has a good fit and the set of these indicators is given in below Table.

Symbol	Full name of the fit index	Acceptable amount
RMSEA	Root Mean Square Error of Approximation (RMSEA)	<0.05
CMIN / DF	Chi-degree freedom	2>
SRMR	Standardized RMR	<0.08
IFI	incremental fit index	> = 0.90
RFI	relative fit index	> = 0.90
NFI	Normed Fit Index	> = 0.90
TLI	Tucker Lewis Index	> = 0.90
GFI	Goodness-of-Fit Index	> = 0.90
CFI	Comparative Fit Index	> = 0.90
P-Value	P-Value	> 0.05

Finally, Binomial test was used to assess the status of research variables due to abnormal distribution of variable data.

In this test, there are two ratios (observed ratio and hypothetical ratio) that the test determines whether the observed ratio is different from the assumed ratio or not? In this study, the groups are divided into two categories: favorable and unfavorable status of the effects of variables. The optimal status of the effects (responses > average 3) and the unfavorable status (responses = or < average 3). Optimal status indicates when the respondent considers the variable level to be high and unfavorable status indicates the undesirable level from the respondent's point of view. The assumed ratio in this study is assumed to be 60%. This means that 60% of the research sample is in the desired category (answers higher than 3) and 40% of them are in the other category (smaller answers equal to 3). When interpreting the results, the hypothesis is confirmed according to the level of significance if it is less than 0.05 and the ratio observed in the desired condition is equal to or higher than 0.6 (confirmation of both conditions is required).

Chapter 4

RESULTS OF STUDY

This chapter documents the author's findings from the results of data analyses. In other words, the chapter lay to bear the demography of interviewees, their interview responses and the generated themes and codes from the resulting co-occurrence of interview responses.

4.1 Qualitative Research Method

4.1.1 Profile of the Study's Respondents

The full demographic details of the participants in interview sections for the data gather efforts are document in Table 2 The table show that the interviewees represent a cross-section of the stakeholders ranging from tourism business owners to employees.

Table 2: Informants' demographic profile

Informants ID	Sector	Informants' profile	Years of first involvement	Experience of COVID-19	Interview duration
I1	Accommodation	Owner of a 5-star hotel located in Bafra region of Northern Cyprus	2009	Yes	40:11
I2	Tour Operator	Owner of a viable tour operation in Famagusta, also a member of Tourism stakeholder committee	2007	Yes	35:05
I3	Accommodation	Employee of a casino hotel	2015	Yes	30:01
I4	Accommodation	Manager of a 5-star hotel in Kyrenia region of North Cyprus	1991	Yes	1:10:08
I5	Education	Education tourist, studying tourism management in Northern Cyprus	2010	Yes	50:23
I6	Policy Making	Member of the ministry of tourism	2003	Yes	41:47
I7	Policy Making	Member of Tourism Information office of North Cyprus	2014	Yes	46:13
I8	Transport	Employee of full-service airline operating local and international flights	2017	Yes	41:50
I9	Transport	Airport taxi driver	2019	Yes	41:21
I10	Tour Operator	A representative of a large tour operation in North Cyprus	2013	Yes	38:14
I11	Restaurant	Owner of a themed restaurants situated at tourist attraction zone in Bafra	2012	Yes	50:10
I12	Accommodation	Manager of a casino hotel	2016	Yes	32:12
I13	Education	Professor of Tourism Management	1993	Yes	30:02

4.1.2 First Stage Data Coding

As explained in last chapter, Recordings from the interviews were transcribed and entered into excel spreadsheet. All the researchers then read and re-read the interview transcripts carefully for concepts familiarization and the building of core themes of meanings. Coding and theme generation later followed using the recommendations of Braun and Clarke (Braun & Clarke, 2006, 2014) for finding the impacts of crisis in

tourism industry. The themes and coding structures generated in this stage presented in Table 3.

Table 3: Themes and coding structures indicating the significance of each code

Theme	Code	Sub-code	No. of people talking about it	No of quotes
Impacts	Disruption	Job loss	4	15
		Challenges of tourism employees	8	29
		Stagnation	10	30
		Unpaid leave	5	10
		Business closure	11	19
		Uncertainties with regulations	13	36
		Haphazard patronage	6	18
		Loss of revenue	8	22
		Complete business collapse	7	10
		Difficulty in sudden switch to digital platforms	3	5
		Lack of anticipation for such outbreak	8	17
		Questionable resilience and safety plans	2	5
	Products	Mass Tourism	8	30
		Ecotourism	9	18
		Slow Tourism	2	6
		Dark Tourism	7	11
		Nature Tourism	10	15
		Agro Tourism	4	4
		Casino Tourism	5	8
Recovery	Focused Adverts	Governmental websites	8	22
		Safety	4	10
		Movies/Screen tourism	9	12
		Brochures	3	7
		Celebrity/Brands	6	14
		International TVs	5	8
		Digital information centers	4	4
		Tourism agencies	3	4
	Political/Governance	Governmental support	11	36
		Transportation	5	10
		Conflict/dispute	6	15
		Infrastructures	6	15

The central focus of the current study in first stage data analyzing is to understand the extent of damage that the outbreak of the pandemic crisis has had on Northern Cyprus tourism industry and how the result of this research and especially new presented model can aid the restart of the industry in order to preserve the local resources of the destination. Our finding is in tantrum with those of Baum and Hai, (2020) which reported that border closures, curtailment of travels, closures of attraction and tourism facilities all culminated in depriving tourist of their right to tourism and hospitality. On the other hand, such measures equally impaired the tourism business owners from their business-as-usual operations.

Further, our study noted that the disruption brought about by the pandemic manifested in challenges relating to tourism employees, tourism business owners and business preparedness to disaster events. These findings resonated with those of Yeh, (2021) who reported economic upheaval as a major impact of the pandemic. Although Yeh's investigation operationalized economic upheaval in form of company falls and job loss, our result which highlighted job loss, reduced revenue, reduced wages, and business closures amongst others supported the same notion.

4.1.2.1 Disruption and Uncertainty (Casual Conditions)

The theme of disruption and uncertainty is the major impact of COVID-19 on Northern Cyprus tourism. This theme is sub-divided into three sub-codes of “challenges of tourism employees”, “challenges of tourism business owners” and “business preparedness” in first step of research data analysis. Tourism marketplace during the pandemic is characterized with varying degree of uncertainty largely due to the evolving nature of governmental policies aimed at managing the spread of the virus. Notably, the most discussed impact of COVID-19 as shown in Table 2 is uncertainties

with regulations. Given that most non-pharmaceutical measures against the spread of the virus are announced as per changes of events, there are great deals of uncertainties and business plans and activities were not attainable. When probed on how the virus impacted their businesses, most informants pointed out the difficulties surrounding business decision making when there is no element of certainty about the next line of action from the government about the pandemic.

The disruption to business also led to rising number of challenges facing employees in the industry. As business began to comply with lockdown and other measures, revenue began to dwindle and so is the capacity of the organizations to keep hold off all their employees. As such, it became inevitable to lay-off employees, those retained are offered reduced wages while some small business had to completely shut down operations. Various government palliatives were available for affected individuals however, the damage was indeed deleterious. Business owners like employees also felt the brunt of the pandemic. Severe losses of revenue and in some cases, total collapse of business are the highly discussed impacts.

With crisis management, it is often said that the degree of preparedness plays important role in determining the extent of impact of these events. Many informants also believed that most of the disruptions experienced in the industry can be associated with lack of adequate preparation for such incidents. As noted in Table 2, lack of anticipation for such outbreak and questionable resilience and safety plans are the most discussed sub theme under the business preparedness theme. This finding reflects the opinion of Gössling et. al. (Gössling et al., 2020) which concludes that the pandemics should be evaluated in the light of the potential for reconsideration of the notion that increased tourist arrival equals increased benefit for the destination but the fact that

transformative innovations often follow periods of hardships and strains that pandemics can offer. The following are some extracts from the interviewees demonstrating the above findings:

“COVID has caused so many problems for us both as managers of hotels and even for our employees. Because of the lockdown and restrictions, we have no market, thanks to the government subsidies, people would have gone hungry. But you know as business owners, you are only happy when you are doing well.” (I12)

“To be sincere, COVID caused so many problems. Like in my workplaces, many of my colleagues were asked to leave the job. I am among the lucky ones who escaped this axing but still the people have family to feed and people depending on them for survival. Still, we understand that the business on thrive on sustained patronage and with the necessary and mandatory lockdowns, it is a matter of time for everyone.” (I3)

4.1.2.2 Tourism Product Development

While the impact of the pandemic is essential in the broad context of the destination management, the key to sustainable destination development lies not in the focus on the impact but on the recovery efforts to restart and revitalize the destination. Given that part of the objectives of the current project is to determine the role of new results in the recovery plans of the destination, informants are quizzed about their perspectives with respects to recovery efforts in the destination. Table 2 presents three themes and 17 sub codes that informants deemed necessary toward the recovery efforts of the destination. The first theme towards recovery is tourism products. Informants believed that while mass tourism have been instrumental in the development of Northern Cyprus tourism in the pre pandemic era, specialized tourism products such as agrotourism, eco-tourism, dark tourism, nature tourism and so on will be the way to go in the rebuilding process of the industry. Many explained that the threat and exposure of the industry during the current pandemic has shown the need to swift focus from a single-source of tourism earnings but to accentuate other environmentally friendly tourism products that will not only bring about economic gains but will also

ensures the sustainability of the destination's resources. The following are some of the extracts from the respondents delineating this view point:

“Eco tourism is a big advantage especially for small island countries. Cyprus has an unspoiled geographical position. In this sense, large hotel businesses related to sustainable tourism management can unfortunately be a pressure factor. Regions such as Buyukkonuk, Dipkarpaz, Lefke and Güzelyurt in the north of Cyprus have the features that allow tourists to taste the country's production activities in the name of cultural tastes. but TRNC tourism ministry could not determine a strategic plan in this direction. so there are big companies that can crush small businesses especially because planning can't be done. however, if those big companies take steps with ecotourism, their customers will increase. In the promotion of the country in the new world, not luxury hotel management, but small eco-tourism, bangalovs or boutique hotels far from the city, the customers are more satisfied in the name of getting to know the people and the culture.” (I4).

“Our island can be considered as one of the most important tourism destinations. The landscape of the island makes it suitable for holidaying and recreational activities. However, as it is with most tourism destinations, human activities often attract environmental issues such as air pollution and depletion of the resources. Even more, the topography of our island is such that it is limited in resources, highly dependent on imports and also remotely located. Sustainable tourism such as agrotourism and Eco-tourism can minimize these challenges and also our island is a good place to promote sustainability. Sustainable tourism can serve an important role in attracting eco tourist and agrotourist to our island and I believed that we have the potential to develop this kind of tourism.” (I10).

4.1.2.3 Focused Advertisement

Traditionally, tourism marketing and advertisement in Northern Cyprus was designed for mass tourism in form of packaged tours. However, a number of the informants are of the opinion that advertisement campaigns should be targeted in the post-pandemic era. Many believed that through the implementation of focused advertisement, niche tourism market can emerge and the various eco-friendly tourism products which have not been well projected in the past will gain more market exposures. Need to develop and update governmental agencies' website for easy information access and use is the most discussed sub-code under the strategic positioning of marketing campaign theme. Government websites are deemed authentic and should be the best and most reliable

source of marketing information that will not only attract tourist will also aid their experiential journey in the destination.

Some informants also believed that the historic and cultural topography of destination North Cyprus offers it a unique selling point in the screen tourism context. Out of the 13 informants, 9 believed that sustainable tourism development can be enhanced to a great degree when all the tourism products of the destination are showcased in blockbuster cinemas and movies. Others opined that the current use of brochures can be digitalized and also more applications of information technologies can be used in the advertisement campaigns. Another sub-theme that informants agreed that there is a need for more utilization is the tourism agencies. Many informants expect that tourism agencies should do more in terms of the advertisement and marketing campaigns of their special sectorial products. Agencies websites should be updated and more interactive for tourists' information access. Some of the extract to buttress this view are shown below:

“During my interaction with tourist as tour guide before the pandemic, my main observation was that tourist got to know about North Cyprus through television advertisement and brochures and catalogs from travel agencies. What they love about North Cyprus is its local festivals like eco-tourism festival in Buyukkonuk, like grape festival, wine festival and their ability to participate in the creation of special events such as festival. In my opinion, if we are to recover from the current impacts of the pandemic, we must focus our advertisement effort in these areas where tourist consider as unique and important selling points for our island.” (I2)

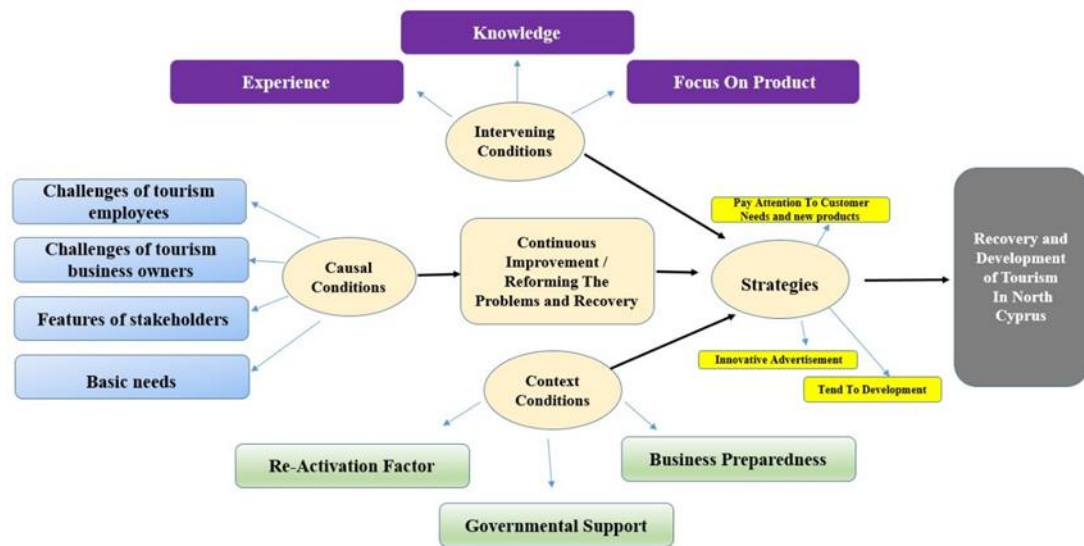
“I have a lot tourist come now, before the pandemic, the population was very big, they want a lot of things for family and kids, so, we make things like bread making and made lots of aprons for kids, the kids have aprons on, if they have long hair, they put some cover on, and people are fascinated about it, they think its Islamic thing, I said No, it's not Islamic, its cultural, its village life and many visitors want to be part of this experience but we don't have information accessible to them in their languages. The websites are in English, the Europeans can cope with that but we need to focus on making the information available in the language of our expected visitors.” (I5)

4.1.2.4 Political/Governance

Although many informants believed that the political situation of destination North Cyprus is part of the limiting factors against the restart and recovery of the tourism industry in the destination, they also believed that governmental interferences may be helpful in augmenting the international recognition status of the destination. Under this theme, informants also expressed the challenges that tourist faced with the lack of transportation and overall lack of infrastructures. A viable path to recovery is the opening up of the destination through diplomatic resolutions, embargo minimization and other infrastructural developments. Some of the extract from the interviewees to support this view are presented below:

“Cyprus, the name, the geography, the country in the history, 10,000 years ago, all the world knows it. The main problem is political. The main problem. Why? Because, your transportation, we have no direct flight here. No direct ships here. You have to touch down in Istanbul, Turkey or land in Larnaca, that means guest have to use their passports. The problem is political because our ecology, our cuisines, cultural places, heritage places, we have a lot of these. We have even intangible heritages but the problem is politics. The tourism industry here in North Cyprus, we have nearly three different models of tourism. The entertainment industry – the casino tourism, the mass tourism, the special interest tourism. Now! There is tourism ministry that make all the advertisement and associations that make their own. For casino, only we have guest from Turkey and some of Greek-Cypriots from South. They use special advertising systems. They are so professional. They are trying to find, to catch, the rich men. And they are trying to send them some invitations and they are using popular artist, singers from turkey, making concerts and invite the special guest to the concerts. But the target is for them to play games. They pay their flight; they have to stay here free of charge but they must have to play for instance minimum of 10,000 dollars in casinos. This is the first principle for them and they are making the advertising only by letters and they are trying to find people who are rich. They are not trying to use newspaper or TV. They are not using it. Only face-to-face, word-of-mouth communication; because the people don’t like it mostly. For Cyprus, we do want to hear it to say come here to Cyprus for casinos; why? Why? Is not a good model for tourism industry; casino; always we lost; casino because when the people come here, they never use taxi, never use restaurants, never visit cultural heritage places, castles, museum, rent a car, they spend nothing for us, the industry, only hotels, casino hotels. Tourism ministry are not doing it too but they supporting the casinos underground for the taxes, for the charter, the prices.” (I4)

In the other hand and second stage, according to open coding ends with defining concepts and categories. After that, Axial coding output which is paradigm model includes local conditions, phenomena, contexts, intervention conditions, strategies, and consequences whit finding all categories and sub-category and finally, using selective coding to selects the main category and links it systematically to other categories, validates the connections and develops the categories that need further refinement and development presented model as a main result.



Which is shows the final conceptual model of recovery and development.

4.1.3 Second Stage Data Coding

As explained in the previous sections, in the second stage of research according to the use of the method "Grounded theory" uses qualitative data analysis methods and paradigm model (Regular or Systematic design). Regular design of data foundation theory emphasizes the use of data analysis steps through open coding, axial coding and selective coding and also offers a logical paradigm or visual representation of an evolving theory. Coding is a systematic procedure developed by Strauss and Corbin (1990) to explore categories, features, and dimensions of data. In this research, based

on this coding, a theoretical model is developed to explain the phenomenon of continuous improvement of the idea. It should be noted that the process of data collection and analysis in this research continues until the researcher reaches the point of saturation in the data and the concepts related to the phenomenon of continuous improvement and refinement of the idea proposed by different interviewees are repeated and no new material is added to the model. To develop the theory, the researcher has continuously and purposefully moved between open and axial coding during the data analysis process. After the relationship between the categories has been identified through open and axial coding, during the selective coding, the categories, subcategories, and their relationship are integrated to develop a theoretical model.

4.1.3.1 Open Coding

Interviewees' explanations of the causal conditions have led to the identification of the codes in Table 4.

Table 4: Causal codes

Code
Job loss
Reduced demands
Stagnation
Unpaid leave
Business closure
Uncertainties with regulations
Haphazard patronage
Loss of revenue
Complete business collapse
Assiduity and effort
Ability to take wise and reasonable risks
Interest in re-building, renovation and productivity
Participatory Management
Economic needs
Strategic and managerial needs
Needs to recovery of crisis and sustainable tourism development

Also, according to the contextual conditions of implementing the strategies, they explained and examples that the extracted codes were extracted from their important expressions, in the next step, these codes were refined and the most important ones formed the final contextual codes which are shown in table 5.

Table 5: Context codes

Code
Failure risk
High price of re-activating and economic problems
Tourism product market demand
Identifying the marketing tools
Terms of stakeholder's cooperation
Introduce of products or services in the market
Access to the implementer Information resources
Motivating of creative ideators
Facilitating of technology transferring
Existing the professional database and a network of tourism activities
Providing the financial resources and attract capital
Uncertainties with regulations
Haphazard patronage
Loss of revenue
Complete business collapse
Difficulty in sudden switch to digital platforms
Lack of anticipation for such outbreak
Questionable resilience and safety plans
Preparing the trustful and updated
Information center for travel agencies
Tax exemption
Prize and support good tourism designs
Assign capital and accreditation to applicable designs.
Participation in the risk of new design and project.

The interviewees gave detailed explanations about the intervening conditions in the implementation of the strategies. The extracted codes were collected from their important phrases, and in the next step, these codes were refined and the most

important ones were considered as the final codes of the interventionist conditions which are shown in table 6.

Table 6: Intervening codes

Code
Related experience
Increase the skills
Different working experience in the industry
Having related knowledge
Having interdisciplinary knowledge
Having a variety of education, supplements and related
Diversity of products and variety of tourism types
High quality planning and implementation of products in sustainable tourism.
Using the new technologies in the industry
Preparation of notification website for products.

In next step, according to explanation of interviewers about the best strategies and actions for reconstruction and recovery of sustainable tourism industry after pandemic crisis in North Cyprus, and after extracting their important codes, these codes were refined and most importantly as the final codes of strategies and actions. Was considered and shown in table 7.

Table 7: Strategies codes

Code
Get feedback of first tourists' group for further improvement
Separation of groups according to their different needs
Make trust of tourists in the destination
Understand perspective tourists with regard to travel -product
Specialization for customers
Special advertising program before, during and after performance
Advertising in social media
Movie/screen tourism using
Brochures
Celebrity/ brands
Tend to development
Development of urban transport
Development of tourism infrastructure
Innovation in tourism infrastructure
Development of new products in the direction of sustainable tourism
Use of e-commerce

After that, according to provided explanations of respondents about the consequences or outcome. During the interview data collection process, the extracted codes were extracted from their important expressions and these codes were refined and the most important ones were considered as the final outcome codes which are in table 8.

Table 8: Consequences / outcome codes

Codes
Successful sales in the tourism industry
Gaining customer satisfaction and developing tourism
Complete recovery of tourism industry better than before
Developing of destination touristic infrastructure
Urban infrastructure development
Development of IT infrastructure

4.1.3.2 Axial Coding

While open coding divides data into different categories, axial coding links their categories and subcategories according to their characteristics and dimensions. To

explore how categories, relate to each other, the researcher uses a paradigm. The paradigm is the analytical tool proposed by Strauss and Corbin to study the data. The main components of the paradigm are: conditions, actions / reactions and consequences. Strauss and Corbin proposed the paradigm model because in grounded theory. Subcategories are related to categories in the form of a set of relationships that represent causal conditions, phenomena, contexts, intervention conditions, action / reaction strategies, and outcomes. Causal conditions are events that cause the phenomenon and create the phenomenon.

A phenomenon is an idea, or event that is governed by, or associated with, a set of actions and reactions. Underlying conditions are general and broad conditions that affect the development or limitation of the phenomenon, or in other words, the prosperity or importance of the phenomenon. Interventional terms are specialized terms that differentiate strategies and actions. There are purposeful and directional strategies and actions that solve the problem, manage the phenomenon and respond to it. Consequences are outputs that arise as a result of actions and reactions or responses to a phenomenon. During the axial coding process, the researcher uses analytical tools to ask questions and make constant and theoretical comparisons between categories, subcategories, and their characteristics that appear in open coding to develop relationships between categories and subcategories and to fit categories according to the paradigm model. Give. Simultaneously with the open and axial coding, a pattern was created that indicates the relationship between categories and subcategories. Once these connections have been developed, the selective coding procedure is used to facilitate the integration of categories and subcategories identified in open and axial coding into an emerging theory.

Open coding ends with defining concepts and categories. At this point, the researcher has categories that need to be related to each other in the light of real data. This is done in the axial coding stage. Axial coding is the process by which data that has been broken down into concepts and categories is examined in a new way so that a link between a category and the concepts contained in it and even other categories can be established. The output of this work is a paradigm model. The paradigm model includes local conditions, phenomena, contexts, intervention conditions, strategies, and consequences. This model enables the researcher to think about the data regularly and to connect them in other ways (Bazargan, 2009). In Axial coding, the researcher refers to the data by asking questions about the category that generally characterizes a relationship, and examines the events that confirm or disprove the questions. In the process of axial coding, the researcher is constantly moving between inductive and deductive thinking. Examine the data. It should be noted that an event is not sufficient to validate a set of relationships with category-related attributes, but the relationships and attributes must be viewed multiple times in the data, although they may vary in shape. In the present study, a paradigm model of research was developed in which the relationships of components and categories with the data of the research process are depicted. The following describes the components of the paradigm model. Based on the analysis of the interviews conducted, the causal conditions affecting the main phenomenon are shown in table 9.

Table 9: Causal conditions

Causal Conditions	Subcategories	Relationship
	Challenges of tourism employees	Job loss
		Reduced demands
		Stagnation
		Unpaid leave
		Business closure
	Challenges of tourism business owners	Uncertainties with regulations
		Haphazard patronage
		Loss of revenue
		Complete business collapse
	Features of stakeholders	Assiduity and effort
		Ability to take wise and reasonable risks
		Interest in re-building, renovation and productivity
		Participatory Management
	Basic needs	Economic needs
		Strategic and managerial needs
		Needs to recovery of crisis and sustainable tourism development

The contextual context of this research includes the items presented in Table 10.

Table 10: Context conditions

Context Conditions	Code	Sub-Cod
	Re-Activation Factor	Failure risk
		High price of re-activating and economic problems
		Tourism product market demand
		Identifying the marketing tools
		Terms of stakeholder's cooperation
		Introduce of products or services in the market
		Access to the implementer Information resources
		Motivating of creative ideators
		Facilitating of technology transferring
		Existing the professional database and a network of tourism activities
		Providing the financial resources and attract capital
	Business Preparedness	Difficulty in sudden switch to digital platforms
		Lack of anticipation for such outbreak
		Questionable resilience and safety plans
	Governmental Support	Preparing the trustful and updated
		Information center for travel agencies
		Tax exemption
		Prize and support good tourism designs
		Assign capital and accreditation to applicable designs.
		Participation in the risk of new design and project.

In this study, after examining the concepts and categories, the interventionist conditions were identified as described in table 11.

Table 11: Intervening conditions

Intervening Conditions	Subcategories	Relationship
	Experience	Related experience
		Increase the skills
		Different working experience in the industry
	Knowledge	Having related knowledge
		Having interdisciplinary knowledge
		Having a variety of education, supplements and related
	Focus On Product	Diversity of products and variety of tourism types
		High quality planning and implementation of products in sustainable tourism.
		Using the new technologies in the industry
		Preparation of notification website for products.

Given that the purpose of this research is to develop and explain a model for implementing the idea. The main phenomenon studied is the continuous improvement of the idea. Table 12 presents the concepts and categories related to this dimension.

Table 12: Core category of phenomenon

	Subcategories	Relationship
Core Category of Phenomenon	Continuous Improvement and Reforming the Problems	Accepting the problem and modify design in order to resolve
		Continues control and reform in process of executive
		Attention to the standards
		Improve the public space on the runaway
		Expand the target parts of the customer in the execution path
		Solve executive problems in startup processes
		Familiarity with the work process and learning from mistakes

The section describes strategies and actions for continuous improvement. These strategies and actions are in fact plans and actions that organizations must use to implement a successful idea. Table 13 presents the related concepts and categories.

Table 13: Strategies

Strategies	Subcategories	Relationship
	Pay Attention to Customer Needs	Get feedback of first tourists' group for further improvement
		Separation of groups according to their different needs
		Make trust of tourists in the destination
		Understand perspective tourists with regard to travel -product
		Specialization for customers
	Innovative Advertisement	Special advertising program before, during and after performance
		Advertising in social media
		Movie/screen tourism using
		Brochures
		Celebrity/ brands
	Tend To Development	Tend to development
		Development of urban transport
		Development of tourism infrastructure
		Innovation in tourism infrastructure
		Development of new products in the direction of sustainable tourism
		Use of e-commerce

The purpose of Consequences or outcome in this section is to identify the consequences of applying strategies and measures to implement the idea. Concepts and categories related to this dimension of the model are shown in table 14.

Table 14: Consequences / outcome

Consequences / outcome	Subcategories	Relationship
	Recovery, Activation and Development of Sustainable Tourism In North Cyprus	Successful sales in the tourism industry
		Gaining customer satisfaction and developing tourism
		Complete recovery of tourism industry better than before
		Developing of destination touristic infrastructure
		Urban infrastructure development
		Development of IT infrastructure

4.1.3.3 Selective Coding

In open and axial coding, the paradigm model of research includes causal conditions, main phenomena, contextual conditions, intervening conditions, strategies and actions and consequences. Selective Coding Applies the results of the previous coding steps, selects the main category and links it systematically to other categories, validates the connections, and develops the categories that need further refinement and development (Strauss and Corbin, 1998).

Selective coding starts based on the pattern of relationship identified between categories and subcategories in open and axial coding. Selective coding steps are:

1- Determining the line of story: it is the conceptualization of the story in relation to which the study is done. To facilitate storyline, data is reviewed, not only by going back and forth between categories and subcategories, but also by going back and forth between open, axial, and selective coding.

2- Linking the subcategories to the main category through the paradigm: The subcategories are related to the main category through the paradigm. In order for the

categories and subcategories to fit the storyline well enough, we return to the story to rearrange the categories so that sets and events better form the components of the paradigm model. Causal conditions, contextual conditions, interventionist conditions, strategies and actions and consequences of the model should be stated below.

3- Relational validation: To validate the relationships between categories that are regulated in the paradigm model, one should carefully examine the data, notes, coding, and contextual notes to ensure that the theoretical design can be further observed after comparing the final design. To explain.

4. Fill in the gaps between categories: In data theory, the foundation needs to achieve conceptual compactness in theory and, as far as possible, conceptual features (Strauss and Corbin, 1998).

It should be noted that the above steps are performed in a reciprocal process. Therefore, the selected coding steps are not clearly separated from each other and are done through an interactive process, along with open and axial coding. In short, the data analysis procedure that leads to the creation of the theoretical model; they include causal conditions, contextual conditions, interventionist conditions, strategies and actions and consequences, which describe the main phenomenon, "continuous improvement of the idea and its dimensions". The theoretical model of "idea commercialization" is in accordance with the dimensions of the paradigm model, as shown in Figure 5.

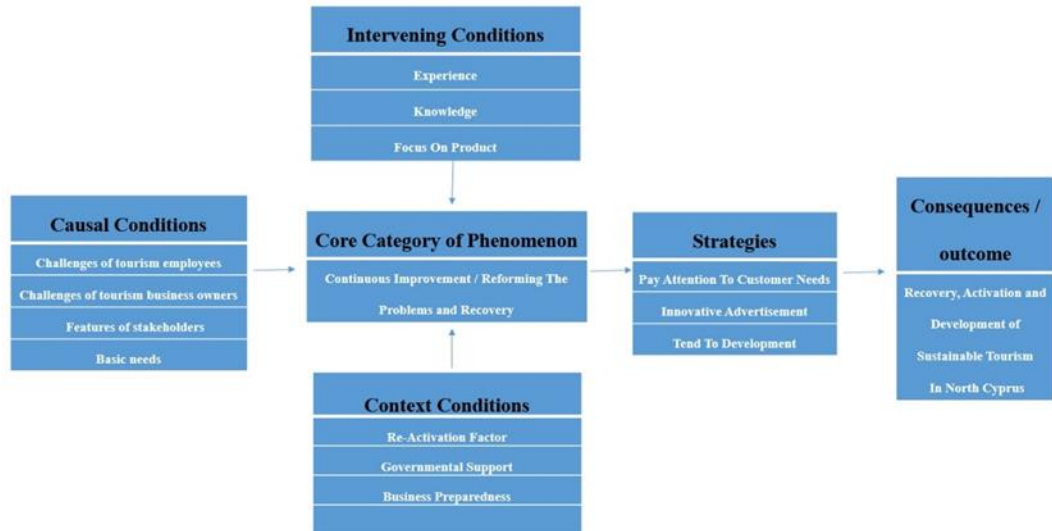


Figure 5: Model of north Cyprus tourism recovery and development

Given that in the interview phase with the experts, the interview was based on the paradigm model, the interviewees presented their views on the components of the model specifically based on dimensions of the model, however, with analysis and analysis. Returns were made, adjustments were made to the initial responses of these individuals.

4.2 Quantitative Analysis

In this part first, Delphi test was used to validate the tourism model. The Delphi panel consisted of 20 experts from the tourism and academia departments, and as a result of three round trip rounds, the questionnaire was finalized. The demographic characteristics of the sample members are given in Table15.

Table 15: Demographic characteristics of experts

Relevant area	Age	Education	Gender
Tourism = 8	30-40 years total 5	Bachelor: 0	Female: 8
	40-50 years total 3	Masters: 6	
University = 12	Over 50 years total 12	PhD and above: 14	Male: 12
Total: 20			

4.2.1 Results of the First Round of Delphi Method

At this stage, based on a review of the subject literature and the codes collected through interviews, a complete table of RECOVERY AND DEVELOPMENT OF TOURISM factors was extracted and this table was the criterion for preparing and compiling the first survey questionnaire. For the questionnaire questions, the Likert scale was determined with a spectrum of five. The low spectrum (option 1) represents very little and the high spectrum (option 5) represents very high.

The results of the first round of the Delphi questionnaire are given in Table 16. In this table, the name of the agent, the number of responses, the mean and standard deviation, along with the mean rank are listed.

Table16: Statistical description of the results of the first round of Delphi

	Codes	Sub-cod	N	Mean	STD. Deviation	Mean Rank
Causal Conditions	Challenges of tourism employees	1-Job loss	20	3.70	1.03	39.62
		2-Reduced demands	20	3.85	1.09	44.95
		3-Stagnation	20	2.60	0.82	17.25
		4-Unpaid leave	20	3.65	0.99	40.75
		5-Business closure	20	4.00	0.79	48.68
	Challenges of tourism business owners	6-Uncertainties with regulations	20	2.85	0.99	23.50
		7-Haphazard patronage	20	3.85	0.81	43.65
		8-Loss of revenue	20	3.75	0.79	40.82
		9-Complete business collapse	20	3.75	0.85	41.25
	Features of stakeholders	10-Assiduity and effort	20	4.35	0.81	57.55
		11-Ability to take wise and reasonable risks	20	3.60	0.82	40.08
		12-Interest in re-building, renovation and productivity	20	3.55	0.76	37.65

	Basic needs	13-Participatory Management	20	3.85	0.93	42.98
		14-Economic needs	20	3.75	0.79	41.52
		15-Strategic and managerial needs	20	3.95	0.83	47.02
		16-Needs to recovery of crisis and sustainable tourism development	20	2.95	0.83	24.08
Intervening Conditions	Experience	17-Related experience	20	3.90	0.91	45.10
		18-Increase the skills	20	3.85	0.88	44.55
		19-Different working experience in the industry	20	3.80	0.77	42.28
	Knowledge	20-Having related knowledge	20	3.30	0.66	30.48
		21-Having interdisciplinary knowledge	20	3.75	1.07	42.75
		22-Having a variety of education, supplements and related	20	3.95	0.76	46.55
	Focus on Product	23-Diversity of products and variety of tourism types	20	3.80	0.83	42.22
		24-High quality planning and implementation of products in sustainable tourism.	20	3.50	0.95	36.25
		25-Using the new technologies in the industry	20	4.00	0.73	48.75
		26-Preparation of notification website for products.	20	3.75	0.97	40.95

Context Conditions	Re-Activation Factor	27-Failure risk	20	2.60	0.88	16.58
		28-High price of re-activating and economic problems	20	4.05	0.83	49.65
		29-Tourism product market demand	20	2.95	0.89	25.88
		30-Identifying the marketing tools	20	4.10	0.79	51.12
		31-Terms of stakeholder's cooperation	20	4.15	0.67	52.38
		32-Introduce of products or services in the market	20	3.80	0.89	41.90
		33-Access to the implementer Information resources	20	2.80	0.77	20.82
		34-Motivating of creative ideators	20	4.00	0.73	48.32
		35-Facilitating of technology transferring	20	3.85	0.59	44.20
		36-Existing the professional database and a network of tourism activities	20	3.75	0.72	41.25
		37-Providing the financial resources and attract capital	20	3.55	0.89	36.62
	Business Preparedness	38-Difficulty in sudden switch to digital platforms	20	3.45	0.60	32.95
		39-Lack of anticipation for such outbreak	20	3.65	0.88	39.70
		40-Questionable resilience and safety plans	20	3.70	0.73	40.40

	Governmental Support	41-Preparing the trustful and updated Information center for travel agencies	20	3.40	0.60	32.40
		42-clear planning	20	2.70	0.92	19.72
		43-Tax exemption	20	3.55	0.83	36.28
		44-Prize and support of good new business plans in tourism	20	3.60	0.68	37.10
		45-Assign capital and accreditation to applicable designs.	20	3.30	0.66	29.65
		46-Participation in the risk of new design and project.	20	3.40	0.75	32.00
Core Category of Phenomenon	Continuous Improvement and Reforming the Problems	47-Accepting the problem and modify design in order to resolve	20	3.35	0.59	30.22
		48-Continues control and reform in process of executive	20	3.65	0.88	38.58
		49-Attention to the standards	20	2.85	0.93	22.88
		50-Expand the target parts of the customer in the execution path	20	3.55	0.83	35.60
		51-Solve executive problems in startup processes	20	3.70	0.57	40.90
		52-Familiarity with the work process and learning from mistakes	20	3.70	0.92	39.88
	Pay Attention to Customer Needs	53-Get feedback of tourists' groups for further improvement	20	3.45	0.83	34.65
		54-Separation of groups according to their different needs	20	2.65	0.93	20.95

Strategies		55-Make trust of tourists in the destination	20	3.60	0.88	36.92
		56-Understanding the perspectives of tourists regarding tourist products	20	3.85	0.88	43.02
		57-Specialization for customers	20	3.70	0.86	39.82
	Innovative Advertisement	58-Special advertising program before, during and after performance	20	3.70	0.57	40.75
		59-Advertising in social media	20	3.65	0.93	37.68
		60-Movie / screen tourism using	20	3.50	0.61	34.10
		61-Brochures	20	2.90	0.97	24.48
		62-Celebrity / brands	20	3.75	0.79	41.12
	Tend to Development	63-Improving the public infrastructure	20	3.60	0.75	37.45
		64-Development of urban transport	20	3.35	0.88	30.55
		65-Development of tourism infrastructure	20	3.65	0.81	37.75
		66-Innovation in tourism infrastructure	20	3.05	0.89	27.62
		67-Development of new products in the direction of sustainable tourism	20	3.80	0.70	43.62
		68-Using the new technologies and platform to introduce the island as a destination	20	3.55	0.89	35.65

Consequences and Results	Development and Recovery of Tourism in North Cyprus	69-Successful sales in the tourism industry	20	3.10	0.85	25.00
		70-Gaining customer satisfaction and developing tourism	20	3.65	0.49	38.95
		71-increasing the economic political income of tourism	20	3.70	0.86	41.08
		72-increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	20	3.55	0.60	36.58
		73-Urban infrastructure development	20	3.60	0.60	38.25
		74-Development of IT infrastructure	20	3.70	0.66	40.80

In this step, the sub-cods that have been evaluated as medium to high in the spectrum will be selected and will enter the next Delphi stage. Therefore, sub-cods whose average is higher than 3 (mid-range of the questionnaire) will be selected and the rest will be deleted. The results of the W Kendall rank test (Kendall's coefficient of concordance) are shown in Table 16. Considering that the value of chi-square test is significant at the error level less than 0.05, so with 95% confidence it can be said that the difference between the mean scores is significant because it is $p < 0.05$. This Given that the value of the agreement coefficient tends to be greater than zero, then this test must be performed again and with modifications. Therefore, for the second round, sub-codes with an average of less than 3 must be removed from the poll. According to Table 16 – sub-codes 3 (Stagnation) (2.60), 6 (Uncertainties with regulations) (2.85), 16 (Needs to crisis recovery and sustainable tourism development) (2.95), 27 (Failure risk) (2.60), 29 (Tourism product market demand) (2.95), 33 (Access to the implementer Information resources) (2.80), 42 (clear planning) (2.70), 49 (Attention to the standards) (2.85), 54 Separation of groups according to their different needs (2.65) and 61 (Brochures) (2.90) have a mean lower than 3 which were excluded from the analysis. As a result, 70% of the experts' opinions, due to the closeness of the concept of codes 20 (Having related knowledge) and 21 (Having interdisciplinary knowledge), the two were merged under the title (Having related and interdisciplinary knowledge will increase the positive effects). Also code 16 (Needs to crisis recovery and sustainable tourism development) with 15 (Strategic and managerial needs) under the title (Strategic and managerial needs to crisis recovery and tourism development); Code 33 (Access to the implementer Information resources) with 36 (Existing the professional database and a network of tourism activities) under the title (Existing the professional database and a network of tourism activities And access to the

implementer Information resources) and code 49 (Attention to the standards) were merged with 47 (Accepting the problem and modify design in order to resolve) under the title (Accepting the problem, Continues control and modify reform design in executive process).

Table 17: Statistical results of the first round of Delphi

Number	20
Kendall's Coefficient of Concordance	0.187
Chi-Square	273,396
Df	73
Sig.	0.000

4.2.2 Results of the Second Round of Delphi Method

In order to ensure that the results of the W Kendall rank test (Kendall's coefficient of concordance)

was reached, a survey was conducted again to obtain the opinions of the panel members. After deleting and merging the 11 sub-codes mentioned in the previous section, the results of the second round of the Delphi questionnaire with 63 sub-codes are given in Table 18. In this table, the name of the agent, the number of responses, the mean and standard deviation, along with the mean rank are listed.

Table18: Statistical description of the results of the second round of Delphi

	Codes	Sub-cod	N	Mean	STD. Deviation	Mean Rank
Causal Conditions	Challenges of tourism employees	1-Job loss	20	4.45	0.76	38.10
		2-Reduced demands	20	4.15	0.67	30.50
		3-Unpaid leave	20	4.20	0.77	31.52
		4-Business closure	20	4.40	0.68	37.72
	Challenges of tourism business owners	5-Haphazard patronage	20	4.10	0.72	28.88
		6-Loss of revenue	20	4.20	0.70	31.52
		7-Complete business collapse	20	4.25	0.72	33.20
	Features of stakeholders	8-Assiduity and effort	20	4.15	0.59	30.12
		9-Ability to take wise and reasonable risks	20	4.25	0.72	33.15
		10-Interest in re-building, renovation and productivity	20	4.35	0.75	36.68
		11-Participatory Management	20	4.15	0.67	30.52
	Basic needs	12-Economic needs	20	4.40	0.68	38.22

		13- Strategic and managerial needs to recovery of crisis and tourism development	20	4.25	0.55	33.62
Intervening Conditions	Experience	14-Related experience	20	4.10	0.64	28.92
		15-Increase the skills	20	4.40	0.82	37.70
		16-Different working experience in the industry	20	4.10	0.72	28.48
	Knowledge	17-Having related and interdisciplinary knowledge will increase the positive effects	20	4.30	0.73	35.15
		18-Having a variety of education, supplements and related	20	4.20	0.62	32.08
	Focus On Product	19-Diversity of products and variety of tourism types	20	4.20	0.62	32.12
		20-High quality planning and implementation of products in sustainable tourism.	20	4.30	0.66	34.68
		21-Using the new technologies in the industry	20	4.35	0.59	36.28
		22-Preparation of notification website for products.	20	4.10	0.72	28.92
Context Conditions	Re-Activation Factor	23-High price of re-activating and economic problems	20	4.25	0.64	33.18
		24-Identifying the marketing tools	20	4.40	0.60	38.22
		25-Terms of stakeholder's cooperation	20	4.40	0.68	37.88
		26-Introduce of products or services in the market	20	4.10	0.64	29.42

		27-Motivating of creative ideators	20	4.10	0.45	29.05
		28-Facilitating of technology transferring	20	4.25	0.55	33.62
		29- Existing the professional database and a network of tourism activities and access to the implementer Information resources	20	4.35	0.67	36.65
		30-Providing the financial resources and attract capital	20	4.15	0.67	30.52
	Business Preparedness	31-Difficulty in sudden switch to digital platforms	20	4.25	0.64	33.60
		32-Lack of anticipation for such outbreak	20	4.15	0.67	30.60
		33-Questionable resilience and safety plans	20	4.05	0.60	27.75
	Governmental Support	34-Preparing the trustful and updated Information center for travel agencies	20	4.15	0.67	30.48
		35-Tax exemption	20	4.20	0.70	32.40
		36-Prize and support of good new business plans in tourism	20	4.35	0.59	36.70
		37-Assign capital and accreditation to applicable designs.	20	4.15	0.67	30.58
		38-Participation in the risk of new design and project.	20	4.20	0.70	32.38
Core Category of Phenomenon	Continuous Improvement and	39- Accepting the problem, continues control and modify reform design in process of executive	20	4.20	0.62	32.42

Strategies	Reforming the Problems	40-Continues control and reform in process of executive	20	4.30	0.66	35.48
		41-Expand the target parts of the customer in the execution path	20	4.20	0.62	32.40
		42-Solve executive problems in startup processes	20	4.10	0.72	28.95
		43-Familiarity with the work process and learning from mistakes	20	4.05	0.60	27.42
	Pay Attention to Customer Needs	44-Get feedback of tourist's groups for further improvement	20	4.15	0.67	30.48
		45-Make trust of tourists in the destination	20	4.15	0.75	30.78
		46-Understanding the perspectives of tourists regarding tourist products	20	4.20	0.70	32.10
		47-Specialization for customers	20	4.10	0.79	29.28
	Innovative Advertisement	48-Special advertising program before, during and after performance	20	4.30	0.57	35.15
		49-Advertising in social media	20	4.25	0.79	33.88
		50-Movie / screen tourism using	20	4.30	0.80	35.42
		51-Celebrity / brands	20	4.40	0.60	38.30
	Tend to Development	52-Improving the public infrastructure	20	4.00	0.73	26.18
		53-Development of urban transport	20	4.10	0.72	29.28

		54-Development of tourism infrastructure	20	4.15	0.67	30.50
		55-Innovation in tourism infrastructure	20	2.95	0.94	12.82
		56-Development of new products in the direction of sustainable tourism	20	4.15	0.75	30.80
		57-Using the new technologies and platform to introduce the island as a destination	20	4.35	0.75	37.02
Consequences and Results	Development and Recovery of Tourism in North Cyprus	58-Successful sales in the tourism industry	20	2.75	1.02	11.90
		59-Gaining customer satisfaction and developing tourism	20	4.25	0.55	33.65
		60-increasing the economic political income of tourism	20	4.35	0.67	36.65
		61-increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	20	4.15	0.67	30.82
		62-Urban infrastructure development	20	4.25	0.79	33.85
		63-Development of IT infrastructure	20	4.10	0.64	29.35

In the second test, the sub-codes that have been rated as medium to high in the spectrum will be selected and will enter the next Delphi stage. Therefore, the indicators whose average is higher than 3 (mid-range of the questionnaire) will be selected and the rest of the indicators will be removed. The results shown in Table 19. Considering the value of Chi-square test, which is significant at the level of error less than 0.05, it can be stated with 95% confidence that the difference between the mean scores is significant because it is $p < 0.05$. Given that the value of the agreement coefficient tends to be greater than zero, then this test must be performed again and with modifications. Therefore, for the third round, sub-codes with an average of less than 3 should be removed from the poll. According to Table 18, sub-codes 55 (Innovation in tourism infrastructure) (2.95) and 58 (Successful sales in the tourism industry) (2.75) have an average of less than 3 and should be removed. Due to the similarity of the concept and the suggestion of experts, sub-codes 55 (Innovation in tourism infrastructure) with 54 (Development of tourism infrastructure) under the title (Development and innovation of tourism infrastructure) and also 58 (Successful sales in the tourism industry) with 60 (increasing the economic income of tourism) were merged under the title (Successful sales and increasing economic income in the tourism industry).

Table 19: Statistical results of the second round of Delphi

Number	20
Kendall's Coefficient of Concordance	0.097
Chi-Square	120,844
Df	62
Sig.	0.000

4.2.3 Results of the Third Round of Delphi Method

After removing two codes of (Innovation in tourism infrastructure) and (Successful sales in the tourism industry) and integrating them with the codes (Development of tourism infrastructure) and (increasing the economic income of tourism), the results of the third round of the questionnaire The Delphi method with 61 sub codes is given in Table 20. In this table, the code names, number of responses, mean and standard deviation, along with the mean rank are listed.

Table 20: Statistical description of the results of the third round of Delphi

	Codes	Sub-cod	N	Mean	STD. Deviation	Mean Rank
Causal Conditions	Challenges of tourism employees	1-Job loss	20	4.45	0.69	27.08
		2-Reduced demands	20	4.60	0.60	30.68
		3-Unpaid leave	20	4.70	0.47	33.08
		4-Business closure	20	4.50	0.61	28.15
	Challenges of tourism business owners	5-Haphazard patronage	20	4.75	0.55	35.12
		6-Loss of revenue	20	4.50	0.69	29.45
		7-Complete business collapse	20	4.45	0.69	27.75
	Features of stakeholders	8-Assiduity and effort	20	4.65	0.59	32.92
		9-Ability to take wise and reasonable risks	20	4.70	0.57	34.20
		10-Interest in re-building, renovation and productivity	20	4.40	0.60	25.50
		11-Participatory Management	20	4.60	0.60	30.98
	Basic needs	12-Economic needs	20	4.75	0.64	36.10

		13- Strategic and managerial needs to recovery of crisis and tourism development	20	4.55	0.69	30.48
Intervening Conditions	Experience	14-Related experience	20	4.75	0.44	34.70
		15-Increase the skills	20	4.35	0.67	24.92
		16-Different working experience in the industry	20	4.55	0.69	30.82
	Knowledge	17-Having related and interdisciplinary knowledge will increase the positive effects	20	4.45	0.60	27.25
		18-Having a variety of education, supplements and related	20	4.65	0.67	33.85
	Focus On Product	19-Diversity of products and variety of tourism types	20	4.75	0.44	34.45
		20-High quality planning and implementation of products in sustainable tourism.	20	4.45	0.60	26.72
		21-Using the new technologies in the industry	20	4.70	0.57	33.68
		22-Preparation of notification website for products.	20	4.65	0.59	32.85
	Context Conditions	Re-Activation Factor	23-High price of re-activating and economic problems	20	4.60	0.50
24-Identifying the marketing tools			20	4.45	0.69	27.90
25-Terms of stakeholder’s cooperation			20	4.55	0.60	29.48
26-Introduce of products or services in the market			20	4.65	0.67	33.45

		27-Motivating of creative ideators	20	4.85	0.37	37.35
		28-Facilitating of technology transferring	20	4.45	0.69	28.08
		29- Existing the professional database and a network of tourism activities and access to the implementer Information resources	20	4.55	0.69	30.25
		30-Providing the financial resources and attract capital	20	4.65	0.49	31.88
	Business Preparedness	31-Difficulty in sudden switch to digital platforms	20	4.75	0.55	35.68
		32-Lack of anticipation for such outbreak	20	4.65	0.59	32.48
		33-Questionable resilience and safety plans	20	4.45	0.60	27.38
	Governmental Support	34-Preparing the trustful and updated Information center for travel agencies	20	4.50	0.69	29.15
		35-Tax exemption	20	4.75	0.44	34.52
		36-Prize and support of good new business plans in tourism	20	4.65	0.49	31.88
		37-Assign capital and accreditation to applicable designs.	20	4.60	0.50	30.08
		38-Participation in the risk of new design and project.	20	4.60	0.60	30.92
Core Category of Phenomenon	Continuous Improvement and	39- Accepting the problem, continues control and modify reform design in process of executive	20	4.70	0.57	34.20

	Reforming the Problems	40-Continues control and reform in process of executive	20	4.50	0.61	28.42
		41-Expand the target parts of the customer in the execution path	20	4.60	0.60	31.50
		42-Solve executive problems in startup processes	20	4.65	0.59	32.45
		43-Familiarity with the work process and learning from mistakes	20	4.55	0.60	29.48
Strategies	Pay Attention to Customer Needs	44-Get feedback of tourist's groups for further improvement	20	4.70	0.57	33.98
		45-Make trust of tourists in the destination	20	4.40	0.68	26.45
		46-Understanding the perspectives of tourists regarding tourist products	20	4.45	0.60	27.05
		47-Specialization for customers	20	4.40	0.75	27.65
	Innovative Advertisement	48-Special advertising program before, during and after performance	20	4.60	0.50	30.55
		49-Advertising in social media	20	4.35	0.75	26.20
		50-Movie / screen tourism using	20	4.50	0.61	28.28
		51-Celebrity / brands	20	4.55	0.60	29.72
	Tend to Development	52-Improving the public infrastructure	20	4.65	0.59	32.82
		53-Development of urban transport	20	4.60	0.60	31.40

Consequences and Results		54- Development and innovation of tourism infrastructure	20	4.60	0.60	31.15
		55-Development of new products in the direction of sustainable tourism	20	4.75	0.44	34.42
		56-Using the new technologies and platform to introduce the island as a destination	20	4.65	0.67	33.00
	Development and Recovery of Tourism in North Cyprus	57-Gaining customer satisfaction and developing tourism	20	4.50	0.51	27.18
		58- Successful sales and increasing the economic income in the tourism industry	20	4.60	0.60	31.12
		59-increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	20	4.65	0.59	32.88
		60-Urban infrastructure development	20	4.85	0.37	37.35
		61-Development of IT infrastructure	20	4.65	0.59	32.35

Considering that the value of Chi-square test is not significant at the error level less than 0.05, so with 95% confidence it can be stated that the difference in the mean rankings is not significant because it is not $p < 0.05$ and there is a consensus among members. The Statistical results of the third round of Delphi shown in Table 21.

Table 21: Statistical results of the third round of Delphi

Number	20
Kendall's Coefficient of Concordance	0.046
Chi-Square	54,988
Df	60
Sig.	0.659

The important point is the standard deviation observed for items is smaller, indicating less scatter in comments, and indicates that agreement among members is high. Therefore, it is predicted that the sub-codes approved will have a decisive effect in the model.

4.2.4 Discussion and Final Conclusion of Delphi Method

According to the results obtained in the third round of Delphi, finally 6 main structures, 15 categories and 61 indicators were selected as effective factors on Recovery and Development of Tourism in Cyprus. In addition, as it was observed, the average of most indicators in the third round has increased compared to the previous two rounds, which shows the effect of these questions is very high. Also, the standard deviation for these questions indicates that it is smaller from the first, second and third rounds, which indicates an increase in agreement between members.

4.2.5 Final Model

As explained, the model was developed using a qualitative method after the interview, and then the model was validated using the Delphi panel and the model was finalized.

The final research model is presented below.

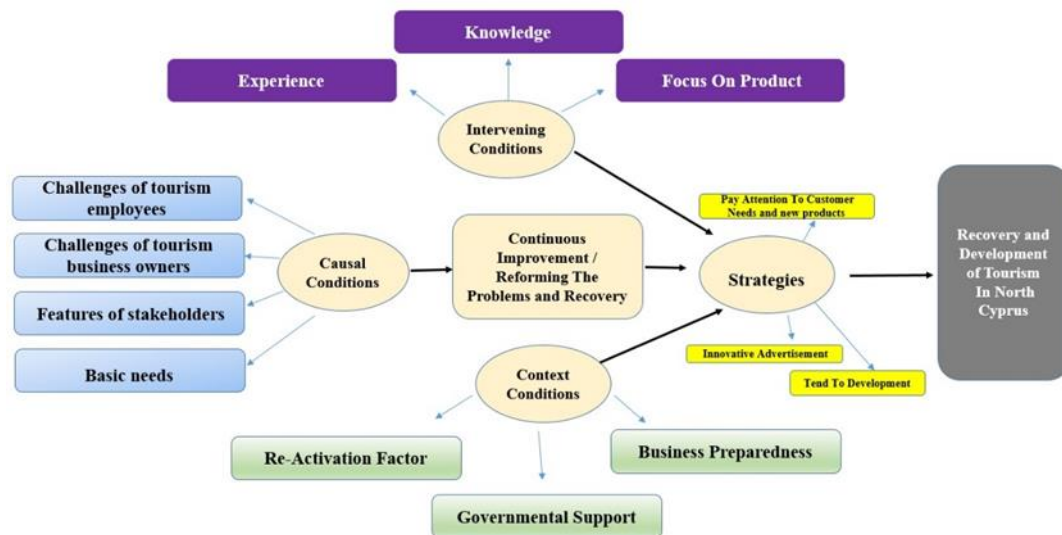


Figure 6: The final model of recovery and development of tourism

4.3 Confirmatory Factor Analysis

In this section, in order to identify the quantitative samples, the distribution of statistical samples (frequency and percentage) in terms of variables such as gender, work experience, level of education and age were studied. The following information is briefly provided about the specifications of the statistical sample.

4.3.1 Age

Table 22 shows the frequency distribution and age percentage of respondents in the statistical sample of this study.

Table 22: Demographic distribution of respondents by age

Age	Frequency	Percent
18-27	14	7
28-37	46	25
38-47	89	48
48-57	35	19
58 And Older	2	1
Total	186	100

As can be seen in Table 4-9, the highest percentage of respondents with 48% were between 38 and 47 years old and the lowest were in the age group of 58 years and older. The age distribution of the respondents is shown in Figure7.

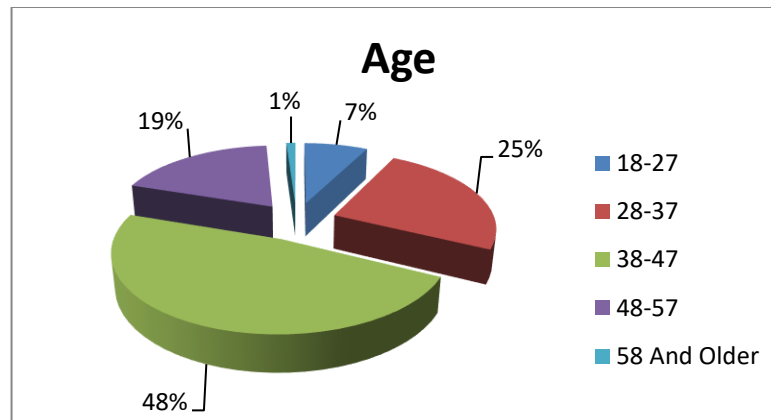


Figure 7: Age distribution of respondents

4.3.2 Gender

Table 23 shows the frequency distribution and gender percentage of respondents in the statistical sample of this study.

Table 23: Percentage of gender of respondents

Gender	Frequency	Percent
Male	115	62
Female	71	38
Total	186	100

In terms of gender, the highest percentage of respondents with 62% (115 people) were men and 38% (71 people) were women.

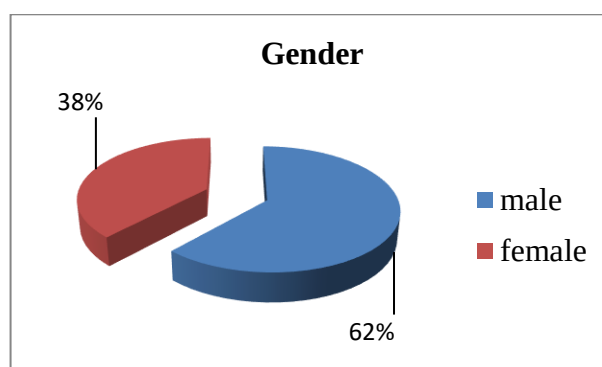


Figure 8: Gender distribution of respondents

4.3.3 Level of Education

Table 24 shows the frequency distribution and percentage of education level of the respondents in the statistical sample of this research.

Table 24: Education level of the respondents

Education	Frequency	Percent
Primary or Secondary School	14	7
High School	35	19
Vocational School	4	2
University first degree	76	41
Master or Ph.D. Degree	57	31
Total	186	100

As can be seen, the highest percentage of respondents with 41% had a university degree and the lowest percentage with 2% had a Vocational School.

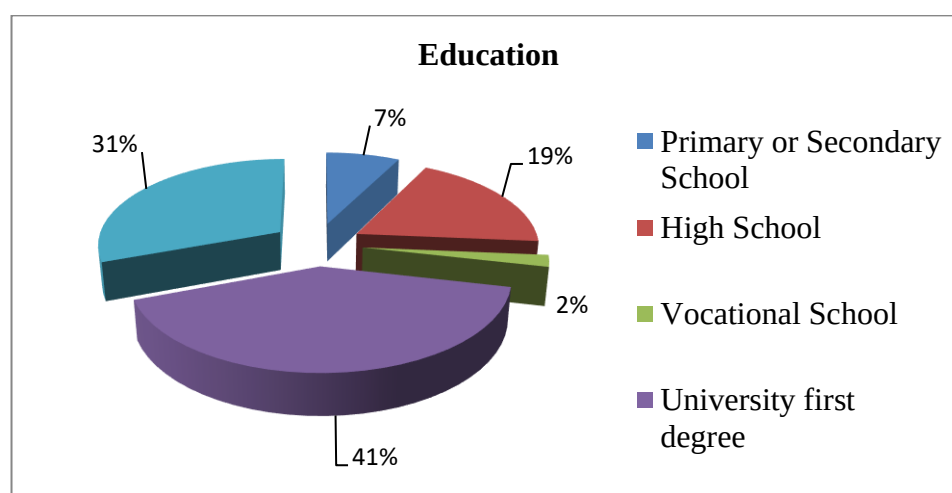


Figure 9: Demographic distribution of respondents by education

4.3.4 In Which Tourism Sector are you Working

Table 25 shows the frequency distribution and employment percentage of the respondents in the statistical sample of this research.

Table 25: Demographic distribution of respondents by employment sector

Relevant section	Frequency	Percent
Accommodation	72	39
Tour operation	6	3
Education	34	18
Policy makers	9	5
Transport	18	10
Restaurant	47	25
Total	186	100

As can be seen, the highest percentage of respondents with 39% were employed in Accommodation and the lowest in Tour operation (3%). The distribution of this feature is shown in Figure10.

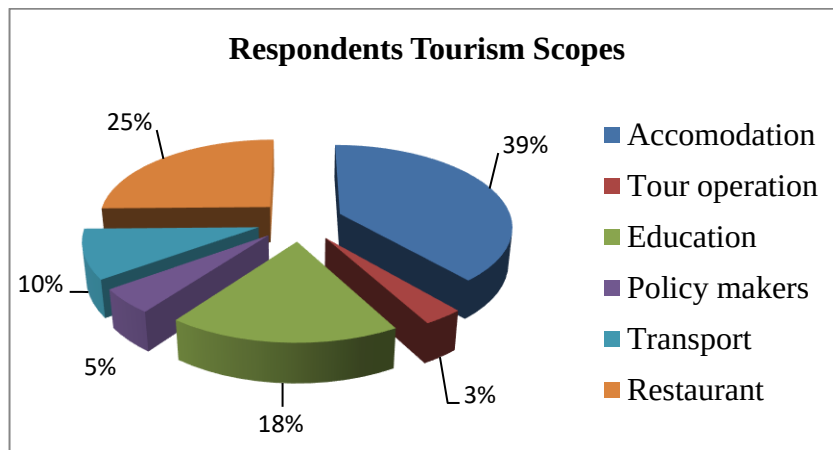


Figure 10: Distribution of respondents by employment sector

4.3.5 Demographic Characteristics Analysis

Examination of information related to demographic characteristics shows that the highest percentage of respondents with 48% were between 38 and 47 years old, which indicates that respondents had enough experience for a valid response. In addition, the

highest percentage of respondents with 62% (115 people) were men and 38% (71 people) were women.

Descriptive data also show that the highest percentage of respondents with 41% had a university degree, which indicates that respondents have the necessary knowledge.

4.4 Distribution of Research Variables

Data descriptive indices are divided into three groups: central indices, dispersion indices, and distribution shape indices. In this section, how to distribute the research variables based on the most important central indices (mean and median), scatter indices (variance and standard deviation) and distribution shape indices (skewness coefficient and elongation coefficient) are examined. So, it's so important to know "How to distribute research variables based on central indicators, dispersion and shape of distribution? "

4.4.1 Central Indicators, Dispersion and Dimensional Distribution of Causal Conditions

Table 26 shows the Central indicators, dispersion and dimensional distribution of causal conditions.

Table 26: Central indicators, dispersion and distribution of causal conditions

Variables	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis	Samples N.
Challenges of tourism employees	3.55	3.75	0.82	0.67	-0.54	-0.81	186
Challenges of tourism business owners	3.46	3.66	0.93	0.86	-0.66	-0.44	
Features of stakeholders	3.54	3.75	0.85	0.73	-0.51	-0.84	
Basic needs	3.47	3.50	0.94	0.89	-0.55	-0.18	
Causal Conditions	3.51	3.80	0.81	0.65	-0.70	-0.74	

According to Table 26, the variable Challenges of tourism employees has the highest average (3.55) and the variable Challenges of tourism business owners has the lowest average (3.46). The higher the average value is 3, it means that the respondents have considered the role of that component in the development of tourism. It should be noted that this statistic is descriptive and for more certainty of the findings, inferential statistics are given below.

Standard deviation refers to the distribution of respondents' responses around the mean. The higher the standard deviation, the greater the scatter of scores than the mean, it means the study group is more heterogeneous in terms of specificity and vice versa. The scatter of Basic needs data is higher due to the higher standard deviation (0.94), which means that the respondents' opinions about the items of this variable were more

different from each other than other variables, or in other words, the respondents' consensus was less.

The median is a number that divides the respondents into two equal groups according to the desired variable, of which almost half of the data are less and the other half are more (Habibpour and Safari, 2011). According to Table 26, all variables have a mean higher than 3, which indicates that about 50% of respondents answered 3 points and above 3; Have chosen. Due to the skewness coefficients, all components have skewness to the left (negative skewness coefficient, which means that the respondents' scores are concentrated around the high values of the variable). Also, all variables have an absolute value of skewness coefficient less than 1, which indicates that the distribution is higher (less dispersion) than the normal distribution (Habibpour and Safari, 1390, 189). The Kurtosis (elongation coefficient) of all variables is negative, which indicates that the distribution is shorter (more dispersion) than the normal distribution. The mean distribution of the variables is shown in Figure 11.

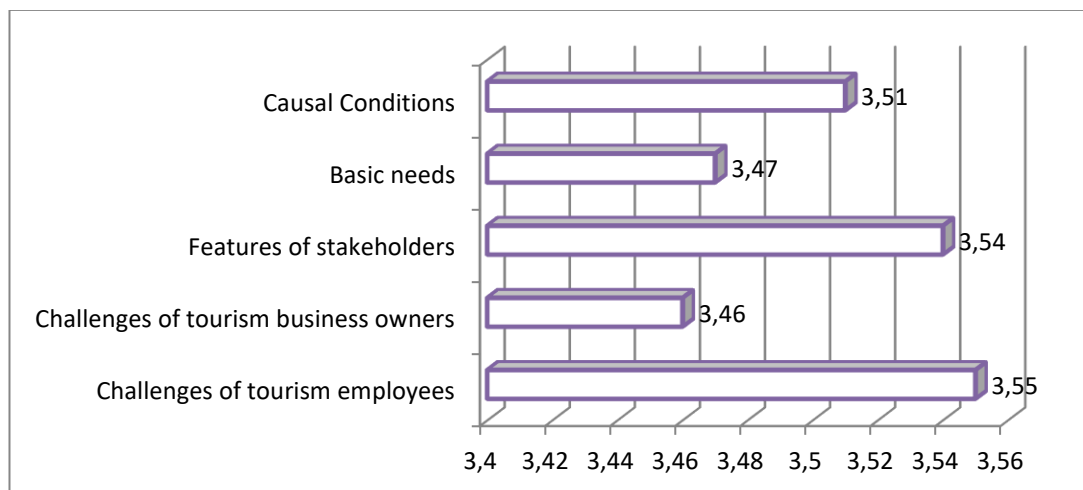


Figure 11: Average distribution of causal conditions and its dimensions

4.4.2 Central Indicators, Dispersion and Dimension Distribution of Intervening Conditions

Table 27 shows Central indicators, dispersion and dimension distribution of intervening conditions.

Table 27: Central indicators, dispersion and distribution of intervening conditions

Variables	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis	Samples N.
Experience	3.49	3.67	0.79	0.62	-0.53	-0.46	186
Knowledge	3.41	3.50	0.82	0.67	-0.58	-0.22	
Focus on Product	3.58	3.75	0.74	0.55	-0.55	-0.44	
Intervening Conditions	3.50	3.67	0.70	0.49	-0.79	-0.35	

According to Table 27, the Focus on Product variable has the highest average (3.58) and the Knowledge variable has the lowest average (3.41). The higher the average value is 3, it means that the respondents have considered the role of that component in the development of tourism. It should be noted that this statistic is descriptive and for more certainty of the findings, inferential statistics are given below.

Standard deviation refers to the distribution of respondents' responses around the mean. The higher the standard deviation, the greater the scatter of scores than the mean, it means the study group is more heterogeneous in terms of specificity and vice versa. The dispersion of Knowledge data is higher due to the higher standard deviation (0.82),

which means that the respondents' opinions about the items of this variable were more different from each other than other variables, or in other words, the respondents' consensus was less.

The median is a number that divides the respondents into two equal groups according to the desired variable, of which almost half of the data are less and the other half are more (Habibpour and Safari, 2011). According to Table 27, all variables have a mean higher than 3, which indicates that about 50% of respondents answered 3 points and above 3; Have chosen. Due to the skewness coefficients, all components have skewness to the left (negative skewness coefficient, which means that the respondents' scores are concentrated around the high values of the variable). Also, all variables have an absolute value of skewness coefficient less than 1, which indicates that the distribution is higher (less dispersion) than the normal distribution (Habibpour and Safari, 1390, 189). The Kurtosis (elongation coefficient) of all variables is negative, which indicates that the distribution is shorter (more dispersion) than the normal distribution. The mean distribution of the variables is shown in Figure 12.

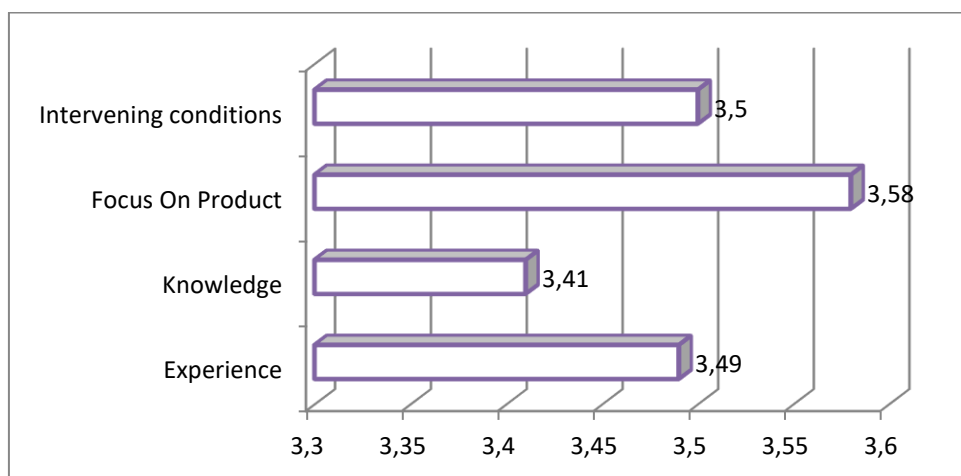


Figure 12: Average distribution of intervening conditions and its dimensions

4.4.3 Central Indicators, Dispersion and Dimension Distribution of Context Conditions

Table 28 shows the Central indicators, dispersion and dimension distribution of Context Conditions.

Table 28: Central indicators, dispersion and dimension distribution of context conditions

Variables	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis	Samples N.
Re-Activation Factor	3.58	3.75	0.71	0.50	-0.98	0.003	186
Business Preparedness	3.52	3.67	0.81	0.65	-0.87	0.48	
Governmental Support	3.59	3.80	0.79	0.63	-0.90	0.03	
Context Conditions	3.56	3.81	0.72	0.51	-1.06	0.14	

According to Table 28, the Governmental Support variable has the highest average (3.59) and the Business Preparedness variable has the lowest average (3.52). The higher the average value is 3, it means that the respondents have considered the role of that component in the development of tourism. It should be noted that this statistic is descriptive and for more certainty of the findings, inferential statistics are given below.

Standard deviation refers to the distribution of respondents' responses around the mean. The higher the standard deviation, the greater the scatter of scores than the mean, it means the study group is more heterogeneous in terms of specificity and vice versa.

The dispersion of Business Preparedness data is higher due to the higher standard deviation (0.81), which means that the respondents' opinions about the items of this variable are more different from each other than other variables, or in other words, the respondents' consensus is less.

The median is a number that divides the respondents into two equal groups according to the desired variable, of which almost half of the data are less and the other half are more (Habibpour and Safari, 2011). According to Table 28, all variables have a mean higher than 3, which indicates that about 50% of the respondents answered 3 points and above 3; Have chosen. Due to the skewness coefficients, all components have skewness to the left (negative skewness coefficient, which means that the respondents' scores are concentrated around the high values of the variable). The absolute skew value of Context Conditions (1.06) is greater than 1, which indicates that the distribution is more scattered than the normal distribution. But other variables have an absolute value of skewness coefficient less than 1, which indicates that the distribution is higher (less dispersion) than the normal distribution (Habibpour and Safari, 1390, 189). The Kurtosis (elongation coefficient) of all variables is positive, which indicates that the distribution is longer (less scatter) than the normal distribution. The mean distribution of the variables is shown in Figure 13.

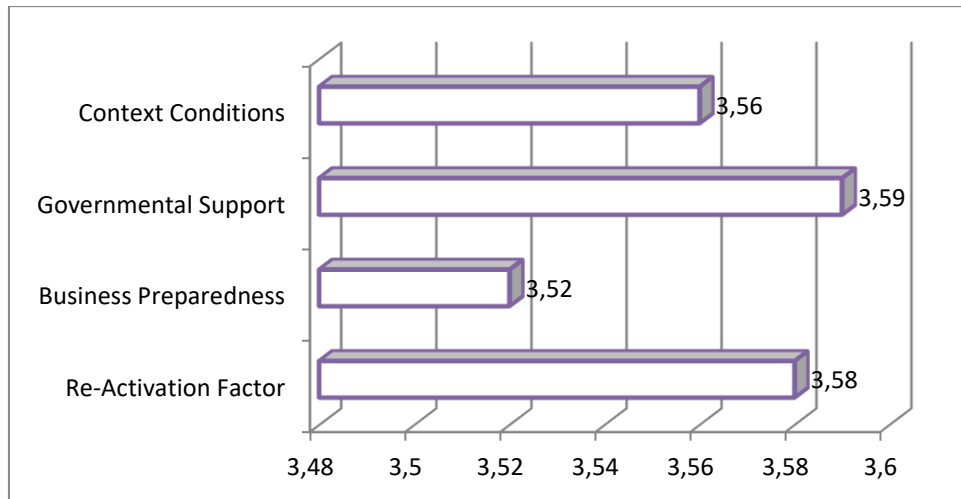


Figure 13: Average distribution of context conditions and its dimensions

4.4.4 Central Indicators, Dispersion and Dimension Distribution of Strategies

Dimensions

Table 29 shows the Central indicators, dispersion and dimension distribution of Strategies dimensions.

Table29: Central indicators, dispersion and dimension distribution of strategies dimensions

Variables	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis	Samples N.
Pay Attention to Customer Needs	3.66	3.75	0.81	0.65	-1.09	0.68	186
Innovative Advertisement	3.62	3.75	0.77	0.59	-0.67	-0.10	
Tend to Development	3.62	3.80	0.73	0.53	-1.04	0.35	
Strategies	3.63	3.84	0.71	0.50	-1.21	0.35	

According to Table 29, the Pay Attention to Customer Needs variable has the highest average (3.66) and the Innovative Advertisement and Tend to Development variables have the lowest average (3.62). The higher the average value is 3, it means that the respondents have considered the role of that component in the development of tourism and believed it is more than other components. It should be noted that this statistic is descriptive and for more certainty of the findings, inferential statistics are given below.

Standard deviation refers to the distribution of respondents' responses around the mean. The higher the standard deviation, the greater the scatter of scores than the mean, it means the study group is more heterogeneous in terms of specificity, and vice versa. The scatter of Pay Attention to Customer Needs data is higher due to the higher standard deviation (0.81), which means that the respondents' opinions about the items of this variable are more different from each other than other variables, or in other words, the respondents' consensus is less.

Mean is a number that divides the respondents into two equal groups according to the desired variable, of which almost half of the data are less and the other half are more (Habibpour and Safari, 2011). According to Table 29, all variables have a mean higher than 3, which indicates that about 50% of respondents answered 3 points and above 3; Have chosen. Due to the skewness coefficients, all components have skewness to the left (negative skewness coefficient, which means that the respondents' scores are concentrated around the high values of the variable). The absolute value of the Innovative Advertisement (0.67) skewness is less than 1, which indicates a lower distribution of the distribution than the normal distribution. But other variables have an absolute value of skewness coefficient greater than 1, which indicates that the distribution is shorter (more dispersion) than the normal distribution (Habibpour and

Safari, 1390, 189). The Kurtosis (elongation coefficient) of most variables is positive, which indicates that the distribution is longer (less dispersion) than the normal distribution. The mean distribution of the variables is shown in Figure14.

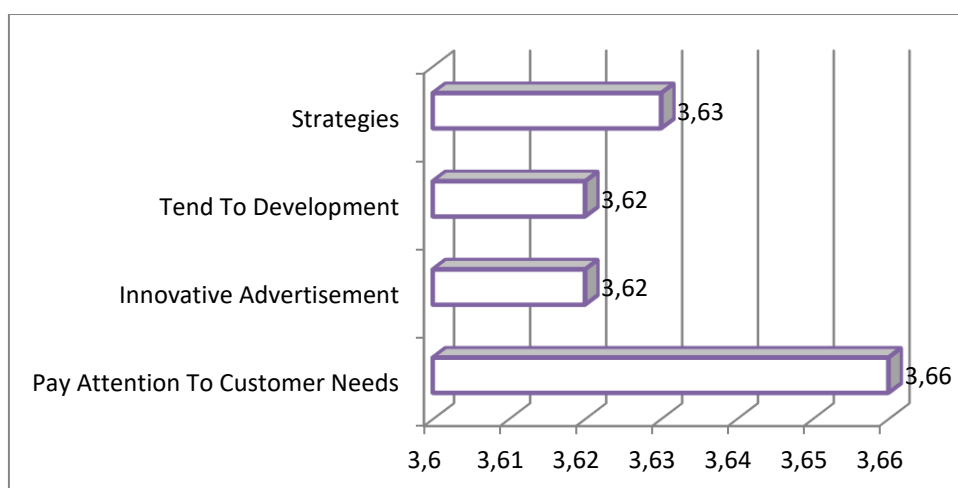


Figure 14: Average distribution of strategies and its dimensions

4.4.5 Central Indicators, Dispersion and Dimension Distribution of the Main Dimensions of the Model

Table 30 shows the Central indicators, dispersion and dimension distribution of Strategies dimensions.

Table30: Central indicators, dispersion and distribution of the main dimensions of the mode

Variables	Mean	Median	Std. Deviation	Variance	Skewness	Kurtosis	Samples N.
Causal Conditions	3.51	3.80	0.81	0.65	-0.70	-0.74	186
Intervening Conditions	3.50	3.67	0.70	0.50	-0.79	-0.35	
Context Conditions	3.56	3.81	0.72	0.52	-1.06	0.14	
Core Category of Phenomenon	3.58	3.80	0.80	0.65	-0.85	0.01	
Strategies	3.63	3.84	0.71	0.50	-1.21	0.35	
Consequences and Results	3.52	3.60	0.65	0.43	-0.93	0.14	

According to the table 30, the Strategies variable has the highest average (3.63) and the Intervening Conditions variable has the lowest average (3.50). The higher the average value is 3, it means that the respondents have considered the role of that component in the development of tourism. It should be noted that this statistic is descriptive and for more certainty of the findings, inferential statistics are given below.

Standard deviation refers to the distribution of respondents' responses around the mean. The higher the standard deviation, the greater the scatter of scores than the mean, it means the study group is more heterogeneous in terms of specificity, and vice versa. The scatter of Causal Conditions data is higher due to the higher standard deviation (0.81), which means that the respondents' opinions about the items of this variable are

more different from each other than other variables, or in other words, the respondents' consensus is less.

Mean is a number that divides the respondents into two equal groups according to the desired variable, of which almost half of the data are less and the other half are more (Habibpour and Safari, 2011). According to Table 30, all variables have a mean higher than 3, which indicates that about 50% of respondents answered 3 points and above 3; Have chosen. Due to the skewness coefficients, all components have skewness to the left (negative skewness coefficient, which means that the respondents' scores are concentrated around the high values of the variable). The absolute value of the skewness of Context Conditions (1.06) and Strategies (1.21) is greater than 1, which indicates that the distribution is more scattered than the normal distribution. But other variables have an absolute value of skewness coefficient less than 1, which indicates that the distribution is higher (less dispersion) than the normal distribution (Habibpour and Safari, 1390, 189). The Kurtosis (elongation coefficient) of most variables is positive, which indicates that the distribution is longer (less dispersion) than the normal distribution. The mean distribution of the variables is shown in Figure 15.

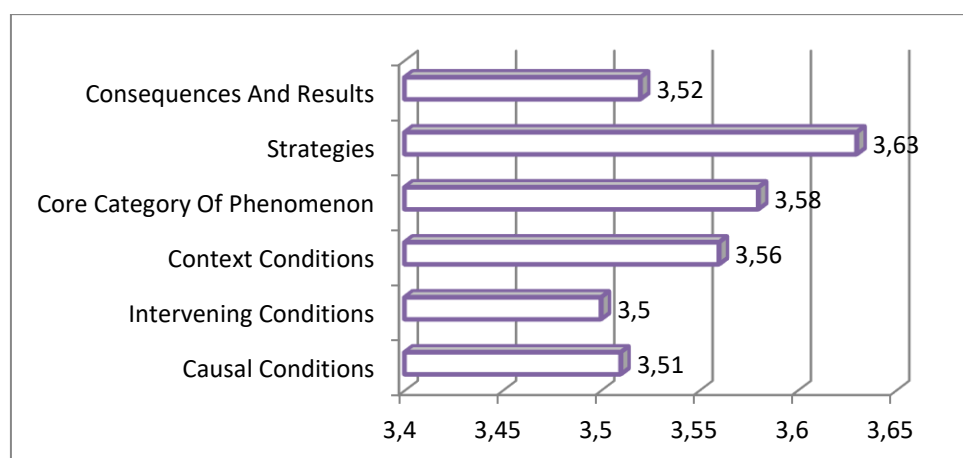


Figure 15: Average distribution of the main dimensions of the model

4.5 Inferential Statistics

4.5.1 Data Distribution Status

To perform statistical methods and calculate appropriate test statistics and logical inferences about research hypotheses; The most important action before any other is to choose the appropriate statistical method for research. For this purpose, knowledge of data distribution is a top priority. Therefore, in this study, the valid Kalmogorov-Smiranov test or K-S test is used to test the normality of research data. This test examines the normality of the data according to the following hypotheses.

H0: The data have a normal distribution.

H1: The data is not normally distributed.

Judgment according to Kalmogorov-Smiranov test table is that if the significance level (sig) for all variables is greater than the test level (0.05), the data distribution is normal.

The result of this test is shown in Table 31.

Table 31: Kalmogorov-Smiranov test results

Variables	Kolmogorov-Smirnov Z.	Sig	Result
Challenges of tourism employees	2.11	0.00	Non-normal
Challenges of tourism business owners	2.42	0.00	Non-normal
Features of stakeholders	2.20	0.00	Non-normal
Basic needs	2.25	0.00	Non-normal
Causal Conditions	2.51	0.00	Non-normal
Experience	2.29	0.00	Non-normal
Knowledge	2.50	0.00	Non-normal
Focus on Product	2.10	0.00	Non-normal
Intervening Conditions	2.15	0.00	Non-normal
Re-Activation Factor	2.74	0.00	Non-normal
Business Preparedness	2.62	0.00	Non-normal
Governmental Support	2.78	0.00	Non-normal
Context Conditions	2.82	0.00	Non-normal
Pay Attention to Customer Needs	2.82	0.00	Non-normal
Innovative Advertisement	1.78	0.00	Non-normal
Tend to Development	3.24	0.00	Non-normal
Strategies	3.04	0.00	Non-normal
Core Category of Phenomenon	2.24	0.00	Non-normal
Consequences and Results	2.80	0.00	Non-normal

Because the sig obtained in Table 31 is equal to zero and less than 0.05 for all variables, so it can be said that the null hypothesis is rejected and the research hypothesis of

abnormal distribution of data is confirmed. Perform and throw out data if excluded from analysis.

4.5.2 Structural Equation Modeling and Testing of Research Hypotheses

Structural Equation Model is a way to examine the relationships between latent variables that also consider observable variables. latent variables are the main factors that are represented in a conceptual pattern or model. Observable variables are the same items or questions related to measuring the main factors which is also called SEM for short.

This method is a special causal structure between a set of latent variables and observable variables. By using the structural equation modeling method, the relationships between the latent variables with each other and also the items of measurement of each hidden variable with the related variable can be examined.

This method is not used to build the model but it is using to evaluate and validate the model. In fact, the researcher must draw an initial model and then use this method to validate the model.

In this research generally, the research hypotheses have been tested using structural equation modeling technique and AMOS18 software. To achieve this, first, a confirmatory factor analysis was performed for each of the questionnaire variables. Finally, the model related to research hypotheses has been implemented.

The model is representing the factor loads of each variable. indicated the factor load shows the strength of the relationship between the visible and hidden variable. The factor load is a value between zero and one. If the factor load is less than 0.3, a weak

relationship is considered and it is better to remove it from the model. The operating load is between 0.3 to 0.6 on average or acceptable and if it is greater than 0.6 is very desirable.

Paying attention to the fit of the model is so important in confirmatory factor analysis too. In fit indices when (CMIN / DF) or ratio of chi-square to degree of freedom is shows less than 2 means the research has a good fit and the set of these indicators is given in Table 32.

Table 32: Fit indicator

Symbol	Full name of the fit index	Acceptable amount
RMSEA	Root Mean Square Error of Approximation (RMSEA)	<0.05
CMIN / DF	Chi-degree freedom	2>
SRMR	Standardized RMR	<0.08
IFI	incremental fit index	> = 0.90
RFI	relative fit index	> = 0.90
NFI	Normed Fit Index	> = 0.90
TLI	Tucker Lewis Index	> = 0.90
GFI	Goodness-of-Fit Index	> = 0.90
CFI	Comparative Fit Index	> = 0.90
P-Value	P-Value	> 0.05

The following are the figures related to these analyzes as well as the results of factor analysis.

4.5.2.1 Confirmatory Factor Analysis of Causal Conditions

A) Assess the normality of Causal Conditions data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 33.

Table 33: Assessment of normality causal conditions

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
q13	1.00	5.00	-0.32	-1.75	-0.34	-0.96
q12	1.00	5.00	-0.41	-2.30	-0.40	-1.12
q11	1.00	5.00	-0.38	-2.13	-0.56	-1.57
q10	1.00	5.00	-0.41	-2.26	-0.57	-1.58
q9	1.00	5.00	-0.19	-1.05	-0.55	-1.54
q8	1.00	5.00	-0.45	-2.53	-0.48	-1.35
q7	1.00	5.00	-0.16	-0.90	-0.89	-2.47
q6	1.00	5.00	-0.62	-3.47	-0.36	-1.00
q5	1.00	5.00	-0.43	-2.42	-0.17	-0.48
q4	1.00	5.00	-0.50	-2.77	-0.20	-0.56
q3	1.00	5.00	-0.38	-2.11	-0.46	-1.27
q2	1.00	5.00	0.05	0.27	-0.64	-1.77
q1	1.00	5.00	-0.64	-3.54	-0.13	-0.36
Multivariate					1.35	0.47

According to Table 33, the absolute value of the critical ratios of skewness is less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of

"Mardia's coefficient" in the last line is less than 2.58 (0.466). Therefore, the above 13 variables have a normal multivariate distribution too.

B) As shown in Figure 16, the Causal Conditions variable is measured and explained by 4 components and 13 questions.

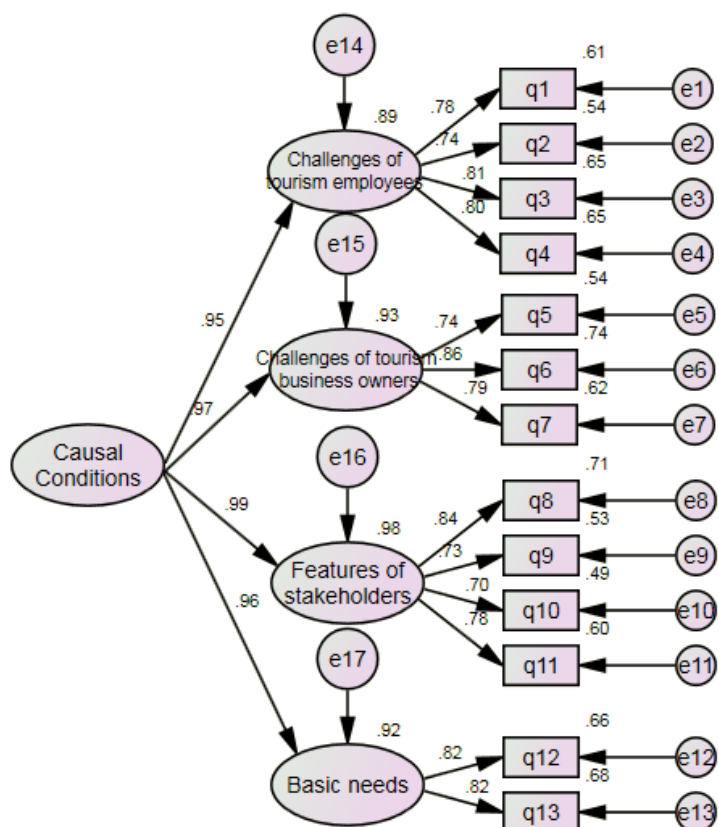


Figure 16: Confirmatory factor analysis of causal conditions variable with standard coefficient

According to Figure16, all questions from the Causal Conditions model factor load are higher than 0.6 and we can say they are in very desirable condition.

C) for proving the acceptability of model, used fit indices and the results shows in Table 34.

Table 34: Causal conditions model fit indices

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.93	✓
RFI	≥ 0.90	0.90	✓
IFI	≥ 0.90	0.96	✓
TLI	≥ 0.90	0.95	✓
CFI	≥ 0.90	0.96	✓
GFI	≥ 0.90	0.90	✓
RMSEA	< 0.05	0.08	×
SRMR	< 0.08	0.04	✓
CMIN / DF	> 2	2.11	×
p-value	> 0.05	0.00	×

Root Mean Square Error of Approximation (RMSEA):

This index is calculated for so many different ranges of estimates and it is based on residual matrix analysis and also decentralized parameter.

When the value is equal to zero in this index, it means its allowable value is 0.05 and the chi-square is smaller than the degree of freedom (Ghasemi, 1389, p. 160). Research value of RMSEA is 0.08, which is not good because of being less than standard value of 0.05.

Comparative Fit Indices (NFI ,RFI ,CFI ,IFI):

Standard value of NFI is 0.90 and according to result of research which is 0.93 means, optimal limit of this index and model has a favorable fit based on this index:

- The value of RFI or relative fit index obtained is 0.90, which also indicates the optimal fit of the model.

- The value of (IFI) incremental fit index is 0.96, and shows the optimal fit of model.
- The value of (TLI) adaptive fit index is 0.95, and shows optimal fit of the model.
- The (CFI) adaptive fit index shows 0.96, and it means optimal fit in research model.

And The value of (GFI) which is obtained adaptive fit index is 0.90, so refers to the optimal fit of research model.

Normal Chi-Square (X² / DF) or (CMIN / DF):

Opinions about the acceptable value for this index which is obtained by dividing chi-square by the degree of freedom is differ. Some find it between 1 and 3, some between 1 and 5, some less than 3 and some less than 2 acceptable. (Ghasemi, 1389, p. 161). In this study, values less than 2 are considered as the optimal limit. The ratio of chi-square to the degree of freedom is 2.11 and undesirable.

Therefore, in general, due to the unfavorable amount of RMSEA, chi-square to the degree of freedom and P-value of the model does not have a good fit and needs to be corrected. Using the proposed Amos correction indices (given in the appendices), a correlation was found between the errors with the highest index. These connections are based on the Modification Index provided in the Amos software. In this way, the higher the correction index for a relationship, the more that relationship is added to the model, the better its fit. The model was modified using Amos correction indices. The modified model is shown in Figure 17.

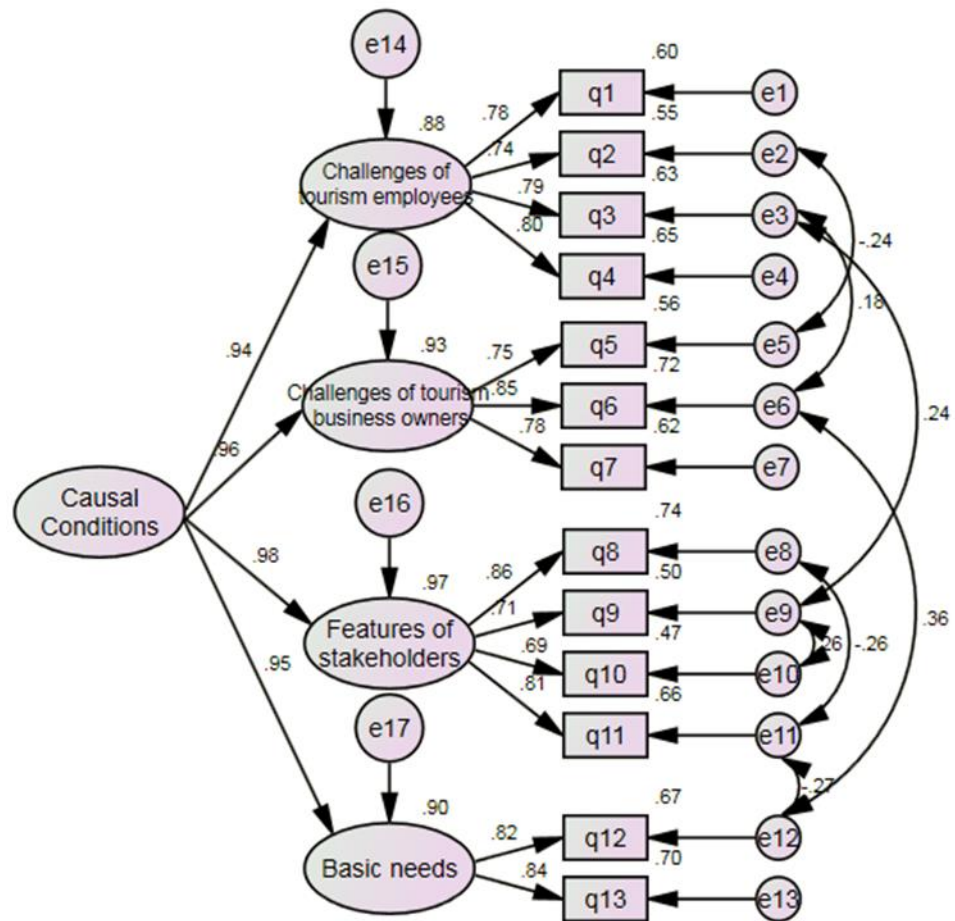


Figure 17: Confirmatory factor analysis of causal conditions after modification with standard coefficient

The fit indices of the modified model are given in Table 35, which indicates the proper fit of the model.

Table 35: Fit indicators of the modified model of causal conditions

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.96	✓
RFI	≥ 0.90	0.94	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.94	✓
RMSEA	< 0.05	0.04	✓
SRMR	< 0.08	0.03	✓
CMIN / DF	> 2	1.30	✓
p-value	> 0.05	0.06	✓

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden or latent variables related to them. Significant level is considered to confirm the factor load. The value *** means that the value of a significant level close to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 36 reports the factor loads and standard error rate, significance level and t-value of questions related to the causal variable.

Table 36: Estimates of the model of causal conditions

			Estimate	SE	CR	p-value	Standard	Squared	Multiple	Correlatio	ns	Result
Challenges of tourism employees	<-	Causal Conditions	1.00	-	-	***	0.94	.88				accept
Challenges of tourism business owners	<-	Causal Conditions	1.03	.10	9.93	***	0.96	.93				accept
Features of stakeholders	<-	Causal Conditions	1.30	.11	11.67	***	0.98	.97				accept
Basic needs	<-	Causal Conditions	1.10	.10	10.60	***	0.95	.90				accept
1-Job loss	<-	Challenges of employees	1.00	-	-	***	0.78	.61				accept
2-Reduced demands	<-	Challenges of employees	.85	.08	10.55	***	0.74	.55				accept
3-Unpaid leave	<-	Challenges of employees	.93	.08	11.50	***	0.79	.63				accept
4-Business closure	<-	Challenges of employees	1.01	.09	11.68	***	0.81	.65				accept
5-Haphazard patronage	<-	Challenges of owners	1.00	-	-	***	0.75	.56				accept
6-Loss of revenue	<-	Challenges of owners	1.21	.10	11.82	***	0.85	.72				accept

7-Complete business collapse	<-	Challenges of owners	.98	.09	10.83	***	0.78	.62	accept
8-Assiduity and effort	<-	Features of stakeholders	1.00	-	-	***	0.86	.74	accept
9-Ability to take wise and reasonable risks	<-	Features of stakeholders	.70	.06	11.16	***	0.71	.50	accept
10-Interest in re-building, renovation and productivity	<-	Features of stakeholders	.66	.06	10.68	***	0.69	.47	accept
11-Participatory Management	<-	Features of stakeholders	.84	.07	12.32	***	0.81	.66	accept
12-Economic needs	<-	Basic needs	1.00	-	-	***	0.82	.67	accept
13- Strategic and managerial needs to recovery of crisis and tourism development	<-	Basic needs	.97	.07	12.84	***	0.84	.70	accept

According to the results in Table 36, 13 variable questions define the causal condition (factor load higher than 0.3 and significance level less than 0.05).

Standard estimates which is close to one, means the relationship is more important and stronger.

The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). Considering the multiple correlation coefficients, it can be said that Features of stakeholders (0.97), Challenges of tourism business owners (0.93), Basic needs (0.90) and Challenges of tourism employees (0.88) had the most relationship with causal conditions, respectively. Among the questions Challenges of tourism employees question 4- Business closure (0.65), among the questions Challenges of tourism business owners' question 6-Loss of revenue (0.72), among the questions Features of stakeholder's question 8-Assiduity and effort (0.74) and Among the Basic need's questions, question 13- Strategic and managerial needs to crisis recovery and tourism development (0.70) had the most role in explaining the relevant variables and a strong relationship (more than 50%).

4.5.2.2 Confirmatory Factor Analysis of Intervening Conditions

A) Assess the normality of intervening Conditions data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in

the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 37.

Table 37: Assessing the normality of intervening conditions

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
q22	1.00	5.00	-0.12	-0.67	-0.54	-1.51
q21	1.00	5.00	-0.27	-1.49	-0.70	-1.96
q20	1.00	5.00	-0.15	-0.84	-0.62	-1.74
q19	2.00	5.00	-0.14	-0.76	-0.73	-2.04
q18	1.00	5.00	-0.23	-1.29	-0.16	-0.44
q17	1.00	5.00	-0.56	-3.12	-0.13	-0.36
q16	1.00	5.00	-0.07	-0.38	-0.61	-1.70
q15	1.00	5.00	-0.33	-1.84	-0.14	-0.38
q14	1.00	5.00	-0.10	-0.58	-0.64	-1.79
Multivariate					-4.11	-1.99

According to Table 37, the absolute value of the critical ratios of skewness is less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of "Mardia's coefficient" in the last line is less than 2.58 (1.99). Therefore, the above 9 variables have a normal multivariate distribution too.

B) As shown in Figure 18, the Intervening Conditions variable is measured and explained by 3 components and 9 questions.

According to Figure 18, all questions are from the Intervening Conditions model They have a factor load higher than 0.6 and are very desirable.

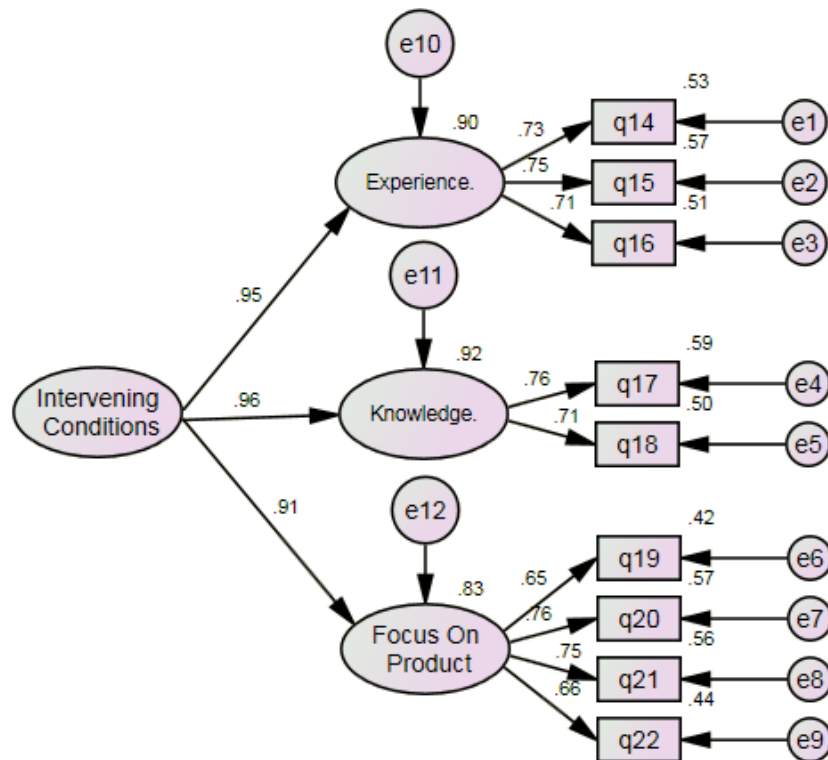


Figure 18: Confirmatory factor analysis of intervening conditions variable with standard coefficient

C) To express the acceptability of the model, fit indices were used that the results obtained from the model can be examined in Table 38.

Table 38: Intervening conditions model fit indices

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.91	✓
RFI	≥ 0.90	0.88	×
IFI	≥ 0.90	0.94	✓
TLI	≥ 0.90	0.92	✓
CFI	≥ 0.90	0.94	✓
GFI	≥ 0.90	0.93	✓
RMSEA	< 0.05	0.09	×
SRMR	< 0.08	0.05	✓
CMIN / DF	> 2	2.54	×
p-value	> 0.05	0.00	×

As you can see in Table 38, all adaptive indices (except RFI) are greater than 0.9 and appropriate. But RMSEA index is more than 0.05 (0.09), chi-square to freedom ratio is more than 2 (2.54) and significance level is less than 0.05 and undesirable. Therefore, in general, according to all indicators, the model does not have a good fit and needs to be modified. Using the proposed Amos correction indices (given in the appendices), a correlation was found between the errors with the highest index. These connections are based on the Modification Index provided in the Amos software. The modified model is presented in Figure 19.

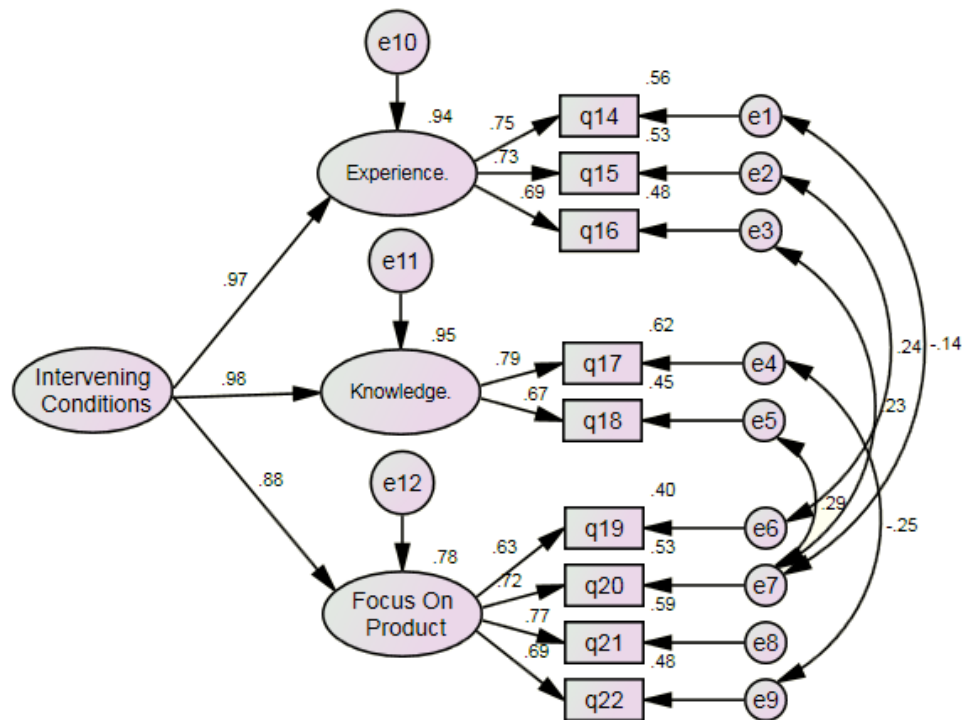


Figure 19: Confirmatory factor analysis of intervening conditions variable after correction

The fit indices of the modified model are given in Table 39, which shows the proper fit of the model.

Table 39: Fitting indices of the modified intervening conditions model

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.96	✓
RFI	≥ 0.90	0.94	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.97	✓
RMSEA	< 0.05	0.04	✓
SRMR	< 0.08	0.03	✓
CMIN / DF	$2 >$	1.27	✓
p-value	> 0.05	0.18	✓

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden or latent variables related to them. Significant level is considered to confirm the factor load. The value *** means that the value of a significant level close to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 40 reports the factor loads and standard error rate, significance level and t-value of questions related to the intervening variable.

Table 40: Estimates of the intervening conditions model

			Estimate	SE	CR	p-value	Standard C.	Squared Multiple Correlations	Result
Experience.	<-	Intervening Conditions	1.00	-	-	***	.97	.94	accept
Knowledge.	<-	Intervening_ Conditions	1.11	0.12	9.47	***	.98	.95	accept
Focus On Product	<-	Intervening_ Conditions	0.71	0.10	7.23	***	.88	.78	accept
14-Related experience	<-	Experience	1.00	-	-	***	.75	.56	accept
15-Increase the skills	<-	Experience	1.00	0.11	9.47	***	.73	.53	accept
16-Different working experience in the industry	<-	Experience	0.87	0.10	8.99	***	.69	.48	accept
17-Having related and interdisciplinary knowledge	<-	Knowledge	1.00	-	-	***	.79	.62	accept

will increase the positive effects									
18-Having a variety of education, supplements and related	<-	Knowledge	0.77	0.09	8.93	***	.67	.45	accept
19-Diversity of products and variety of tourism types	<-	Focus On_ Product	1.00	-	-	***	.63	.40	accept
20-High quality planning and implementation of products in sustainable tourism.	<-	Focus On_ Product	1.23	0.16	7.88	***	.73	.53	Accept
21-Using the new technologies in the industry	<-	Focus On_ Product	1.31	0.16	8.21	***	.77	.59	Accept
22-Preparation of notification website for products.	<-	Focus On_ Product	1.15	0.15	7.54	***	.69	.48	Accept

According to the results in Table 4-27, 9 questions define the Intervening Conditions variable (factor load higher than 0.3 and significance level less than 0.05).

Standard estimates which is close to one, means the relationship is more important and stronger. The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). Considering the multiple correlation coefficients, it can be said that Knowledge (0.95), Experience (0.94) and Focus on Product (0.88) had the most relationship with Intervening Conditions, respectively. Among Experience Questions Question 14- Related experience (0.56), Among Knowledge Questions Question 17-Having related and (0.62) and Among Focus on Product Questions Question 21-Using the new technologies in the industry (0.59) play the most role in Explanation of relevant variables and had a strong relationship (more than 50%).

4.5.2.3 Confirmatory Factor Analysis of Context Conditions

A) Assess the normality of Context Conditions data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 41.

Table 41: Assessing the normality of context conditions

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
q38	2.00	5.00	-0.20	-1.11	-0.71	-1.96
q37	1.00	5.00	-0.60	-3.34	-0.03	-0.08
q36	1.00	5.00	-0.46	-2.55	0.00	-0.01
q35	1.00	5.00	-0.61	-3.38	-0.04	-0.10
q34	1.00	5.00	-0.45	-2.49	-0.26	-0.72
q33	1.00	5.00	-0.43	-2.40	0.09	0.25
q32	1.00	5.00	-0.39	-2.15	-0.22	-0.62
q31	1.00	5.00	-0.42	-2.33	-0.24	-0.66
q30	1.00	5.00	-0.03	-0.16	-0.18	-0.49
q29	1.00	5.00	-0.24	-1.34	-0.31	-0.85
q28	1.00	5.00	-0.34	-1.91	-0.13	-0.36
q27	1.00	5.00	-0.61	-3.39	0.06	0.15
q26	1.00	5.00	-0.59	-3.30	-0.09	-0.26
q25	1.00	5.00	-0.34	-1.89	-0.39	-1.09
q24	1.00	5.00	-0.47	-2.61	-0.12	-0.33
q23	1.00	5.00	-0.55	-3.07	0.11	0.30
Multivariate					4.85	1.38

According to Table 41, the absolute value of the critical ratios of skewness or elongation is less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of "Mardia's coefficient" in the last line is less than 2.58 (1.38). Therefore, the above 16 variables have a normal multivariate distribution.

B) As shown in Figure 20, the Context Conditions variable is measured and explained by 3 components and 16 questions.

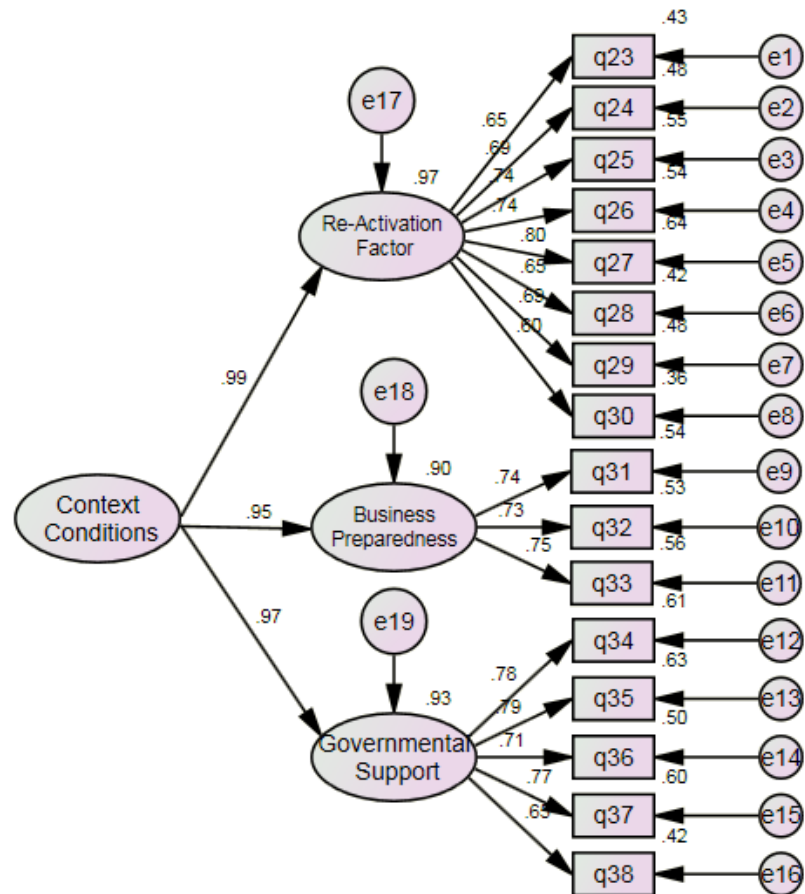


Figure 20: Confirmatory factor analysis of context conditions variable with standard coefficient

According to Figure 4-5, all questions from the Context Conditions model have a factor load higher than 0.6 and are very desirable.

C) To express the acceptability of the model, fit indices were used that the results obtained from the model can be examined in Table 42.

Table 42: Context conditions model fit indices

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.93	✓
RFI	≥ 0.90	0.92	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.93	✓
RMSEA	< 0.05	0.03	✓
SRMR	< 0.08	0.03	✓
CMIN / DF	$2 >$	1.18	✓
p-value	> 0.05	0.10	✓

As you can see in Table 4-29, all adaptive indices are greater than 0.9 and appropriate. RMSEA index is less than 0.05 (0.03), Chi-square ratio to freedom is less than 2 (1.18) and significance level is more than 0.05 and desirable. Therefore, in general, according to all indicators, the model has a good fit.

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden variables related to them. Significant level is considered to confirm the factor load. The value *** means that the value of a significant level close to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 4-30 reports the factor loads and standard error rate, significance level, and t-value of the questions related to the Context Conditions variable.

Table 43: Context conditions model estimates

			Estimate	SE	CR	p-value	Standard C.	Squared Multiple Correlations	Result
Re-Activation Factor	<-	Context Conditions	1.00	-	-	***	0.99	.97	Accept
Business Preparedness	<-	Context Conditions	1.06	0.13	8.29	***	0.95	.90	Accept
Governmental Support	<-	Context Conditions	1.26	0.15	8.73	***	0.97	.93	Accept
23-High price of re-activating and economic problems	<-	Re-Activation Factor	1.00	-	-	***	0.65	.43	Accept
24-Identifying the marketing tools	<-	Re-Activation Factor	1.06	0.13	8.40	***	0.69	.48	Accept
25-Terms of stakeholder's cooperation	<-	Re-Activation Factor	1.09	0.12	8.89	***	0.74	.55	Accept
26-Introduce of products or services in the market	<-	Re-Activation Factor	1.21	0.14	8.85	***	0.74	.54	Accept
27-Motivating of creative ideators	<-	Re-Activation Factor	1.22	0.13	9.43	***	0.80	.64	Accept
28-Facilitating of technology transferring	<-	Re-Activation Factor	0.93	0.12	7.92	***	0.65	.42	Accept

29- Existing the professional database and a network of tourism activities and access to the implementer Information resources	<-	Re-Activation Factor	0.98	0.12	8.40	***	0.69	.48	Accept
30-Providing the financial resources and attract capital	<-	Re-Activation Factor	0.88	0.12	7.44	***	0.60	.36	Accept
31-Difficulty in sudden switch to digital platforms	<-	Business Preparedness	1.00	-	-	***	0.74	.54	Accept
32-Lack of anticipation for such outbreak	<-	Business Preparedness	1.08	0.11	9.71	***	0.73	.53	Accept
33-Questionable resilience and safety plans	<-	Business Preparedness	1.03	0.10	10.02	***	0.75	.56	Accept
34-Preparing the trustful and updated Information center for travel agencies	<-	Governmental Support	1.00	-	-	***	0.78	.61	Accept
35-Tax exemption	<-	Governmental Support	1.00	0.09	11.57	***	0.80	.63	Accept
36-Prize and support of good new business plans in tourism	<-	Governmental Support	0.84	0.08	10.11	***	0.71	.51	Accept

37-Assign capital and accreditation to applicable designs.	<-	Governmental Support	0.96	0.09	11.19	***	0.77	.60	Accept
38-Participation in the risk of new design and project.	<-	Governmental Support	0.70	0.08	9.08	***	0.65	.42	Accept

*** means P value <0.001

Standard estimates which is close to one, means the relationship is more important and stronger. The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). According to the multiple correlation coefficients, Re-Activation Factor (0.97), Governmental Support (0.93) and Business Preparedness (0.90) had the highest relationship with context Conditions, respectively. Re-Activation Factor question 27-Motivating of creative ideators question (0.64), Business Preparedness question 33-Questionable resilience and safety plans question (0.56) and Governmental Support question 35-Tax exemption question (0.63) Most role Had a strong relationship (more than 50%) in explaining the relevant variables.

4.5.2.4 Confirmatory Factor Analysis of Core Category of Phenomenon

A) Assess the normality of Core Category of Phenomenon data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 44.

Table 44: Assessing the normality of core category of phenomenon

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
q43	1.00	5.00	-0.44	-2.43	-0.32	-0.89
q42	1.00	5.00	-0.49	-2.71	-0.05	-0.14
q41	1.00	5.00	-0.26	-1.42	-0.47	-1.30
q40	1.00	5.00	-0.74	-4.11	0.21	0.57
q39	1.00	5.00	-0.34	-1.90	-0.09	-0.26
Multivariate					-1.26	-1.03

According to Table 44, the absolute value of the critical ratios of skewness or elongation is less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of "Mardia's coefficient" in the last line is less than 2.58 (1.03). Therefore, the above 5 variables have a normal multivariate distribution.

B) As shown in Figure 21, the variable Core Category of Phenomenon 5 questions is measured and explained.

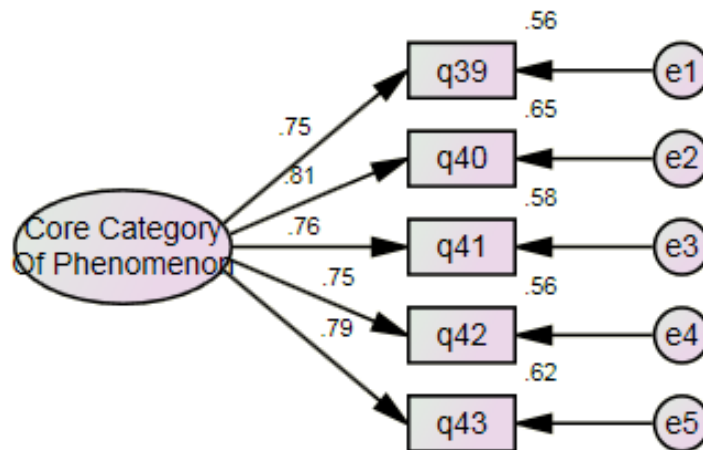


Figure 21: Confirmatory factor analysis of core category of phenomenon variable

According to Figure 21, all questions from the Core Category of Phenomenon model have a factor load higher than 0.6 and are very desirable.

C) To express the acceptability of the model, fit indices were used and the results obtained from the model can be examined in Table 45.

Table 45: Core category of phenomenon model fit indices

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.99	✓
RFI	≥ 0.90	0.98	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.99	✓
RMSEA	< 0.05	0.02	✓
SRMR	< 0.08	0.02	✓
CMIN / DF	> 2	1.05	✓
p-value	> 0.05	0.39	✓

As you can see in Table 45, all adaptive indices are greater than 0.9 and appropriate. RMSEA index is less than 0.05 (0.02), chi-square to freedom ratio is less than 2 (1.05) and significance level is more than 0.05 and desirable. Therefore, in general, according to all indicators, the model has a good fit.

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden variables related to them. Significant level is considered to confirm the factor load. The value **** means that the value of a significant level close to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 46 reports the factor loads and standard error rate, significance level, and t-value of questions related to the Core Category of Phenomenon variable.

Table 46: Core category of phenomenon model estimates

			Estimate	SE	CR	p-value	Standard C.	Squared Multiple Correlations	Result
39- Accepting the problem, continues control and modify reform design in process of executive	<-	Core Category of Phenomenon	1.00	-	-	***	.75	.56	Accept
40-Continues control and reform in process of executive	<-	Core Category of Phenomenon	1.20	.11	10.60	***	.81	.65	Accept
41-Expand the target parts of the customer in the execution path	<-	Core Category of Phenomenon	1.20	.12	9.99	***	.76	.58	Accept
42-Solve executive problems in startup processes	<-	Core Category of Phenomenon	1.17	.12	9.83	***	.75	.56	Accept
43-Familiarity with the work process and learning from mistakes	<-	Core Category of Phenomenon	1.26	.12	10.37	***	.79	.62	Accept

Standard estimates which is close to one, means the relationship is more important and stronger. The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). According to the multiple correlation coefficients, we can say that the questions 40-Continues control and reform in process of executive (0.65) and 42-Solve executive problems in startup processes, respectively, with 39- Accepting the problem, continues control and modify reform design in process of executive (0.56) had the most and the least role in explaining the Core Category of Phenomenon.

4.5.2.5 Confirmatory Factor Analysis of Strategies

A) Assess the normality of strategies data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 47.

Table 47: Assessing the normality of strategies

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
q56	1.00	5.00	-0.33	-1.85	-0.25	-0.70
q55	1.00	5.00	-0.58	-3.21	0.09	0.25
q54	1.00	5.00	-0.62	-3.47	0.33	0.92
q53	1.00	5.00	-0.57	-3.15	0.17	0.47
q52	1.00	5.00	-0.25	-1.37	-0.51	-1.41
q51	1.00	5.00	-0.77	-4.30	0.28	0.77
q50	1.00	5.00	-0.45	-2.50	0.21	0.60
q49	1.00	5.00	-0.32	-1.75	0.01	0.03
q48	1.00	5.00	-0.37	-2.06	-0.16	-0.44
q47	1.00	5.00	-0.31	-1.74	-0.22	-0.61
q46	1.00	5.00	-0.63	-3.49	0.01	0.03
q45	1.00	5.00	-0.69	-3.82	0.02	0.05
q44	1.00	5.00	-0.70	-3.87	0.22	0.61
Multivariate					-1.32	-0.46

According to Table 47, the absolute values of the critical ratios of skewness or elongation are less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of "Mardia's coefficient" in the last row is less than 2.58 (0.45). Therefore, the above 13 variables have a normal multivariate distribution.

B) As in Figure 22 It can be seen that the Strategies variable is measured and explained by 3 components and 13 questions.

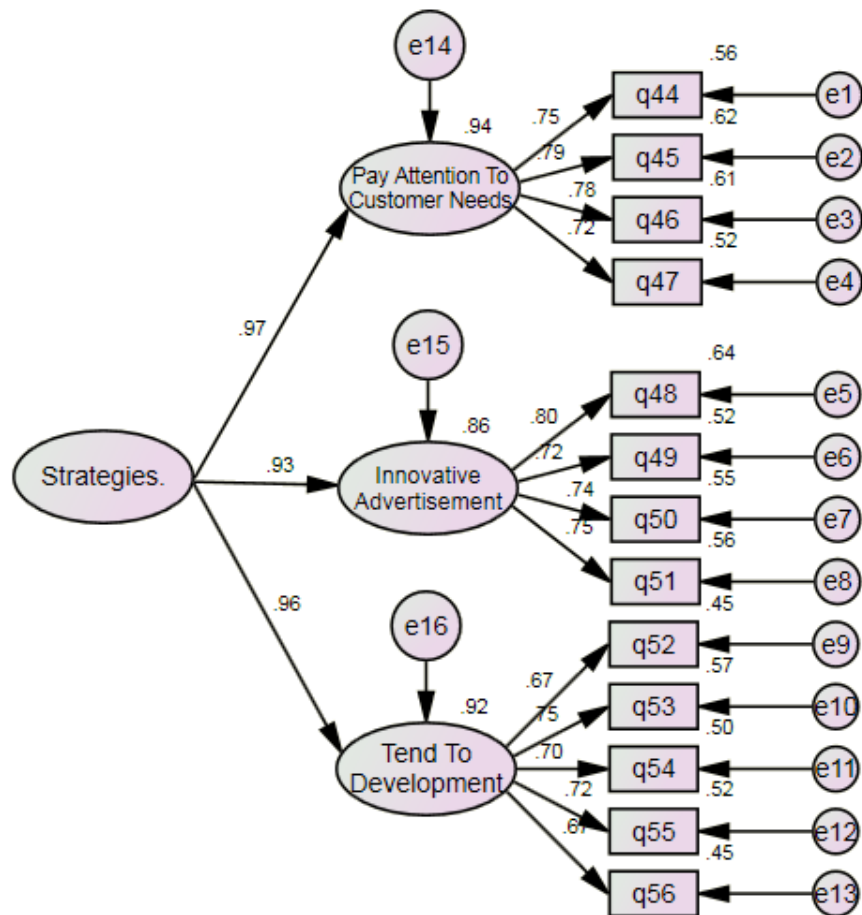


Figure 22: Confirmatory factor analysis of strategies variable with standard coefficient

According to Figure 22, all questions from the Strategies model have a factor load higher than 0.6 and are very desirable.

C) To express the acceptability of the model, fit indices were used that the results obtained from the model can be examined in Table 48.

Table 48: Strategies for fitting strategies model

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.93	✓
RFI	≥ 0.90	0.91	✓
IFI	≥ 0.90	0.97	✓
TLI	≥ 0.90	0.97	✓
CFI	≥ 0.90	0.97	✓
GFI	≥ 0.90	0.94	✓
RMSEA	< 0.05	0.053	×
SRMR	< 0.08	0.04	✓
CMIN / DF	> 2	1.52	✓
p-value	> 0.05	0.01	×

As you can see in Table 48, all adaptive indices are greater than 0.9 and are appropriate. But RMSEA index is more than 0.05 (0.053) and the significance level is less than 0.05 and unfavorable. Therefore, in general, according to all indicators, the model does not have a good fit and needs to be modified. Using the proposed Amos correction indices, a correlation was found between the errors with the highest index. These connections are based on the Modification Index provided in the Amos software. The modified model is presented in Figure 23.

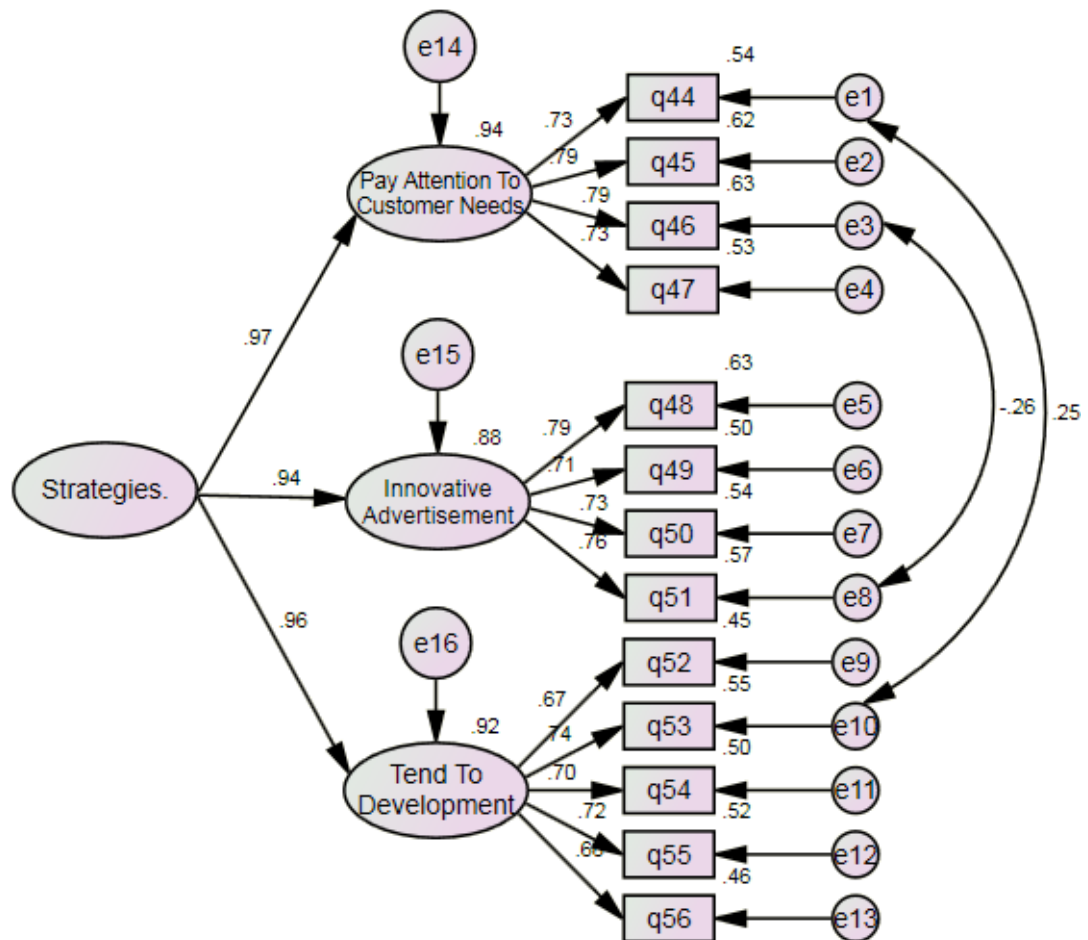


Figure 23: Confirmatory factor analysis of strategies variable after correction

The fit indices of the modified model are given in Table 49, which indicates the proper fit of the model.

Table 49: Fitting indices of the modified strategies model

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.94	✓
RFI	≥ 0.90	0.92	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.98	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.94	✓
RMSEA	< 0.05	0.04	✓
SRMR	< 0.08	0.03	✓
CMIN / DF	$2 >$	1.29	✓
p-value	> 0.05	0.06	✓

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden variables related to them. Significant level is considered to confirm the factor load. The value *** means that the value of a significant level close to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 50 reports the factor loads and standard error rate, significance level, and t-value of questions related to the Core Category of Phenomenon variable.

Table 50: Strategies model estimates

			Estimate	SE	CR	p-value	Standard C.	Squared Multiple Correlations	Result
Pay Attention to Customer Needs	<-	Strategies	1.00	-	-	***	0.97	.94	Accept
Tend to Development Innovative	<-	Strategies	0.84	0.10	8.32	***	0.96	.92	Accept
Advertisement	<-	Strategies	0.97	0.10	9.51	***	0.94	.89	Accept
44-Get feedback of tourist's groups for further improvement	<-	Pay Attention to Customer Needs	1.00	-	-	***	0.73	.54	Accept
45-Make trust of tourists in the destination	<-	Pay Attention to Customer Needs	1.05	0.10	10.47	***	0.79	.62	Accept
46-Understanding the perspectives of tourists regarding tourist products	<-	Pay Attention to Customer Needs	1.14	0.11	10.51	***	0.79	.63	Accept

47-Specialization for customers	<-	Pay Attention to Customer Needs	0.88	0.09	9.64	***	0.73	.53	Accept
48-Special advertising program before, during and after performance	<-	Innovative Advertisement	1.00	-	-	***	0.79	.63	Accept
49-Advertising in social media	<-	Innovative Advertisement	0.89	0.09	10.06	***	0.71	.50	Accept
50-Movie / screen tourism using	<-	Innovative Advertisement	0.92	0.09	10.50	***	0.73	.54	Accept
51-Celebrity / brands	<-	Innovative Advertisement	1.06	0.10	10.83	***	0.76	.57	Accept
52-Improving the public infrastructure	<-	Tend to Development	1.00	-	-	***	0.67	.45	Accept
53-Development of urban transport	<-	Tend to Development	1.15	0.13	9.18	***	0.74	.55	Accept
54- Development and innovation of tourism infrastructure	<-	Tend to Development	1.09	0.12	8.75	***	0.71	50	Accept

55-Development of new products in the direction of sustainable tourism	<-	Tend to Development	1.11	0.12	8.95	***	0.72	.52	Accept
56-Using the new technologies and platform to introduce the island as a destination	<-	Tend to Development	1.07	0.13	8.42	***	0.68	.46	Accept

*** means P-value <0.001

According to the results in Table 50, 13 questions define the Strategies variable (factor load higher than 0.3 and significance level less than 0.05).

Standard estimates which is close to one, means the relationship is more important and stronger. The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). According to the multiple correlation coefficients, it can be said that Pay Attention to Customer Needs (0.94), Tend to Development (0.92) and Innovative Advertisement (0.89) had the most relationship with Strategies, respectively. Among the questions Pay Attention to Customer Needs question 46- Understanding the perspectives of tourists regarding tourist products (0.63), among the questions Tend to Development question 53- Development of urban transport (0.55) and among the questions Innovative Advertisement question 48- Special advertising program before, during and after performance (0.63) had the most role in explaining the relevant variables and a strong relationship (more than 50%).

4.5.2.6 Confirmatory Factor Analysis of Consequences and Results

A) Assess the normality of consequences and results data:

The condition for normality of the univariate variables is that the critical skew ratio is less than 2.58 and the condition for the multivariate normality is that the critical ratio of Mardia's coefficient at the last line be less than 2.58. The Mardia coefficient has been presented by a person named Mardia to detect the normality of multivariates in the data (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 51.

Table 51: Assessing the normality of consequences and results

Variable	minimum	maximum	skewness	Critical r.	Kurtosis	Critical r.
q61	1.00	5.00	-0.29	-1.60	-0.03	-0.07
q60	2.00	5.00	0.05	0.26	-0.32	-0.89
q59	1.00	5.00	-0.70	-3.90	0.18	0.50
q58	1.00	5.00	-0.37	-2.04	-0.26	-0.73
q57	1.00	5.00	-0.36	-2.03	0.28	0.78
Multivariate					-3.23	-2.53

According to Table 51, the absolute value of the critical ratios of skewness or elongation is less than 2.58, so the questions have a normal univariate distribution. Also, the critical ratio of "Mardia's coefficient" in the last line is less than 2.58 (2.53). Therefore, the above 5 variables have a normal multivariate distribution.

B) As in the figure 24 It is observed that the variable Consequences and Results 5 questions is measured and explained.

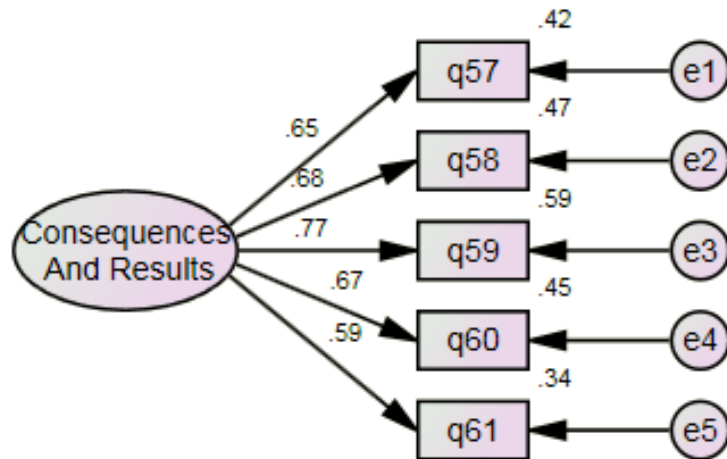


Figure 24: Confirmatory factor analysis of consequences and results variable with standard coefficient

According to the figure 24 All questions from the Consequences and Results model have a factor load higher than 0.6 and are very desirable.

C) To express the acceptability of the model, fit indices were used that the results obtained from the model can be examined in Table 52.

Table 52: Consequences and results model fit indicators

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.98	✓
RFI	≥ 0.90	0.96	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.99	✓
RMSEA	< 0.05	0.03	✓
SRMR	< 0.08	0.02	✓
CMIN / DF	$2 >$	1.19	✓
p-value	> 0.05	0.31	✓

As you can see in Table 52, all adaptive indices are greater than 0.9 and appropriate. RMSEA index is less than 0.05 (0.03), chi-square to freedom ratio is less than 2 (1.19) and the significance level is more than 0.05 and desirable. Therefore, in general, according to all indicators, the model has a good fit.

D) Factor loads indicate the effect of the observed variable in explaining and measuring the hidden variables related to them. Significant level is considered to confirm the factor load. The value *** means that the value of a significant level close

to zero is significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect factor load is significant. Table 53 reports the factor loads and standard error rates, significance levels, and t-value questions related to the Consequences and Results variable.

Table 53: Consequences and results model estimates

			Estimate	SE	CR	P- value	Standard C.	Squared Multiple Correlations	Result
57-Gaining customer satisfaction and developing tourism	<-	Consequences_ And Results	1.00	-	-	***	0.65	.42	Accept
58- Successful sales and increasing the economic income in the tourism industry	<-	Consequences_ And Results	1.07	0.15	7.38	***	0.69	.47	Accept
59-increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	<-	Consequences_ And Results	1.13	0.14	7.92	***	0.77	.59	Accept
60-Urban infrastructure development	<-	Consequences_ And Results	0.84	0.12	7.30	***	0.67	.45	Accept
61-Development of IT infrastructure	<-	Consequences_ And Results	0.82	0.13	6.54	***	0.59	.34	Accept

Standard estimates which is close to one, means the relationship is more important and stronger. The Squared Multiple Correlations shows Expresses the degree of explanation of the dependent variable by the independent variable. If the value of this coefficient is less than 30%, the relationship is weak, between 30 to 50% is moderate and above 50% is a strong relationship (Abarshi and Hosseini, 2012). According to the multiple correlation coefficients, we can say that question 59- increasing the positive environmental effect of tourism by making a better infrastructure in the tourist destination (0.59) (strong relationship) and 61- Development of IT infrastructure (0.34) (average relationship) the most and had the least role in explaining Consequences and Results.

4.5.3 Structural Equation Modeling

After testing the measurement models, it is now necessary to provide a structural model that shows the relationship between the latent variables of the research. Using the structural model, research hypotheses can be examined. The structural model of the research was performed using Amos software version 18.

A) Assess the normality of structural model data:

The condition for the normality of univariate variables is that the critical ratio of skewness or elongation is less than 2.58 and the condition for the normality of multivariate is that the critical ratio of Mardia's coefficient in the last row is less than 2.58 (Ghasemi, 2010). Both conditions must be met to perform structural equations. The results of the normality test are given in Table 54.

Table 54: Assessing the normality of the structural model

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
Core Category of Phenomenon	1.60	5.00	-0.85	-4.71	-0.03	-0.08
Consequences and Results	1.80	4.60	-0.92	-5.13	0.10	0.28
Tend to Development	1.60	5.00	-1.04	-5.78	0.31	0.87
Innovative Advertisement	1.50	5.00	-0.67	-3.73	-0.13	-0.35
Pay Attention to Customer Needs	1.25	5.00	-1.08	-6.02	0.63	1.75
Re-Activation Factor	1.63	4.63	-0.97	-5.42	-0.03	-0.08
Business Preparedness	1.00	5.00	-0.87	-4.82	0.44	1.21
Governmental Support	1.40	5.00	-0.90	-5.00	0.00	0.00
Focus on Product	1.75	5.00	-0.55	-3.07	-0.46	-1.28
Knowledge	1.00	5.00	-0.57	-3.19	-0.25	-0.70
Experience	1.33	5.00	-0.53	-2.93	-0.48	-1.33
Challenges OF tourism	2.00	5.00	-0.54	-3.00	-0.82	-2.27
Employees Challenges of Tourism Business	1.33	5.00	-0.65	-3.62	-0.46	-1.28
Owners Features OF stakeholders	1.50	5.00	-0.50	-2.81	-0.85	-2.36
BasicNeeds	1.00	5.00	-0.55	-3.05	-0.21	-0.59
Multivariate					27.48	8.30

According to Table 54, the absolute values of the critical ratios of skewness or elongation are less than 2.58, so the questions have a normal univariate distribution. But the critical ratio of "Mardia's coefficient" in the last line is more than 2.58 (8.30). Therefore, the above variables do not have a normal multivariate distribution. Mahalanobis values were evaluated for outlier data (shown in the appendices). The maximum and minimum distances from the geometric center of the above variables are reported to be about 56 and 13, and since there is a considerable distance from the top to the bottom of the subsequent rows, the distance data cause the multivariate to become non-normal. In order to normalize the variables, 10 outlier samples were removed in two steps and the normality test was performed. By deleting them, the data were normalized according to Table 55.

Table 55: Structural model normality test after deleting outliers

Variable	minimum	maximum	skewness	Critical r.	kurtosis	Critical r.
Core Category of Phenomenon	1.60	5.00	-0.87	-4.73	0.00	0.00
Consequences and Results	1.80	4.60	-0.94	-5.10	0.06	0.17
Tend to Development	1.60	5.00	-1.00	-5.42	0.19	0.52
Innovative Advertisement	1.50	5.00	-0.65	-3.53	-0.17	-0.47
Pay Attention to Customer Needs	1.25	5.00	-1.07	-5.77	0.57	1.55
Re-Activation Factor	1.63	4.63	-1.06	-5.73	0.21	0.57
Business Preparedness	1.00	5.00	-0.93	-5.05	0.74	2.00
Governmental Support	1.40	4.80	-0.95	-5.12	0.03	0.07

Focus on Product	1.75	5.00	-0.59	-3.22	-0.28	-0.75
Knowledge	1.00	5.00	-0.58	-3.14	-0.25	-0.69
Experience	1.33	5.00	-0.57	-3.07	-0.34	-0.93
Challenges OF tourism Employees	2.00	5.00	-0.60	-3.27	-0.67	-1.80
Challenges of Tourism Business Owners	1.33	5.00	-0.70	-3.81	-0.36	-0.98
Features of stakeholders	1.50	5.00	-0.56	-3.03	-0.72	-1.96
Basic Needs	1.00	5.00	-0.53	-2.89	-0.18	-0.49
Multivariate					7.67	2.25

B) Standard mode which is software output is shown in figure number 25 below.

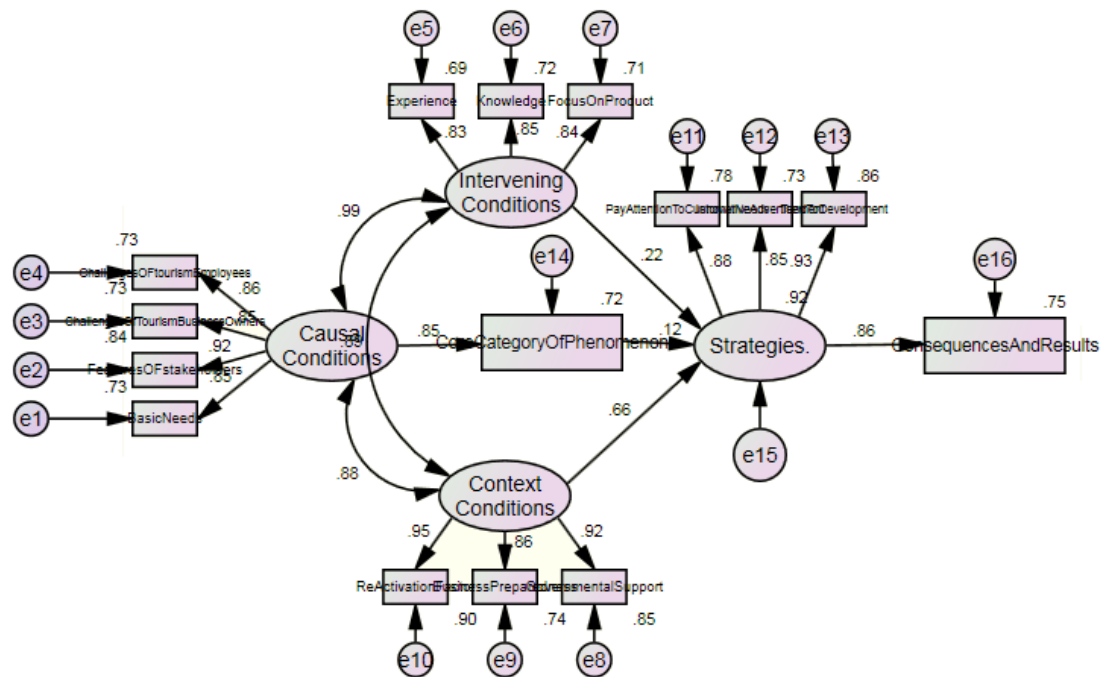


Figure 25: Structural model of research with standard coefficients

As in the figure 25 It can be seen that the standard coefficients of all factors are desirable and higher than 0.6, which indicates their very good correlation with the relevant latent variables.

C) To express the acceptability of the model, fit indices were used that the results obtained from the model can be examined in Table 56.

Table 56: Structural model fit indices

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.92	✓
RFI	≥ 0.90	0.90	✓
IFI	≥ 0.90	0.95	✓
TLI	≥ 0.90	0.94	✓
CFI	≥ 0.90	0.95	✓
GFI	≥ 0.90	0.83	×
RMSEA	< 0.05	0.10	×
SRMR	< 0.08	0.04	✓
CMIN / DF	> 2	2.86	×
p-value	> 0.05	0.00	×

As you can see in Table 56, all adaptive indices (except GFI) are greater than 0.9 and appropriate. But RMSEA index is more than 0.05 (0.10), CMIN / DF (2.86) is more than 2 and significance level is less than 0.05 (0.00) and undesirable. Therefore, in general, according to all indicators, the model does not have a good fit and needs to be modified. Using the proposed Amos correction indices (given in the appendices), a correlation was found between the errors with the highest index. These connections

are based on the Modification Index provided in the Amos software. Modified model in the figure 26 Provided.

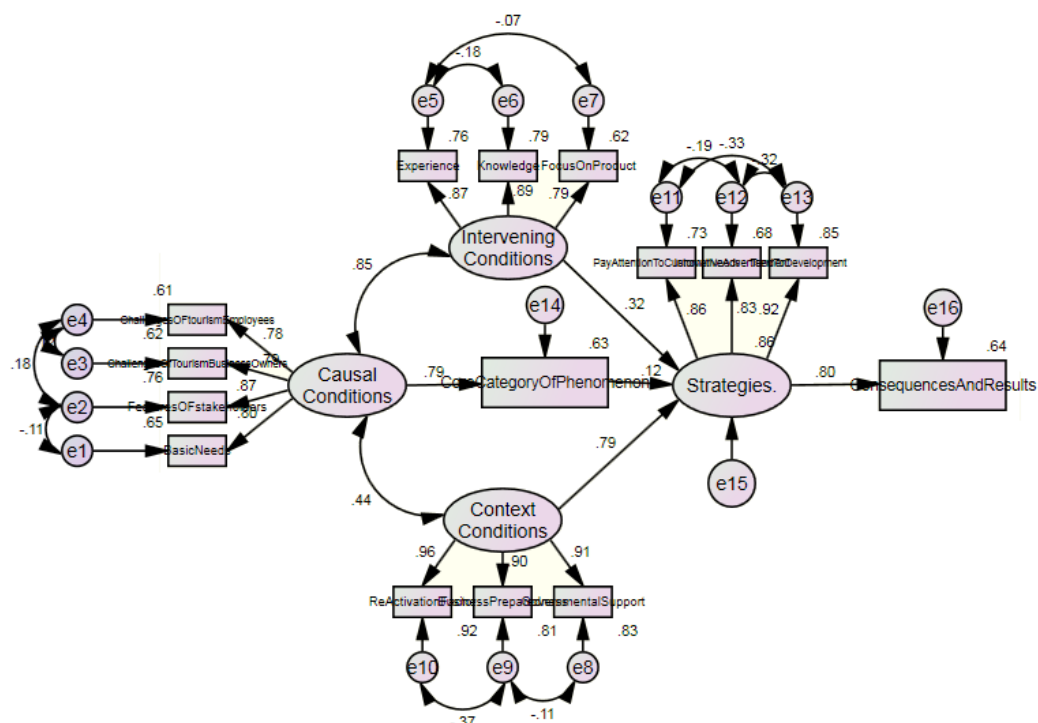


Figure 26: Model of structural equations after modification with standard coefficient

The fit indices of the modified model are given in Table 57, which indicates the proper fit of the model.

Table 57: Structural model fit indices after correction

Indices	Acceptable rate	Calculated value	Result
NFI	≥ 0.90	0.97	✓
RFI	≥ 0.90	0.96	✓
IFI	≥ 0.90	0.99	✓
TLI	≥ 0.90	0.99	✓
CFI	≥ 0.90	0.99	✓
GFI	≥ 0.90	0.93	✓
RMSEA	< 0.05	0.04	✓

SRMR	<0.08	0.03	✓
CMIN / DF	2>	1.24	✓
p-value	> 0.05	0.08	✓

D) Standard coefficients indicate the effect of the independent variable on the dependent variable. The level of significance is considered for confirmation. The value of *** means that the value of the level of significance is close to zero and significant (Abarshi and Hosseini, 2012). If the significance level is less than 0.05, the effect rate is significant.

Based on the final model, the following hypotheses are proposed, which are examined below.

Hypothesis 1: Causal Conditions the positive effect on the Core Category of Phenomenon.

Hypothesis 2: Intervening Conditions the positive effect on Strategies.

Hypothesis 3: Context Conditions the positive effect on Strategies

Hypothesis 4: The Core Category of Phenomenon the positive effects on Strategies.

Hypothesis 5: Strategies have a positive effect on Consequences and Results.

Table 58 reports the test of research hypotheses.

Table 58: Test of research hypotheses

				Estimate	SE	CR	p-value	Standard C.	Squared Multiple Correlations	Result
Core Phenomenon	Category of	<-	Causal Conditions	.88	.07	11.84	***	.79	.63	Accept
Strategies		<-	Core Category of Phenomenon	.11	.05	2.21	.027	.12	.86	Accept
Strategies		<-	Intervening Conditions	.28	.05	5.27	***	.32		Accept
Strategies		<-	Context Conditions	.66	.05	13.12	***	.79		Accept
Consequences Results	and	<-	Strategies	.76	.05	14.10	***	0.80	.64	Accept

According to the results in Table 58, the estimates of direct relations of the variables in the model were mentioned, which were confirmed according to the significance level of all relations. Table 59 lists the results of path analysis of relationships between research variables.

Table 59: Results of research relations path analysis

Way			Direct effect	Indirect effect	Total effect	Reject / Accept
Core Category of Phenomenon	<-	Causal Conditions	.794	-	.794	Accept
Strategies	<-	Causal Conditions	-	.099	.099	Accept
Consequences and Results	<-	Causal Conditions	-	.079	.079	Accept
Strategies	<-	Intervening Conditions	.315	-	.315	Accept
Consequences and Results	<-	Intervening Conditions	-	.253	.253	Accept
Strategies	<-	Context Conditions	.791	-	.791	Accept
Consequences and Results	<-	Context Conditions	-	.635	.635	Accept
Strategies	<-	Core Category of Phenomenon	.125	-	.125	Accept
Consequences and Results	<-	Core Category of Phenomenon	-	.100	.100	Accept
Consequences and Results	<-	Strategies	.803	-	.803	Accept

According to Table 59, the Causal Conditions variable has an indirect effect on Strategies of 0.099 through the Core Category of Phenomenon. Intervening Conditions, Context Conditions, Causal Conditions, and Core Category of Phenomenon also have an indirect effect on Consequences and Results, with the Core Category of Phenomenon's effect on Consequences and Results through Strategies being 0.10, which is weak. The effect of Intervening Conditions on Consequences and Results through Strategies is 0.253 (average). The effect of Context Conditions on Consequences and Results through Strategies is strong (0.635).

The following is a description of each of the hypotheses.

Hypothesis 1: Causal Conditions affect the Core Category of Phenomenon.

Hypothesis 0: Causal Conditions have no effect on the Core Category of Phenomenon.

Research Hypothesis: Causal Conditions have an effect on the Core Category of Phenomenon.

According to Table 58, it is clear that the significance level for the effect of Causal Conditions on the Core Category of Phenomenon is less than 0.05 (0.00). Therefore, there is a significant effect and relationship between the independent and dependent variables. In addition, according to the T path ($T = 1.96 < 11.84$), it can be concluded with a 95% probability that the null hypothesis is rejected and the research hypothesis is confirmed. Thus, Causal Conditions affect the Core Category of Phenomenon. This correlation is 79% and very strong. A positive value indicates that the effect is positive and direct.

Hypothesis 2: Intervening Conditions affect Strategies.

Hypothesis 0: Intervening Conditions have no effect on Strategies.

Research Hypothesis: Intervening Conditions affect Strategies.

According to the table 58, it is clear that the significance level for the effect of Intervening Conditions on Strategies is less than 0.05 (0.00). Therefore, there is a significant effect and relationship between the independent and dependent variables. In addition, according to the absolute value of T path ($T = 5.27 > 1.96$), it can be concluded that with a probability of 95%, the null hypothesis is rejected and the research hypothesis is confirmed. Thus, Intervening Conditions affect Strategies. This correlation is 32% and average. A positive value indicates that the effect is direct.

Hypothesis 3: Context Conditions affect Strategies

Hypothesis 0: Context Conditions have no effect on Strategies.

Research Hypothesis: Context Conditions have an effect on Strategies.

According to the table 58, it is clear that the significance level for the effect of Context Conditions on Strategies is less than 0.05 (0.00). Therefore, there is a significant effect and relationship between the independent and dependent variables. In addition, according to the absolute value of the T path ($T = 1.96 < 13.12$), it can be concluded with a 95% probability that the null hypothesis is rejected and the research hypothesis

is confirmed. Context Conditions therefore affect Strategies. This correlation is 79% and very strong. A positive value indicates that the effect is direct.

Hypothesis 4: The Core Category of Phenomenon Affects Strategies.

Hypothesis 0: The Core Category of Phenomenon has no effect on Strategies.

Research Hypothesis: The Core Category of Phenomenon Affects Strategies.

According to Table 58, it is clear that the significance level for the effect of Core Category of Phenomenon on Strategies is less than 0.05 (0.027). Therefore, there is a significant effect and relationship between the independent and dependent variables. In addition, according to the absolute value of T path ($T = 1.96 < 2.96$), it can be concluded with a 95% probability that the null hypothesis is rejected and the research hypothesis is confirmed. Thus, the Core Category of Phenomenon affects Strategies. This correlation is 12% and very weak. A positive value indicates that the effect is direct.

Hypothesis 5: Strategies have an effect on Consequences and Results.

Hypothesis 0: Strategies have no effect on Consequences and Results.

Research Hypothesis: Strategies have an effect on Consequences and Results.

According to Table 58, it is clear that the significance level for the effect of Strategies on Consequences and Results is less than 0.05 (0.00). Therefore, there is a significant

effect and relationship between the independent and dependent variables. In addition, according to the absolute value of T path ($T = 1.10 < 14.96$), it can be concluded with a 95% probability that the null hypothesis is rejected and the research hypothesis is confirmed. Thus, Strategies have an effect on Consequences and Results. This connection is 80% and very strong. A positive value indicates that the effect is direct.

4.5.4 Assessing the Status of Research Variables

Binomial test was used to assess the status of research variables due to abnormal distribution of variable data.

In this test, there are two ratios (observed ratio and hypothetical ratio) that the test determines whether the observed ratio is different from the assumed ratio or not? In this study, the groups are divided into two categories: favorable and unfavorable status of the effects of variables. The optimal status of the effects (responses $>$ average 3) and the unfavorable status (responses $=$ or $<$ average 3). Optimal status indicates when the respondent considers the variable level to be high and unfavorable status indicates the undesirable level from the respondent's point of view. The assumed ratio in this study is assumed to be 60%. This means that 60% of the research sample is in the desired category (answers higher than 3) and 40% of them are in the other category (smaller answers equal to 3). When interpreting the results, the hypothesis is confirmed according to the level of significance if it is less than 0.05 and the ratio observed in the desired condition is equal to or higher than 0.6 (confirmation of both conditions is required).

$H_0 p \leq 0.60$

$H_1 P > 0.60$

Table 60: Binomial test results

Binomial test results		Category	N	Observed Prop.	Test Prop.	Sig
Challenges of tourism Employees	Desirable	≤ 3	53	.3	.6	0.00
	Undesirable	> 3	133	.7		
Challenges of Tourism Business Owners	Desirable	≤ 3	56	.3	.6	.00
	Undesirable	> 3	130	.7		
Features of stakeholders	Desirable	≤ 3	53	.3	.6	0.00
	Undesirable	> 3	133	.7		
Basic Needs	Desirable	≤ 3	69	.4	.6	0.00
	Undesirable	> 3	117	.6		
Causal Conditions	Desirable	≤ 3	50	.3	.6	0.00
	Undesirable	> 3	136	.7		
Experience	Desirable	≤ 3	56	.3	.6	0.00
	Undesirable	> 3	130	.7		
Knowledge	Desirable	≤ 3	67	.4	.6	0.00
	Undesirable	> 3	119	.6		
Focus on Product	Desirable	≤ 3	45	.2	.6	0.00
	Undesirable	> 3	141	.8		
Intervening Conditions	Desirable	≤ 3	47	.3	.6	0.00
	Undesirable	> 3	139	.7		
Re-Activation Factor	Desirable	≤ 3	38	.2	.6	0.00

	Undesirable	> 3	148	.8		
Business Preparedness	Desirable	<= 3	43	.2	.6	0.00
	Undesirable	> 3	143	.8		
Governmental Support	Desirable	<= 3	38	.2	.6	0.00
	Undesirable	> 3	148	.8		
Context Conditions	Desirable	<= 3	39	.2	.6	0.00
	Undesirable	> 3	147	.8		
Continuous Improvement and Reforming the Problems	Desirable	<= 3	42	.2	.6	0.00
	Undesirable	> 3	144	.8		
Pay Attention to Customer Needs	Desirable	<= 3	35	.2	.6	0.00
	Undesirable	> 3	151	.8		
Innovative Advertisement	Desirable	<= 3	38	.2	.6	0.00
	Undesirable	> 3	148	.8		
Tend to Development	Desirable	<= 3	34	.2	.6	0.00
	Undesirable	> 3	152	.8		
Strategies	Desirable	<= 3	34	.2	.6	0.00
	Undesirable	> 3	152	.8		
Consequences and Results	Desirable	<= 3	34	.2	.6	0.00
	Undesirable	> 3	152	.8		

Based on the respondents' views in Table 60; 70% of Challenges of tourism Employees (significance level 0.00), Challenges of Tourism Business Owners (significance level 0.00), Features of stakeholders (significance level 0.00), Causal Conditions (significance level 0.00), Experience (significance level 0.00) and Intervening Conditions (significance level 0.00) are considered desirable and just 30% believed they are unfavorable situation. Therefore, considering the level of significance (less than 0.05) and that the ratio observed in the desired condition is higher than the assumed ratio (60%), it can be said that the null hypothesis is rejected and the research hypothesis is confirmed. In other words, Challenges of tourism Employees, Challenges of Tourism Business Owners, features of stakeholders, Causal Conditions, Experience and Intervening Conditions are in a favorable position for the respondents.

Also Focus On Product, Re-Activation Factor, Business Preparedness, Governmental Support, Context Conditions, Continuous Improvement And Reforming The Problems, Pay Attention to Customer Needs, Innovative Advertising, Tend to Development, Strategies And Consequences And Results (80% observed ratio And the significance level of 0.00) Basic Needs and Knowledge (observed ratio of 60% and significance level of 0.00) are also in good condition in this research.

Chapter 5

DISCUSSION AND CONCLUSION

This chapter discusses further the findings from the result of themes and codes generated during grounded theory procedures in chapter 4. It provided explicit interpretation of the results and the notable conclusions that are drawn from the findings.

5.1 Concluding Remarks

The current study explores the role of focus stakeholder engagement in the restoration of tourism activities post-pandemic or crises events in the Tourism Island of Northern Cyprus. The study sought to uncover the degree of impact of crises events and how pre-crisis preparation and prevention framework aids in the coping and recovery efforts and presenting the strategy model of recovery and development. In the other words, as a result of this research analyzing, we could understand the extent of damage that the outbreak of the pandemic crisis has had on Northern Cyprus tourism industry and how the result of this research and especially new presented model can aid the restart of the industry in order to preserve the local resources of the destination. Our finding is in tantrum with those of Baum and Hai, (2020) which reported that border closures, curtailment of travels, closures of attraction and tourism facilities all culminated in depriving tourist of their right to tourism and hospitality. On the other hand, such measures equally impaired the tourism business owners from their business-as-usual operations. Further, our study noted that the disruption brought about by the pandemic manifested in challenges relating to tourism employees, tourism

business owners and business preparedness to disaster events. These findings resonated with those of Yeh, (2021) who reported economic upheaval as a major impact of the pandemic. Although Yeh's investigation operationalized economic upheaval in form of company falls and job loss, our result which highlighted job loss, reduced revenue, reduced wages, and business closures amongst others supported the same notion.

The theme of disruption and uncertainty is the major impact of COVID-19 on Northern Cyprus tourism which is sub-divided into three sub-codes of "challenges of tourism employees", "challenges of tourism business owners" and "business preparedness" in first step of research data analysis. Tourism marketplace during the pandemic is characterized with varying degree of uncertainty largely due to the evolving nature of governmental policies aimed at managing the spread of the virus. Given that most non-pharmaceutical measures against the spread of the virus are announced as per changes of events, there are great deals of uncertainties and business plans and activities were not attainable. When probed on how the virus impacted their businesses, most informants pointed out the difficulties surrounding business decision making when there is no element of certainty about the next line of action from the government about the pandemic.

The disruption to business also led to rising number of challenges facing employees in the industry. As business began to comply with lockdown and other measures, revenue began to dwindle and so is the capacity of the organizations to keep hold off all their employees. As such, it became inevitable to lay-off employees, those retained are offered reduced wages while some small business had to completely shut down operations. Various government palliatives were available for affected individuals

however, the damage was indeed deleterious. Business owners like employees also felt the brunt of the pandemic. Severe losses of revenue and in some cases, total collapse of business are the highly discussed impacts.

With crisis management, it is often said that the degree of preparedness plays important role in determining the extent of impact of these events. Many informants also believed that most of the disruptions experienced in the industry can be associated with lack of adequate preparation for such incidents. As noted, lack of anticipation for such outbreak and questionable resilience and safety plans are the most discussed sub theme under the business preparedness theme. This finding reflects the opinion of Gössling et. al. (Gössling et al., 2020) which concludes that the pandemics should be evaluated in the light of the potential for reconsideration of the notion that increased tourist arrival equals increased benefit for the destination but the fact that transformative innovations often follow periods of hardships and strains that pandemics can offer.

While the impact of the pandemic is essential in the broad context of the destination management, the key to sustainable destination development lies not in the focus on the impact but on the recovery efforts to restart and revitalize the destination. Given that part of the objectives of the current project is to determine the role of new results in the recovery plans of the destination. In the first stage coding, three themes and 17 sub-codes that informants deemed necessary toward the recovery efforts of the destination. The first theme towards recovery is tourism products. Informants believed that while mass tourism have been instrumental in the development of Northern Cyprus tourism in the pre-pandemic era, specialized tourism products such as agro-tourism, eco-tourism, dark tourism, nature tourism and so on will be the way to go in the rebuilding process of the industry. Many explained that the threat and exposure of

the industry during the current pandemic has shown the need to swift focus from a single-source of tourism earnings but to accentuate other environmentally friendly tourism products that will not only bring about economic gains but will also ensures the sustainability of the destination's resources. Traditionally, tourism marketing and advertisement in Northern Cyprus was de-signed for mass tourism in form of packaged tours. However, a number of the informants are of the opinion that advertisement campaigns should be targeted in the post-pandemic era. Many believed that through the implementation of focused advertisement, niche tour-ism market can emerge and the various eco-friendly tourism products which have not been well projected in the past will gain more market exposures. Need to develop and update governmental agencies' website for easy information access and use is the most discussed sub-code under the strategic positioning of marketing campaign theme. Government websites are deemed authentic and should be the best and most reliable source of marketing information that will not only attract tourist will also aid their experiential journey in the destination.

Some informants also believed that the historic and cultural topography of destination North Cyprus offers it a unique selling point in the screen tourism context. In fact, most of respondents believed that sustainable tourism development can be enhanced to a great degree when all the tourism products of the destination are showcased in block-buster cinemas and movies. Others opined that the current use of brochures can be digitalized and also more applications of information technologies can be used in the advertisement campaigns. Another sub-theme that informants agreed that there is a need for more utilization is the tourism agencies. Many informants expect that tourism agencies should do more in terms of the advertisement and marketing

campaigns of their special sectorial products. Agencies websites should be updated and more interactive for tourists' information access. In fact, result of this research shows that, involvement and participation of all tourism stakeholders can strengthen the recovery process from any kind of disaster. However, the stakeholder role is essential in the overall recovery process from the COVID-19 pandemic and Our finding is same with those of Kumar and Nafi, (2020).

Although many informants believed that the political situation of destination North Cyprus is part of the limiting factors against the restart and recovery of the tourism industry in the destination. They expressed the challenges that tourist faced with the lack of transportation and overall lack of infrastructures. In fact, they believed a viable path to recovery is the opening up of the destination through infrastructural developments and this finding reflects the opinion of Baum and Hai (2020).

As a general, Firstly, the result of this thesis showed that though North Cyprus as a tourism destination possess a disaster management / crisis prevention and mitigation whitepaper, implementation of the actionable recommendations of the whitepaper has not been as aggressive as the rate of detrimental impact of the crises events. Consequently, as recorded and reported in the event of the ongoing pandemic, tourism stakeholders have been significantly impacted with effects ranging from economic to social to psychological such as job loss, business closure

Findings revealed that irrespective of the negative impact of crises events on the destinations' tourism contributions to economic growth, and the eagerness to restart tourism activities, stakeholders are still concerned about the development of their destinations with such concepts as carrying capacity, preventive focus attraction, focus

advertisement and the interpretation implied the conscious need for resource preservation and sustainable tourism development. In sum, the degree of disruption to business-as-usual caused by the crises event could have been mitigated with proper implementation of the existing framework for prevention and resilience of the destination.

The findings of the study support those of extant literature appertaining to the detrimental impacts of COVID-19 on tourism industry. Specifically, the disruption of hospitality and tourism businesses due to government regulations and measures against the spread of the virus is a well-reported impact in hospitality literature.

Also, beyond the impacts of the pandemic, informants showed great enthusiasm towards recovery. Our findings in first stage of qualitative method suggest that pandemic should not only be measured in terms of its deleterious contributions but should be seen in the light of the opportunities it presents. Specifically, the general notion among our study participants indicated that the pause in business-as-usual in North Cyprus tourism serves as a vital point for the re-evaluation of the tourism agenda and its marketing efforts. The notion here is that mass tourism which represents the main tourism product of the destination has more harmful impacts on the destination than the economic gains it brought. Without the pandemic, clear insight of this stronghold of mass tourism on the nations' tourism industry may have been elusive. As such, agitation for alternative tourism development in the form of nature tourism, eco-tourism, and agrotourism are beginning to take a central point in the stakeholder agenda for restart.

In the other hand, according to the final mode of verification, in order to be successful, the causal conditions for the emergence of such changes must first be prepared. It's so important to attention that, after paying attention to the causal conditions, we should continue to improve the idea and modify it. Because, ideas with the passage of time and the change of tastes will have undergone changes so we should be sure un improved ideas are useless for economic reasons. Therefore, sifting ideas and paying attention to the lifespan of an idea is one of the things which according to the results of the research model should be continuously reviewed. based on what was extracted from the model, the appropriate strategy should be adopted by getting feedback from the market and target customers as well as understanding the customer's point of view. One of these strategies is innovative advertising in networks. It is social because this strategy can be border free and the supply and demand for the idea has changed.

Meanwhile, the intervening conditions can affect the implementation strategies. Part of these conditions is previous experience. A person's previous experience, along with the existence of different experiences and expertise, can appear as a contributing factor in the implementation of the model. Experience along with education relatedness can help the implementation of the model as an interdisciplinary project. having people different with required education in technical, management, marketing, technology, etc. fields can lead to complete coverage of the process.

Another part that according to the model can be considered and used by managers as a result of this research are the factors that are coded under the title of contextual conditions, and as long as we pay attention to those items, we can be sure of the model's executive results and consequences.

5.1.1 Contribution to Theory

The knowledge of disaster/crises management and recovery is one of those that is ever-required in extant literature. With every crisis event comes an opportunity to understand the dynamism of the unique contributions of tourism stakeholders and the research context of the crisis location. Given this notion, the current study provides additional knowledge base to the extant literature appertaining to the iterative process of learning and continuous reporting and documentation of new knowledge of effective ways to manage global tourism vulnerability within several local spaces. This view buttressed those of Gurtner (2016) in the case of Bali which indicated the need for constant investigation of crises events as avenue for emancipation of new knowledge paradigms.

Additionally, in agreement with the view of Gall et al. (2015), this study looked beyond the already saturated perspective in academic literature that is limited to investigating the impact of crises through the lenses of strategies and recovery only to include the criticality of the needed mechanism through which recovery efforts are facilitated in the industry and also give consideration the development of the recovery efforts.

Lastly, the study adds to extant knowledge in literature on social vulnerability of tourism, ecological resilience of the destination, and the understanding of tourism-related crises from multi-stakeholders' perspectives. This approach reflects those of Reddy et al. (2020) which proposed a post-conflict recovery framework for tourism and hospitality business.

In fact, the study contributes to build knowledge on crisis management and by expanding the range of strategies and expands the knowledge related to strategies for the revitalization of crisis management, an under-explored group in the literature and the result provided new insights which are believed to contribute to fill the research gap in this field as well as to assist destination in comprehensively tackling the challenges posed by pandemic crises.

This study contributes to existing knowledge by identifying the sequence in which it should be done which means making sense to stimulate it only when all the small-scale points of tourism industry are stronger. Before that, the various actors must understand their individual contributions to the final value of the relationship in a country's crisis strategy. Past studies (Jin et al., 2019) often aimed to understand the impact of crisis on tourism industry. This is because it is difficult to study the event as it unfolds.

It is also important to note the main contribution of the paper. This study extends existing knowledge by proposing a more integrated and systematic conceptual model for strategic thinking and planning, an important approach to take after a major crisis. Contributed to the conceptualization and design of the research, conducted the analysis for Study and the new researcher by localization of conceptual model can use it for their research too.

This research believe that it offers an important snap shot in time of the impact of pandemic Crisis on the relationship between tourism recovery and development and provides a valuable platform and conceptual model for future research.

5.1.2 Contribution to Practice

Tourism management and governance structure in North Cyprus have been successful thus far. However, the measure of success in form of economic benefit alone may jeopardize the development goals of the destination. For a small Mediterranean island destination that prides itself on natural resources like beaches, weather and heritage values, the criticality of sustainability cannot be undermined. As such, key stakeholders in the industry can take cues from the findings of the current study into account when revisiting the policy directions of the destination. Notable, the implementation of the tourism master plan of the destination may be more critical towards the recovery plans now than ever.

In order to attain consistent and improved disaster/crisis hazard reduction plan and the management capacity, government and key policy makers must emphasis on actively developing strategies that are hinged on resident's integration with tourism policy development and resource use.

Collaboration among all stakeholders at all levels of governances is also a major vehicle that will drive the recovery of island. Beyond all stakeholder engagement and collaborations, focus advertisements offers another substantial outlet for destination marketing organizations to explore and showcase the uniqueness of the destination. When policy directions encourages the development of eco-friendly tourism products such as nature tourism, agro-tourism, eco-tourism, slow tourism and so on, and such products are included in targeted marketing campaigns such as in governmental websites, screen tourism and digitalized brochures, the authentic nature of the destination can be communicated effectively to the right market segment who will not

only pay the worth of the experience but will also fan the sustainability agenda of the destination.

Furthermore, since efforts geared towards the containment of the pandemic, though effective, have seen over-reliance of many tourism stakeholders on government subsidies and the resultant over-stretching of resources, prioritizing tasks is critical to recovery efforts. Specifically, prioritizing resource allocation to safety, physical recovery and business recovery in that order is a sure pathway to effective recovery. In the event that multiple crises events are occurring simultaneously, care and attention should be paid to most crucial components and implement the recommended actions to recover.

5.2 Limitation and Future Research Directions

Although the informants of the current project represent major stakeholder composition in North Cyprus tourism industry, drawing from the insights generated in this study, future researcher can develop a different quantitative research and standardized scale for the measure of the destinations' development index and relevant stakeholder's requirements for destination according to established model. Furthermore, we must add that the findings of our current study help to generally explain the experiences and perspectives of the residents to understand the impact of last crisis on the tourism sector of the island. This of course is a finding in this research domain which can serve as anchor for further research agenda delineating the roadmap to tourism recovery studies.

Finally, presenting model in current project can use as a base of recovery and development strategy model of North Cyprus by future researches.

Usually, every researcher and research are meet some problems and limitations.

Among the methods and issues that existed in the present investigation are:

- In the interviews, face to face interview most of time is better and unfortunately because of pandemic we need to used other ways.
- Time limit according to the scope of the subject under investigation.

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APPENDICES

Appendix A: Survey Questionnaire

A FIELD STUDY IN THE RECOVERY AND DEVELOPMENT OF TOURISM IN NORTH CYPRUS

Dear Respondent:

This research is aimed to better understand your perception of the degree has unexpected crisis event such as a pandemic has impacted the tourism industry of North Cyprus. There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms Maryam Ghasemi through her e-mail address: terme572000@yahoo.com.

Thank you for your kind cooperation.

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) Neutral
- (4) I agree
- (5) I strongly agree

SECTION I (Causal Conditions).

One of important Challenges of tourism employees is:

01 Job loosing	1	2	3	4	5
02 Reduced demands	1	2	3	4	5
03 Stagnation	1	2	3	4	5
04 Unpaid leave	1	2	3	4	5
05 Business closure	1	2	3	4	5

One of important Challenges of tourism business owners is:

06 Uncertainties with regulations	1	2	3	4	5
07 Haphazard patronage	1	2	3	4	5
08 Loss of revenue	1	2	3	4	5
09 Complete business collapse	1	2	3	4	5

The Features of stakeholders in development and recovery is based on:

10 Assiduity and effort	1	2	3	4	5
11 Ability to take wise and reasonable risks	1	2	3	4	5
12 Interest in re-building, renovation and productivity	1	2	3	4	5
13 Participatory Management	1	2	3	4	5

The basic needs of recovery and development in north cyprus is becuse of :

14 Economic needs	1	2	3	4	5
15 Strategic and managerial needs	1	2	3	4	5
16 Needs to recovery of crisis and sustainable tourism development	1	2	3	4	5

SECTION II (Intervening Conditions).

The effects of Experience in development and recovery of tourism industry are:

17 Positive effect of related experience	1	2	3	4	5
18 Increase the skills will increse the results and effect positive	1	2	3	4	5
19 Different working experience in the industry will increse the positive effects	1	2	3	4	5

The effects of Knowledge in development and recovery of tourism industry are:

20 Having related knowledge will increse the positive effects	1	2	3	4	5
21 Having interdisciplinary knowledge will increse the positive effects	1	2	3	4	5
22 Having a variety of education, supplements and related will increse the positive effects	1	2	3	4	5

Focus On Product will effects positive in development and recovery of tourism industry by:

23 Diversity of products and variety of tourism types	1	2	3	4	5
24 High quality planning and implementation of products in sustainable tourism	1	2	3	4	5
25 Using the new technologies in the industry	1	2	3	4	5
26 Preparation of notification website for products	1	2	3	4	5

SECTION III (Context Conditions).

Important items of Re-activation in development and recovery of tourism industry are:

27 Failure risk	1	2	3	4	5
28 High price of re-activating and economic problems	1	2	3	4	5
29 Tourism product market demand	1	2	3	4	5
30 Identifying the marketing tools	1	2	3	4	5
31 Terms of stakeholders cooperation	1	2	3	4	5
32 Introduce of products or services in the market	1	2	3	4	5
33 Access to the implementer Information resources	1	2	3	4	5
34 Motivating of creative ideators	1	2	3	4	5
35 Facilitating of technology transferring	1	2	3	4	5
36 Existing the professional database and a network of tourism activities	1	2	3	4	5
37 Providing the financial resources and attract capital	1	2	3	4	5

Important items of business preparedness of tourism industry are:

38 Difficulty in sudden switch to digital platforms	1	2	3	4	5
39 Lack of anticipation for such outbreak	1	2	3	4	5
40 Questionable resilience and safety plans	1	2	3	4	5

Governmental Support in development and recovery of tourism industry can be:

41 Preparing the trustful and updated Information center for travel agencies	1	2	3	4	5
42 clear planning	1	2	3	4	5
43 Tax exemption	1	2	3	4	5
44 Prize and support of good new business plans in tourism	1	2	3	4	5
45 Assign capital and accreditation to applicable designs.	1	2	3	4	5
46 Participation in the risk of new design and project.	1	2	3	4	5

SECTION IV (Core Category Of Phenomenon).

For Continuous improvement and reforming the problems in development and recovery of tourism industry we should do

47 Accepting the problem and modify design in order to resolve	1	2	3	4	5
48 Continues control and reform in process of executive	1	2	3	4	5
49 Attention to the standards	1	2	3	4	5
50 Expand the target parts of the customer in the execution path	1	2	3	4	5
51 Solve executive problems in startup processes	1	2	3	4	5
52 Familiarity with the work process and learning from mistakes	1	2	3	4	5

SECTION V (Strategies).

If we attention about The following factors, Strategy of Pay attention To customer needs can work

53 Get feedback of tourists groups for further improvement	1	2	3	4	5
54 Separation of groups according to their different needs	1	2	3	4	5
55 Make trust of tourists in the destination	1	2	3	4	5
56 Understanding the perspectives of tourists regarding to tourist products	1	2	3	4	5
57 Specialization for customers	1	2	3	4	5

The following factors are important in innovative Advertisement

58 Special advertising program before, during and after performance	1	2	3	4	5
59 Advertising in social media	1	2	3	4	5
60 Movie/screen tourism using advertising	1	2	3	4	5
61 Brochures	1	2	3	4	5
62 Celebrity/ brands	1	2	3	4	5

Tend to developments for recovery and development of North Cyprus tourism can be

63 Improving the public infrastructure	1	2	3	4	5
64 Development of urban transport	1	2	3	4	5
65 Development of tourism infrastructure	1	2	3	4	5
66 Innovation in tourism infrastructure	1	2	3	4	5
67 Development of new products in the direction of sustainable tourism	1	2	3	4	5
68 Using the new technologies and platform to introduce the island as a destination	1	2	3	4	5

SECTION VI (Consequences And Results).

If all the above parameters happen, the result of recovery and development of North Cyprus tourism will be

69 Successful sales in the tourism industry	1	2	3	4	5
70 Gaining customer satisfaction and developing tourism	1	2	3	4	5
71 Increasing the economical income of tourism	1	2	3	4	5
72 Increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	1	2	3	4	5
73 Urban infrastructure development	1	2	3	4	5
74 Development of IT infrastructure					

SECTION VII.

Please indicate your answer by placing a (✓) in the appropriate alternative.

1. How old are you?

- 18-27 ()
 28-37 ()
 38-47 ()
 48-57 ()
 58 and older ()

2. What is your gender?

- Male ()
 Female ()

3. What is the highest level of education you completed?

- Primary School ()
 Secondary School ()
 Vocational School (2-year) ()
 University first degree ()
 Master or Ph.D. Degree ()

4. What is your Scopes in tourism industry ?

- Accommodation ()
 Tour operation ()
 Education ()
 Policy makers ()
 Transport ()
 Restaurant ()

Appendix B: Survey Questionnaire (After Delphi Test)

A FIELD STUDY IN THE RECOVERY AND DEVELOPMENT OF TOURISM IN NORTH CYPRUS

Dear Respondent:

This research is aimed to better understand your perception of the degree has unexpected crisis event such as a pandemic has impacted the tourism industry of North Cyprus. There are no right or wrong answers in this questionnaire. Any sort of information collected during our research will be kept confidential. We appreciate your time and participation in our research very much.

If you have any questions about our research, please do not hesitate to contact Ms Maryam Ghasemi through her e-mail address: terme572000@yahoo.com.

Thank you for your kind cooperation.

Address:

Faculty of Tourism
Eastern Mediterranean University
Gazimagusa, TRNC
Via Mersin 10, Turkey

Please indicate your disagreement or agreement with each statement by crossing the number using the following five-point scale:

- (1) I strongly disagree
- (2) I disagree
- (3) Neutral
- (4) I agree
- (5) I strongly agree

SECTION I (Causal Conditions).

One of important Challenges of tourism employees is:

01 Job loosing	1	2	3	4	5
02 Reduced demands	1	2	3	4	5
03 Unpaid leave	1	2	3	4	5
04 Business closure	1	2	3	4	5

One of important Challenges of tourism business owners is:

05 Haphazard patronage	1	2	3	4	5
06 Loss of revenue	1	2	3	4	5
07 Complete business collapse	1	2	3	4	5

The Features of stakeholders in development and recovery is based on:

08 Assiduity and effort	1	2	3	4	5
09 Ability to take wise and reasonable risks	1	2	3	4	5
10 Interest in re-building, renovation and productivity	1	2	3	4	5
11 Participatory Management	1	2	3	4	5

The basic needs of recovery and development in north cyprus is becuse of:

12 Economic needs	1	2	3	4	5
13 Strategic and managerial needs to crisis recovery and tourism development	1	2	3	4	5

SECTION II (Intervening Conditions).

The effects of Experience in development and recovery of tourism industry are:

14 Positive effect of related experience	1	2	3	4	5
15 Increase the skills will increse the results and effect positive	1	2	3	4	5
16 Different working experience in the industry will increse the positive effects	1	2	3	4	5

The effects of Knowledge in development and recovery of tourism industry are:

17 Having related and interdisciplinary knowledge will increase the positive effects	1	2	3	4	5
18 Having a variety of education, supplements and related will increse the positive effects	1	2	3	4	5

Focus On Product will effects positive in development and recovery of tourism industry by:

19 Diversity of products and variety of tourism types	1	2	3	4	5
20 High quality planning and implementation of products in sustainable tourism.	1	2	3	4	5
21 Using the new technologies in the industry	1	2	3	4	5
22 Preparation of notification website for products	1	2	3	4	5

SECTION III (Context Conditions).

Important items of Re-activation in development and recovery of tourism industry are:

23 High price of re-activating and economic problems	1	2	3	4	5
24 Identifying the marketing tools	1	2	3	4	5
25 Terms of stakeholders cooperation	1	2	3	4	5
26 Introduce of products or services in the market	1	2	3	4	5
27 Motivating of creative ideators	1	2	3	4	5
28 Facilitating of technology transferring	1	2	3	4	5
29 Existing the professional database and a network of tourism activities and access to the implementer Information resources	1	2	3	4	5
30 Providing the financial resources and attract capital	1	2	3	4	5

Important items of business preparedness of tourism industry are:

31 Difficulty in sudden switch to digital platforms	1	2	3	4	5
32 Lack of anticipation for such outbreak	1	2	3	4	5
33 Questionable resilience and safety plans	1	2	3	4	5

Governmental Support in development and recovery of tourism industry can be:

34 Preparing the trustful and updated Information center for travel agencies	1	2	3	4	5
35 Tax exemption	1	2	3	4	5
36 Prize and support of good new business plans in tourism	1	2	3	4	5
37 Assign capital and accreditation to applicable designs.	1	2	3	4	5
38 Participation in the risk of new design and project.	1	2	3	4	5

SECTION IV (Core Category Of Phenomenon).

For Continuous improvement and reforming the problems in development and recovery of tourism industry we should do

39 Accepting the problem, Continues control and modify reform design in executive process	1	2	3	4	5
40 Continues control and reform in process of executive	1	2	3	4	5
41 Expand the target parts of the customer in the execution path	1	2	3	4	5
42 Solve executive problems in startup processes	1	2	3	4	5
43 Familiarity with the work process and learning from mistakes	1	2	3	4	5

SECTION V (Strategies).

If we attention about The following factors, Strategy of Pay attention To customer needs can work

44 Get feedback of tourists groups for further improvement	1	2	3	4	5
45 Make trust of tourists in the destination	1	2	3	4	5
46 Understanding the perspectives of tourists regarding to tourist products	1	2	3	4	5
47 Specialization for customers	1	2	3	4	5

The following factors are important in innovative Advertisement

48 Special advertising program before, during and after performance	1	2	3	4	5
49 Advertising in social media	1	2	3	4	5
50 Movie/screen tourism using advertising	1	2	3	4	5
51 Celebrity/ brands	1	2	3	4	5

Tend to developments for recovery and development of North Cyprus tourism can be

52 Improving the public infrastructure	1	2	3	4	5
53 Development of urban transport	1	2	3	4	5
54 Development and innovation of tourism infrastructure	1	2	3	4	5
55 Development of new products in the direction of sustainable tourism	1	2	3	4	5
56 Using the new technologies and platform to introduce the island as a destination	1	2	3	4	5

SECTION VI (Consequences And Results).

If all the above parameters happen, the result of recovery and development of North Cyprus tourism will be

57 Gaining customer satisfaction and developing tourism	1	2	3	4	5
58 Successful sales and increasing the economic income in the tourism industry	1	2	3	4	5
59 Increasing the positive environmental effect of tourism by make a better infrastructure in the tourist destination	1	2	3	4	5
60 Urban infrastructure development	1	2	3	4	5
61 Development of IT infrastructure	1	2	3	4	5

SECTION VII.

Please indicate your answer by placing a (✓) in the appropriate alternative.

1. How old are you?

- 18-27 ()
 28-37 ()
 38-47 ()
 48-57 ()
 58 and older ()

2. What is your gender?

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3. What is the highest level of education you completed?

- Primary School ()
 Secondary School ()
 Vocational School (2-year) ()
 University first degree ()
 Master or Ph.D. Degree ()

4. What is your Scopes in tourism industry ?

- Accommodation ()
 Tour operation ()
 Education ()
 Policy makers ()
 Transport ()
 Restaurant ()

Appendix C: Output

The results of the First round of Delphi: Kendall's test

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
q1	20	3.7000	1.03110	2.00	5.00
q2	20	3.8500	1.08942	2.00	5.00
q3	20	2.6000	.82078	1.00	4.00
q4	20	3.6500	.98809	2.00	5.00
q5	20	4.0000	.79472	2.00	5.00
q6	20	2.8500	.98809	1.00	4.00
q7	20	3.8500	.81273	2.00	5.00
q8	20	3.7500	.78640	2.00	5.00
q9	20	3.7500	.85070	2.00	5.00
q10	20	4.3500	.81273	2.00	5.00
q11	20	3.6000	.82078	2.00	5.00
q12	20	3.5500	.75915	1.00	4.00
q13	20	3.8500	.93330	2.00	5.00
q14	20	3.7500	.78640	2.00	5.00
q15	20	3.9500	.82558	3.00	5.00
q16	20	2.9500	.82558	1.00	4.00
q17	20	3.9000	.91191	3.00	5.00
q18	20	3.8500	.87509	2.00	5.00
q19	20	3.8000	.76777	3.00	5.00
q20	20	3.3000	.65695	2.00	5.00
q21	20	3.7500	1.06992	1.00	5.00
q22	20	3.9500	.75915	3.00	5.00
q23	20	3.8000	.83351	2.00	5.00
q24	20	3.5000	.94591	2.00	5.00
q25	20	4.0000	.72548	2.00	5.00
q26	20	3.7500	.96655	1.00	5.00
q27	20	2.6000	.88258	1.00	4.00
q28	20	4.0500	.82558	2.00	5.00
q29	20	2.9500	.88704	1.00	4.00
q30	20	4.1000	.78807	2.00	5.00
q31	20	4.1500	.67082	3.00	5.00
q32	20	3.8000	.89443	2.00	5.00
q33	20	2.8000	.76777	2.00	4.00
q34	20	4.0000	.72548	3.00	5.00
q35	20	3.8500	.58714	3.00	5.00
q36	20	3.7500	.71635	2.00	5.00
q37	20	3.5500	.88704	1.00	5.00
q38	20	3.4500	.60481	2.00	4.00
q39	20	3.6500	.87509	1.00	5.00
q40	20	3.7000	.73270	2.00	5.00
q41	20	3.4000	.59824	2.00	4.00
q42	20	2.7000	.92338	1.00	4.00

q43	20	3.5500	.82558	2.00	5.00
q44	20	3.6000	.68056	2.00	5.00
q45	20	3.3000	.65695	2.00	4.00
q46	20	3.4000	.75394	1.00	4.00
q47	20	3.3500	.58714	2.00	4.00
q48	20	3.6500	.87509	2.00	5.00
q49	20	2.8500	.93330	1.00	4.00
q50	20	3.5500	.82558	2.00	5.00
q51	20	3.7000	.57124	3.00	5.00
q52	20	3.7000	.92338	1.00	5.00
q53	20	3.4500	.82558	2.00	5.00
q54	20	2.6500	.93330	1.00	4.00
q55	20	3.6000	.88258	2.00	5.00
q56	20	3.8500	.87509	2.00	5.00
q57	20	3.7000	.86450	2.00	5.00
q58	20	3.7000	.57124	3.00	5.00
q59	20	3.6500	.93330	2.00	5.00
q60	20	3.5000	.60698	2.00	4.00
q61	20	2.9000	.96791	1.00	4.00
q62	20	3.7500	.78640	2.00	5.00
q63	20	3.6000	.75394	2.00	5.00
q64	20	3.3500	.87509	1.00	5.00
q65	20	3.6500	.81273	2.00	5.00
q66	20	3.0500	.88704	1.00	4.00
q67	20	3.8000	.69585	2.00	5.00
q68	20	3.5500	.88704	2.00	5.00
q69	20	3.1000	.85224	1.00	4.00
q70	20	3.6500	.48936	3.00	4.00
q71	20	3.7000	.86450	2.00	5.00
q72	20	3.5500	.60481	3.00	5.00
q73	20	3.6000	.59824	2.00	4.00
q74	20	3.7000	.65695	3.00	5.00

Ranks

	Mean Rank
q1	39.62
q2	44.95
q3	17.25
q4	40.75
q5	48.68
q6	23.50
q7	43.65
q8	40.82
q9	41.25
q10	57.55
q11	40.08
q12	37.65
q13	42.98
q14	41.52
q15	47.02
q16	24.08
q17	45.10
q18	44.55
q19	42.28
q20	30.48
q21	42.75
q22	46.55
q23	42.22
q24	36.25
q25	48.75
q26	40.95
q27	16.58
q28	49.65
q29	25.88
q30	51.12
q31	52.38
q32	41.90
q33	20.82
q34	48.32
q35	44.20
q36	41.25
q37	36.62
q38	32.95
q39	39.70
q40	40.40
q41	32.40
q42	19.72
q43	36.28
q44	37.10
q45	29.65
q46	32.00

q47	30.22
q48	38.58
q49	22.88
q50	35.60
q51	40.90
q52	39.88
q53	34.65
q54	20.95
q55	36.92
q56	43.02
q57	39.82
q58	40.75
q59	37.68
q60	34.10
q61	24.48
q62	41.12
q63	37.45
q64	30.55
q65	37.75
q66	27.62
q67	43.62
q68	35.65
q69	25.00
q70	38.95
q71	41.08
q72	36.58
q73	38.25
q74	40.80

Test Statistics

N	20
Kendall's W ^a	.187
Chi-Square	273.396
df	73
Asymp. Sig.	.000

a. Kendall's Coefficient of Concordance

The results of the second round of Delphi: Kendall's test

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
q1	20	4.4500	.75915	3.00	5.00
q2	20	4.1500	.67082	3.00	5.00
q3	20	4.2000	.76777	3.00	5.00
q4	20	4.4000	.68056	3.00	5.00
q5	20	4.1000	.71818	3.00	5.00
q6	20	4.2000	.69585	3.00	5.00
q7	20	4.2500	.71635	3.00	5.00
q8	20	4.1500	.58714	3.00	5.00
q9	20	4.2500	.71635	3.00	5.00
q10	20	4.3500	.74516	3.00	5.00
q11	20	4.1500	.67082	3.00	5.00
q12	20	4.4000	.68056	3.00	5.00
q13	20	4.2500	.55012	3.00	5.00
q14	20	4.1000	.64072	3.00	5.00
q15	20	4.4000	.82078	3.00	5.00
q16	20	4.1000	.71818	3.00	5.00
q17	20	4.3000	.73270	3.00	5.00
q18	20	4.2000	.61559	3.00	5.00
q19	20	4.2000	.61559	3.00	5.00
q20	20	4.3000	.65695	3.00	5.00
q21	20	4.3500	.58714	3.00	5.00
q22	20	4.1000	.71818	3.00	5.00
q23	20	4.2500	.63867	3.00	5.00
q24	20	4.4000	.59824	3.00	5.00
q25	20	4.4000	.68056	3.00	5.00
q26	20	4.1000	.64072	3.00	5.00
q27	20	4.1000	.44721	3.00	5.00
q28	20	4.2500	.55012	3.00	5.00
q29	20	4.3500	.67082	3.00	5.00
q30	20	4.1500	.67082	3.00	5.00
q31	20	4.2500	.63867	3.00	5.00
q32	20	4.1500	.67082	3.00	5.00
q33	20	4.0500	.60481	3.00	5.00
q34	20	4.1500	.67082	3.00	5.00
q35	20	4.2000	.69585	3.00	5.00
q36	20	4.3500	.58714	3.00	5.00
q37	20	4.1500	.67082	3.00	5.00
q38	20	4.2000	.69585	3.00	5.00
q39	20	4.2000	.61559	3.00	5.00
q40	20	4.3000	.65695	3.00	5.00
q41	20	4.2000	.61559	3.00	5.00
q42	20	4.1000	.71818	3.00	5.00
q43	20	4.0500	.60481	3.00	5.00
q44	20	4.1500	.67082	3.00	5.00
q45	20	4.1500	.74516	3.00	5.00
q46	20	4.2000	.69585	3.00	5.00

q47	20	4.1000	.78807	3.00	5.00
q48	20	4.3000	.57124	3.00	5.00
q49	20	4.2500	.78640	3.00	5.00
q50	20	4.3000	.80131	3.00	5.00
q51	20	4.4000	.59824	3.00	5.00
q52	20	4.0000	.72548	3.00	5.00
q53	20	4.1000	.71818	3.00	5.00
q54	20	4.1500	.67082	3.00	5.00
q55	20	2.9500	.94451	1.00	4.00
q56	20	4.1500	.74516	3.00	5.00
q57	20	4.3500	.74516	3.00	5.00
q58	20	2.7500	1.01955	1.00	4.00
q59	20	4.2500	.55012	3.00	5.00
q60	20	4.3500	.67082	3.00	5.00
q61	20	4.1500	.67082	3.00	5.00
q62	20	4.2500	.78640	3.00	5.00
q63	20	4.1000	.64072	3.00	5.00

Ranks

	Mean Rank
q1	38.10
q2	30.50
q3	31.52
q4	37.72
q5	28.88
q6	31.52
q7	33.20
q8	30.12
q9	33.15
q10	36.68
q11	30.52
q12	38.22
q13	33.62
q14	28.92
q15	37.70
q16	28.48
q17	35.15
q18	32.08
q19	32.12
q20	34.68
q21	36.28
q22	28.92
q23	33.18
q24	38.22
q25	37.88
q26	29.42
q27	29.05
q28	33.62
q29	36.65
q30	30.52
q31	33.60
q32	30.60
q33	27.75
q34	30.48
q35	32.40
q36	36.70
q37	30.58
q38	32.38
q39	32.42
q40	35.48
q41	32.40
q42	28.95
q43	27.42
q44	30.48
q45	30.78
q46	32.10

q47	29.28
q48	35.15
q49	33.88
q50	35.42
q51	38.30
q52	26.18
q53	29.28
q54	30.50
q55	12.82
q56	30.80
q57	37.02
q58	11.90
q59	33.65
q60	36.65
q61	30.82
q62	33.85
q63	29.35

Test Statistics

N	20
Kendall's W ^a	.097
Chi-Square	120.844
df	62
Asymp. Sig.	.000

a. Kendall's Coefficient of Concordance

The results of the third round of Delphi: Kendall's test

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
q1	20	4.4500	.68633	3.00	5.00
q2	20	4.6000	.59824	3.00	5.00
q3	20	4.7000	.47016	4.00	5.00
q4	20	4.5000	.60698	3.00	5.00
q5	20	4.7500	.55012	3.00	5.00
q6	20	4.5000	.68825	3.00	5.00
q7	20	4.4500	.68633	3.00	5.00
q8	20	4.6500	.58714	3.00	5.00
q9	20	4.7000	.57124	3.00	5.00
q10	20	4.4000	.59824	3.00	5.00
q11	20	4.6000	.59824	3.00	5.00
q12	20	4.7500	.63867	3.00	5.00
q13	20	4.5500	.68633	3.00	5.00
q14	20	4.7500	.44426	4.00	5.00
q15	20	4.3500	.67082	3.00	5.00
q16	20	4.5500	.68633	3.00	5.00
q17	20	4.4500	.60481	3.00	5.00
q18	20	4.6500	.67082	3.00	5.00
q19	20	4.7500	.44426	4.00	5.00
q20	20	4.4500	.60481	3.00	5.00
q21	20	4.7000	.57124	3.00	5.00
q22	20	4.6500	.58714	3.00	5.00
q23	20	4.6000	.50262	4.00	5.00
q24	20	4.4500	.68633	3.00	5.00
q25	20	4.5500	.60481	3.00	5.00
q26	20	4.6500	.67082	3.00	5.00
q27	20	4.8500	.36635	4.00	5.00
q28	20	4.4500	.68633	3.00	5.00
q29	20	4.5500	.68633	3.00	5.00
q30	20	4.6500	.48936	4.00	5.00
q31	20	4.7500	.55012	3.00	5.00
q32	20	4.6500	.58714	3.00	5.00
q33	20	4.4500	.60481	3.00	5.00
q34	20	4.5000	.68825	3.00	5.00
q35	20	4.7500	.44426	4.00	5.00
q36	20	4.6500	.48936	4.00	5.00
q37	20	4.6000	.50262	4.00	5.00
q38	20	4.6000	.59824	3.00	5.00
q39	20	4.7000	.57124	3.00	5.00
q40	20	4.5000	.60698	3.00	5.00
q41	20	4.6000	.59824	3.00	5.00
q42	20	4.6500	.58714	3.00	5.00
q43	20	4.5500	.60481	3.00	5.00
q44	20	4.7000	.57124	3.00	5.00
q45	20	4.4000	.68056	3.00	5.00
q46	20	4.4500	.60481	3.00	5.00

q47	20	4.4000	.75394	3.00	5.00
q48	20	4.6000	.50262	4.00	5.00
q49	20	4.3500	.74516	3.00	5.00
q50	20	4.5000	.60698	3.00	5.00
q51	20	4.5500	.60481	3.00	5.00
q52	20	4.6500	.58714	3.00	5.00
q53	20	4.6000	.59824	3.00	5.00
q54	20	4.6000	.59824	3.00	5.00
q55	20	4.7500	.44426	4.00	5.00
q56	20	4.6500	.67082	3.00	5.00
q57	20	4.5000	.51299	4.00	5.00
q58	20	4.6000	.59824	3.00	5.00
q59	20	4.6500	.58714	3.00	5.00
q60	20	4.8500	.36635	4.00	5.00
q61	20	4.6500	.58714	3.00	5.00

Ranks

	Mean Rank
q1	27.08
q2	30.68
q3	33.08
q4	28.15
q5	35.12
q6	29.45
q7	27.75
q8	32.92
q9	34.20
q10	25.50
q11	30.98
q12	36.10
q13	30.48
q14	34.70
q15	24.92
q16	30.82
q17	27.25
q18	33.85
q19	34.45
q20	26.72
q21	33.68
q22	32.85
q23	30.22
q24	27.90
q25	29.48
q26	33.45
q27	37.35
q28	28.08
q29	30.25
q30	31.88
q31	35.68
q32	32.48
q33	27.38
q34	29.15
q35	34.52
q36	31.88
q37	30.08
q38	30.92
q39	34.20
q40	28.42
q41	31.50
q42	32.45
q43	29.48
q44	33.98
q45	26.45
q46	27.05

q47	27.65
q48	30.55
q49	26.20
q50	28.28
q51	29.72
q52	32.82
q53	31.40
q54	31.15
q55	34.42
q56	33.00
q57	27.18
q58	31.12
q59	32.88
q60	37.35
q61	32.35

Test Statistics

N	20
Kendall's W ^a	.046
Chi-Square	54.988
df	60
Asymp. Sig.	.659

a. Kendall's Coefficient of Concordance

Descriptive statistics of research variables

Statistics

	Challenges OFtourismE mployees	ChallengesOf TourismBusi nessOwners	FeaturesOF stakeholder s	BasicNeeds	CausalCon ditions
N Valid	186	186	186	186	186
Missing	0	0	0	0	0
Mean	3.5524	3.4642	3.5417	3.4704	3.5072
Median	3.7500	3.6667	3.7500	3.5000	3.8021
Std. Deviation	.81763	.92880	.85302	.94178	.80872
Variance	.669	.863	.728	.887	.654
Skewness	-.544	-.656	-.508	-.552	-.700
Std. Error of Skewness	.178	.178	.178	.178	.178
Kurtosis	-.805	-.440	-.837	-.184	-.743
Std. Error of Kurtosis	.355	.355	.355	.355	.355

Statistics

	Experience	Knowledge	FocusOnProduct	InterveningConditions
N Valid	186	186	186	186
Missing	0	0	0	0
Mean	3.4928	3.4113	3.5820	3.4954
Median	3.6667	3.5000	3.7500	3.6667
Std. Deviation	.78744	.81634	.74230	.70350
Variance	.620	.666	.551	.495
Skewness	-.531	-.577	-.555	-.793
Std. Error of Skewness	.178	.178	.178	.178
Kurtosis	-.457	-.224	-.438	-.350
Std. Error of Kurtosis	.355	.355	.355	.355

Statistics

	ReActivationFactor	BusinessPreparedness	GovernmentalSupport	ContextConditions
N Valid	186	186	186	186
Missing	0	0	0	0
Mean	3.5827	3.5161	3.5903	3.5630
Median	3.7500	3.6667	3.8000	3.8069
Std. Deviation	.70721	.80690	.79547	.71774
Variance	.500	.651	.633	.515
Skewness	-.982	-.872	-.905	-1.058
Std. Error of Skewness	.178	.178	.178	.178
Kurtosis	.003	.480	.032	.140
Std. Error of Kurtosis	.355	.355	.355	.355

Statistics

ContinuousImprovementAndReformingThe Problems

N Valid	186
Missing	0
Mean	3.5849
Median	3.8000
Std. Deviation	.80363
Variance	.646
Skewness	-.852
Std. Error of Skewness	.178
Kurtosis	.005
Std. Error of Kurtosis	.355

Statistics

		PayAttentionTo CustomerNeeds	InnovativeAdv ertisement	TendToDevelo pment	Strategies
N	Valid	186	186	186	186
	Missing	0	0	0	0
Mean		3.6573	3.6223	3.6183	3.6326
Median		3.7500	3.7500	3.8000	3.8417
Std. Deviation		.80778	.77120	.72655	.70802
Variance		.653	.595	.528	.501
Skewness		-1.090	-.675	-1.046	-1.210
Std. Error of Skewness		.178	.178	.178	.178
Kurtosis		.680	-.098	.353	.346
Std. Error of Kurtosis		.355	.355	.355	.355

Statistics

		CausalCon ditions	Intervening Conditions	ContextC onditions	CoreCateg oryOfPheno menon	Strategi es	Consequen cesAndRes ults
N	Valid	186	186	186	186	186	186
	Missing	0	0	0	0	0	0
Mean		3.5072	3.4954	3.5630	3.5849	3.6326	3.5215
Median		3.8021	3.6667	3.8069	3.8000	3.8417	3.6000
Std. Deviation		.80872	.70350	.71774	.80363	.70802	.65237
Variance		.654	.495	.515	.646	.501	.426
Skewness		-.700	-.793	-1.058	-.852	-1.210	-.930
Std. Error of Skewness		.178	.178	.178	.178	.178	.178
Kurtosis		-.743	-.350	.140	.005	.346	.137
Std. Error of Kurtosis		.355	.355	.355	.355	.355	.355

One-Sample Kolmogorov-Smirnov Test

	Challenge sOfTouris mEmploy ees	Challenge sOfTouris mBusines sOwners	Features OFstakeh olders	BasicNeeds	CausalCondit ions
N	186	186	186	186	186
Normal Parameters ^a Mean	3.5524	3.4642	3.5417	3.4704	3.5072
Std. Deviation	.81763	.92880	.85302	.94178	.80872
Most Extreme Differences Absolute	.155	.178	.161	.165	.184
Positive	.100	.082	.096	.078	.113
Negative	-.155	-.178	-.161	-.165	-.184
Kolmogorov-Smirnov Z	2.109	2.423	2.196	2.246	2.513
Asymp. Sig. (2-tailed)	.000	.000	.000	.000	.000
a. Test distribution is Normal.					

One-Sample Kolmogorov-Smirnov Test

	Experienc e	Knowled ge	FocusOn Product	InterveningCond itions
N	186	186	186	186
Normal Parameters ^a Mean	3.4928	3.4113	3.5820	3.4954
Std. Deviation	.78744	.81634	.74230	.70350
Most Extreme Differences Absolute	.168	.183	.154	.157
Positive	.091	.101	.087	.068
Negative	-.168	-.183	-.154	-.157
Kolmogorov-Smirnov Z	2.291	2.496	2.101	2.145
Asymp. Sig. (2-tailed)	.000	.000	.000	.000
a. Test distribution is Normal.				

One-Sample Kolmogorov-Smirnov Test

	ReActivati onFactor	Business Prepared ness	Governm entalSupp ort	ContextCondi tions
N	186	186	186	186
Normal Parameters ^a Mean	3.5827	3.5161	3.5903	3.5630
Std. Deviation	.70721	.80690	.79547	.71774
Most Extreme Differences Absolute	.201	.192	.204	.207
Positive	.095	.097	.087	.096
Negative	-.201	-.192	-.204	-.207
Kolmogorov-Smirnov Z	2.738	2.622	2.779	2.823
Asymp. Sig. (2-tailed)	.000	.000	.000	.000
a. Test distribution is Normal.				

One-Sample Kolmogorov-Smirnov Test

		Continuous Improvement And Reforming The Problems	Pay Attention To Customer Needs	Innovative Advertising	Tend To Development	Strategies	Consequences And Results
N		186	186	186	186	186	186
Normal Parameters ^a	Mean	3.5849	3.6573	3.6223	3.6183	3.6326	3.5215
	Std. Deviation	.80363	.80778	.77120	.72655	.70802	.65237
Most Extreme Differences	Absolute	.165	.207	.131	.237	.223	.206
	Positive	.085	.100	.067	.120	.111	.108
	Negative	-.165	-.207	-.131	-.237	-.223	-.206
Kolmogorov-Smirnov Z		2.245	2.823	1.780	3.236	3.041	2.805
Asymp. Sig. (2-tailed)		.000	.000	.004	.000	.000	.000
a. Test distribution is Normal.							

Factor analysis of causal conditions

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q13	1.000	5.000	-.315	-1.754	-.344	-.959
q12	1.000	5.000	-.412	-2.296	-.401	-1.116
q11	1.000	5.000	-.383	-2.131	-.563	-1.567
q10	1.000	5.000	-.405	-2.257	-.566	-1.575
q9	1.000	5.000	-.188	-1.047	-.552	-1.536
q8	1.000	5.000	-.454	-2.530	-.483	-1.345
q7	1.000	5.000	-.162	-.903	-.886	-2.466
q6	1.000	5.000	-.624	-3.474	-.359	-.999
q5	1.000	5.000	-.434	-2.418	-.173	-.481
q4	1.000	5.000	-.498	-2.772	-.201	-.558
q3	1.000	5.000	-.379	-2.109	-.456	-1.269
q2	1.000	5.000	.048	.268	-.635	-1.769
q1	1.000	5.000	-.636	-3.541	-.129	-.359
Multivariate					1.348	.466

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	30	128.527	61	.000	2.107
Saturated model	91	.000	0		
Independence model	13	1738.755	78	.000	22.292

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.040	.903	.855	.605
Saturated model	.000	1.000		

Model	RMR	GFI	AGFI	PGFI
Independence model	.567	.196	.062	.168

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.926	.905	.960	.948	.959
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.782	.724	.750
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.077	.059	.096	.010
Independence model	.339	.325	.353	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	116	129
Independence model	11	12

Standardized RMR = .0385

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e12 <--> e16	6.568	-.062
e12 <--> e15	8.682	.064
e11 <--> e12	5.898	-.081
e10 <--> e15	6.056	-.056
e9 <--> e15	6.429	-.057
e9 <--> e14	6.334	.058
e9 <--> e10	10.117	.112
e6 <--> e13	5.170	-.069
e6 <--> e12	14.244	.123
e6 <--> e10	7.413	-.092
e6 <--> e9	6.580	-.085
e5 <--> e17	6.053	.073
e5 <--> e14	6.885	-.067
e5 <--> e13	4.722	.076
e5 <--> e9	7.637	-.106
e3 <--> e9	5.039	.068
e2 <--> e5	7.104	-.097
e2 <--> e3	4.786	.063
e1 <--> e14	5.006	-.048

	M.I.	Par Change
e1 <--> e12	4.617	.072

Variances: (Group number 1 - Default model)

	M.I.	Par Change
--	------	------------

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
q12 <--- q6	4.106	.088
q10 <--- q9	4.405	.112
q9 <--- q10	4.896	.118
q9 <--- q5	4.134	-.096
q6 <--- q12	4.373	.096
q5 <--- q2	4.529	-.130
q2 <--- q5	4.593	-.096

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	36	71.689	55	.065	1.303
Saturated model	91	.000	0		
Independence model	13	1738.755	78	.000	22.292

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.032	.945	.908	.571
Saturated model	.000	1.000		
Independence model	.567	.196	.062	.168

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.959	.942	.990	.986	.990
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.705	.676	.698
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.040	.000	.065	.714
Independence model	.339	.325	.353	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	190	213
Independence model	11	12

Standardized RMR = .0315

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Challenges of tourism employees	<---	Causal_Conditions	1.000				
Challenges of tourism_business owners	<---	Causal_Conditions	1.030	.104	9.930	***	
Features of stakeholders	<---	Causal_Conditions	1.297	.111	11.669	***	
Basic needs	<---	Causal_Conditions	1.100	.104	10.598	***	
q1	<---	Challenges of tourism employees	1.000				
q2	<---	Challenges of tourism employees	.852	.081	10.550	***	
q3	<---	Challenges of tourism employees	.935	.081	11.503	***	
q4	<---	Challenges of tourism employees	1.008	.086	11.685	***	
q5	<---	Challenges of tourism_business owners	1.000				
q6	<---	Challenges of tourism_business owners	1.209	.102	11.817	***	
q7	<---	Challenges of tourism_business owners	.977	.090	10.832	***	
q8	<---	Features of stakeholders	1.000				
q9	<---	Features of stakeholders	.696	.062	11.159	***	
q10	<---	Features of stakeholders	.659	.062	10.677	***	
q11	<---	Features of stakeholders	.844	.069	12.316	***	
q12	<---	Basic needs	1.000				
q13	<---	Basic needs	.966	.075	12.838	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Challenges of tourism employees	<---	Causal_Conditions	.940
Challenges of tourism_business owners	<---	Causal_Conditions	.964
Features of stakeholders	<---	Causal_Conditions	.984
Basic needs	<---	Causal_Conditions	.948
q1	<---	Challenges of tourism employees	.778

		Estimate
q2	<--- Challenges of_tourism employees	.741
q3	<--- Challenges of_tourism employees	.794
q4	<--- Challenges of_tourism employees	.805
q5	<--- Challenges of tourism_ business owners	.749
q6	<--- Challenges of tourism_ business owners	.848
q7	<--- Challenges of tourism_ business owners	.784
q8	<--- Features of_stakeholders	.859
q9	<--- Features of_stakeholders	.706
q10	<--- Features of_stakeholders	.685
q11	<--- Features of_stakeholders	.812
q12	<--- Basic needs	.818
q13	<--- Basic needs	.837

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e9 <--> e10	.122	.038	3.214	.001	
e11 <--> e12	-.098	.033	-2.982	.003	
e3 <--> e9	.092	.031	2.961	.003	
e2 <--> e5	-.104	.036	-2.864	.004	
e6 <--> e12	.132	.037	3.567	***	
e8 <--> e11	-.090	.033	-2.683	.007	
e3 <--> e6	.060	.028	2.142	.032	

Correlations: (Group number 1 - Default model)

	Estimate
e9 <--> e10	.256
e11 <--> e12	-.267
e3 <--> e9	.235
e2 <--> e5	-.240
e6 <--> e12	.358
e8 <--> e11	-.256
e3 <--> e6	.175

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Causal_Conditions	.559	.097	5.751	***	
e16	.030				
e14	.074	.025	2.996	.003	
e15	.045	.023	1.970	.049	
e17	.075	.035	2.146	.032	
e1	.414	.050	8.220	***	
e2	.378	.045	8.478	***	
e3	.324	.040	8.070	***	
e4	.349	.044	7.919	***	
e5	.499	.059	8.426	***	
e6	.363	.050	7.204	***	
e7	.380	.047	8.153	***	
e8	.344	.048	7.189	***	
e9	.472	.052	9.006	***	

	Estimate	S.E.	C.R.	P	Label
e10	.476	.053	9.035	***	
e11	.358	.047	7.706	***	
e12	.371	.052	7.097	***	
e13	.300	.044	6.834	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Basic needs	.900
Features of_stakeholders	.969
Challenges of tourism_ business owners	.930
Challenges of_tourism employees	.884
q13	.701
q12	.669
q11	.659
q10	.469
q9	.499
q8	.738
q7	.615
q6	.720
q5	.561
q4	.648
q3	.631
q2	.548
q1	.605

Intervening

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q22	1.000	5.000	-.121	-.672	-.541	-1.505
q21	1.000	5.000	-.268	-1.493	-.704	-1.960
q20	1.000	5.000	-.150	-.837	-.624	-1.738
q19	2.000	5.000	-.136	-.757	-.731	-2.035
q18	1.000	5.000	-.231	-1.286	-.157	-.438
q17	1.000	5.000	-.561	-3.121	-.130	-.361
q16	1.000	5.000	-.069	-.383	-.609	-1.696
q15	1.000	5.000	-.330	-1.835	-.138	-.384
q14	1.000	5.000	-.104	-.579	-.642	-1.788
Multivariate					-4.108	-1.991

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	19	66.059	26	.000	2.541

Model	NPAR	CMIN	DF	P	CMIN/DF
Saturated model	45	.000	0		
Independence model	9	751.393	36	.000	20.872

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.043	.926	.872	.535
Saturated model	.000	1.000		
Independence model	.389	.349	.187	.280

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.912	.878	.945	.922	.944
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.722	.659	.682
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.091	.064	.119	.008
Independence model	.328	.308	.348	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	109	128
Independence model	13	15

Standardized RMR = .0469

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e10 <--> e11	6.667	.060
e5 <--> e12	9.557	.068
e5 <--> e11	5.295	-.066
e5 <--> e7	7.530	.097
e4 <--> e10	11.799	.097
e4 <--> e9	4.654	-.088
e4 <--> e5	8.990	-.111
e3 <--> e7	5.840	.085
e3 <--> e4	4.687	.082
e2 <--> e6	6.826	.099
e1 <--> e8	5.015	.083
e1 <--> e7	6.781	-.097

Variances: (Group number 1 - Default model)

	M.I.	Par Change
e11	7.897	-.118

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
q18 <--- q20	5.548	.126
q17 <--- q18	5.374	-.140

Model Fit Summary**CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	24	26.795	21	.178	1.276
Saturated model	45	.000	0		
Independence model	9	751.393	36	.000	20.872

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.030	.969	.934	.452
Saturated model	.000	1.000		
Independence model	.389	.349	.187	.280

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.964	.939	.992	.986	.992
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.583	.563	.579
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.039	.000	.077	.641
Independence model	.328	.308	.348	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	226	269
Independence model	13	15

Standardized RMR = .0344

Scalar Estimates (Group number 1 - Default model)**Maximum Likelihood Estimates****Regression Weights: (Group number 1 - Default model)**

			Estimate	S.E.	C.R.	P	Label
Experience.	<---	Intervening_ Conditions	1.000				
Knowledge.	<---	Intervening_ Conditions	1.109	.117	9.469	***	
Focus On_ Product	<---	Intervening_ Conditions	.707	.098	7.231	***	
q14	<---	Experience.	1.000				
q15	<---	Experience.	1.001	.106	9.466	***	
q16	<---	Experience.	.874	.097	8.992	***	
q17	<---	Knowledge.	1.000				
q18	<---	Knowledge.	.766	.086	8.927	***	
q19	<---	Focus On_ Product	1.000				
q20	<---	Focus On_ Product	1.232	.156	7.880	***	
q21	<---	Focus On_ Product	1.305	.159	8.209	***	
q22	<---	Focus On_ Product	1.152	.153	7.543	***	

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Experience.	<---	Intervening_ Conditions	.971
Knowledge.	<---	Intervening_ Conditions	.976
Focus On_ Product	<---	Intervening_ Conditions	.880
q14	<---	Experience.	.749
q15	<---	Experience.	.730
q16	<---	Experience.	.694
q17	<---	Knowledge.	.790
q18	<---	Knowledge.	.673
q19	<---	Focus On_ Product	.630
q20	<---	Focus On_ Product	.725
q21	<---	Focus On_ Product	.769
q22	<---	Focus On_ Product	.692

Covariances: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
e2 <--> e6		.111	.041	2.686	.007	
e1 <--> e7		-.060	.037	-1.633	.103	
e4 <--> e9		-.106	.040	-2.661	.008	
e5 <--> e7		.130	.039	3.281	.001	
e3 <--> e7		.098	.038	2.575	.010	

Correlations: (Group number 1 - Default model)

	Estimate
e2 <--> e6	.235
e1 <--> e7	-.142
e4 <--> e9	-.253
e5 <--> e7	.293
e3 <--> e7	.227

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Intervening_ Conditions	.492	.091	5.383	***	

	Estimate	S.E.	C.R.	P	Label
e10	.030				
e11	.030				
e12	.071	.024	2.932	.003	
e1	.409	.053	7.664	***	
e2	.458	.058	7.831	***	
e3	.430	.053	8.166	***	
e4	.384	.057	6.754	***	
e5	.450	.054	8.254	***	
e6	.483	.057	8.544	***	
e7	.435	.056	7.736	***	
e8	.374	.052	7.179	***	
e9	.458	.058	7.895	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Focus On_ Product Knowledge. Experience.	.775
q22	.953
q21	.943
q20	.479
q19	.591
q18	.525
q17	.396
q16	.453
q15	.624
q14	.481
	.533
	.561

Context

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q38	2.000	5.000	-.199	-1.107	-.705	-1.963
q37	1.000	5.000	-.600	-3.338	-.029	-.082
q36	1.000	5.000	-.458	-2.547	-.004	-.010
q35	1.000	5.000	-.608	-3.382	-.037	-.102
q34	1.000	5.000	-.448	-2.493	-.260	-.724
q33	1.000	5.000	-.431	-2.399	.091	.254
q32	1.000	5.000	-.386	-2.147	-.222	-.617
q31	1.000	5.000	-.419	-2.333	-.238	-.661
q30	1.000	5.000	-.028	-.155	-.177	-.493
q29	1.000	5.000	-.241	-1.339	-.305	-.848
q28	1.000	5.000	-.344	-1.913	-.130	-.361
q27	1.000	5.000	-.609	-3.390	.055	.152
q26	1.000	5.000	-.593	-3.302	-.093	-.258
q25	1.000	5.000	-.339	-1.887	-.392	-1.092
q24	1.000	5.000	-.469	-2.609	-.118	-.329
q23	1.000	5.000	-.551	-3.070	.109	.303
Multivariate					4.853	1.379

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	34	120.279	102	.104	1.179
Saturated model	136	.000	0		
Independence model	16	1670.609	120	.000	13.922

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.032	.927	.903	.696
Saturated model	.000	1.000		
Independence model	.446	.211	.105	.186

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.915	.988	.986	.988
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.850	.789	.840
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.031	.000	.051	.935
Independence model	.264	.253	.276	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	195	213
Independence model	17	18

Standardized RMR = .0343

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Re-Activation_ Factor	<--	Context_ Conditions	1.000				
Business_Preparedness	<--	Context_ Conditions	1.059	.128	8.294	**	*
Governmental_ Support	<--	Context_ Conditions	1.262	.145	8.729	**	*
q23	<--	Re-Activation_ Factor	1.000				
q24	<--	Re-Activation_ Factor	1.056	.126	8.400	**	*
q25	<--	Re-Activation_ Factor	1.090	.123	8.887	**	*
q26	<--	Re-Activation_ Factor	1.206	.136	8.845	**	*
q27	<--	Re-Activation_ Factor	1.224	.130	9.431	**	*
q28	<--	Re-Activation_ Factor	.934	.118	7.915	**	*
q29	<--	Re-Activation_ Factor	.982	.117	8.396	**	*
q30	<--	Re-Activation_ Factor	.879	.118	7.442	**	*
q31	<--	Business_Preparedness	1.000				
q32	<--	Business_Preparedness	1.081	.111	9.712	**	*
q33	<--	Business_Preparedness	1.026	.102	10.020	**	*
q34	<--	Governmental_ Support	1.000				
q35	<--	Governmental_ Support	.995	.086	11.569	**	*
q36	<--	Governmental_ Support	.840	.083	10.106	**	*
q37	<--	Governmental_ Support	.964	.086	11.193	**	*
q38	<--	Governmental_ Support	.704	.078	9.080	**	*

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Re-Activation_ Factor	<---	Context_ Conditions	.986
Business_Preparedness	<---	Context_ Conditions	.948
Governmental_ Support	<---	Context_ Conditions	.966
q23	<---	Re-Activation_ Factor	.654
q24	<---	Re-Activation_ Factor	.693
q25	<---	Re-Activation_ Factor	.741
q26	<---	Re-Activation_ Factor	.737
q27	<---	Re-Activation_ Factor	.797
q28	<---	Re-Activation_ Factor	.647
q29	<---	Re-Activation_ Factor	.693
q30	<---	Re-Activation_ Factor	.603
q31	<---	Business_Preparedness	.737

		Estimate
q32	<--- Business_Preparedness	.726
q33	<--- Business_Preparedness	.748
q34	<--- Governmental_Support	.778
q35	<--- Governmental_Support	.795
q36	<--- Governmental_Support	.710
q37	<--- Governmental_Support	.773
q38	<--- Governmental_Support	.648

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Context_ Conditions	.392	.082	4.786	***	
e18	.050				
e17	.011	.015	.745	.456	
e19	.045	.027	1.678	.093	
e1	.539	.059	9.076	***	
e2	.485	.054	8.945	***	
e3	.392	.045	8.726	***	
e4	.493	.056	8.748	***	
e5	.346	.042	8.330	***	
e6	.489	.054	9.097	***	
e7	.421	.047	8.946	***	
e8	.545	.059	9.205	***	
e9	.411	.050	8.286	***	
e10	.515	.062	8.275	***	
e11	.406	.050	8.079	***	
e12	.436	.053	8.285	***	
e13	.387	.048	8.121	***	
e14	.464	.053	8.749	***	
e15	.418	.050	8.328	***	
e16	.459	.051	9.006	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Governmental_Support	.932
Business_Preparedness	.898
Re-Activation_Factor	.973
q38	.420
q37	.598
q36	.505
q35	.631
q34	.606
q33	.559
q32	.526
q31	.544
q30	.364
q29	.480
q28	.419
q27	.635
q26	.543
q25	.550
q24	.481
q23	.428

Core Category Of Phenomenon

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q43	1.000	5.000	-.436	-2.427	-.320	-.890
q42	1.000	5.000	-.486	-2.708	-.052	-.144
q41	1.000	5.000	-.255	-1.420	-.466	-1.297
q40	1.000	5.000	-.739	-4.114	.206	.574
q39	1.000	5.000	-.341	-1.898	-.093	-.258
Multivariate					-1.261	-1.028

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	10	5.235	5	.388	1.047
Saturated model	15	.000	0		
Independence model	5	446.741	10	.000	44.674

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.017	.989	.967	.330
Saturated model	.000	1.000		
Independence model	.463	.416	.124	.277

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.988	.977	.999	.999	.999
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.500	.494	.500
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.016	.000	.104	.627
Independence model	.486	.448	.525	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	392	534
Independence model	8	10

Standardized RMR = .0178

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
q39 <--- Core Category_Of Phenomenon	1.000				
q40 <--- Core Category_Of Phenomenon	1.199	.113	10.601	***	
q41 <--- Core Category_Of Phenomenon	1.197	.120	9.990	***	
q42 <--- Core Category_Of Phenomenon	1.169	.119	9.834	***	
q43 <--- Core Category_Of Phenomenon	1.262	.122	10.371	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
q39 <--- Core Category_Of Phenomenon	.746
q40 <--- Core Category_Of Phenomenon	.806
q41 <--- Core Category_Of Phenomenon	.760
q42 <--- Core Category_Of Phenomenon	.748
q43 <--- Core Category_Of Phenomenon	.788

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Core Category_Of Phenomenon	.416	.074	5.653	***	
e1	.332	.042	7.948	***	
e2	.322	.045	7.121	***	
e3	.437	.056	7.794	***	
e4	.447	.056	7.923	***	
e5	.403	.054	7.414	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
q43	.622
q42	.559
q41	.577
q40	.650
q39	.556

Strategies

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q56	1.000	5.000	-.333	-1.854	-.251	-.700
q55	1.000	5.000	-.576	-3.207	.089	.247
q54	1.000	5.000	-.624	-3.472	.331	.922
q53	1.000	5.000	-.565	-3.148	.170	.474
q52	1.000	5.000	-.246	-1.369	-.505	-1.406
q51	1.000	5.000	-.773	-4.301	.276	.769
q50	1.000	5.000	-.449	-2.498	.214	.596
q49	1.000	5.000	-.315	-1.753	.009	.025
q48	1.000	5.000	-.371	-2.064	-.158	-.440
q47	1.000	5.000	-.313	-1.743	-.219	-.611
q46	1.000	5.000	-.627	-3.491	.010	.029
q45	1.000	5.000	-.687	-3.823	.019	.053
q44	1.000	5.000	-.695	-3.872	.218	.606
Multivariate					-1.319	-.455

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	28	95.995	63	.005	1.524
Saturated model	91	.000	0		
Independence model	13	1336.942	78	.000	17.140

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.033	.936	.907	.648
Saturated model	.000	1.000		
Independence model	.431	.243	.117	.208

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.928	.911	.974	.968	.974
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.808	.750	.787
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.053	.030	.074	.383
Independence model	.295	.282	.309	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	160	178
Independence model	14	16

Standardized RMR = .0358

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e13 <--> e16	4.021	-.042
e8 <--> e16	7.110	.055
e3 <--> e15	5.642	-.058
e3 <--> e8	7.198	-.101
e3 <--> e6	5.543	-.082
e2 <--> e11	4.198	.070
e1 <--> e10	8.533	.102

Variances: (Group number 1 - Default model)

	M.I.	Par Change
--	------	------------

Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
q53 <--- q44	4.287	.103
q46 <--- q51	4.375	-.106

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	30	78.999	61	.060	1.295
Saturated model	91	.000	0		
Independence model	13	1336.942	78	.000	17.140

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.030	.944	.917	.633
Saturated model	.000	1.000		
Independence model	.431	.243	.117	.208

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.941	.924	.986	.982	.986
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.782	.736	.771
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.040	.000	.063	.738
Independence model	.295	.282	.309	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	188	210
Independence model	14	16

Standardized RMR = .0322

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
Pay Attention	<-- Strategies.	1.000				
To_Customer Needs	- Strategies.					
Tend To_Development	<-- Strategies.	.841	.101	8.322	**	
Innovative_Advertisem	<-- Strategies.	.967	.102	9.509	**	
ent	- Strategies.				*	
q44	<-- Pay Attention	1.000				
	- To_Customer Needs					
q45	<-- Pay Attention	1.048	.100	10.468	**	
	- To_Customer Needs				*	
q46	<-- Pay Attention	1.135	.108	10.510	**	
	- To_Customer Needs				*	
q47	<-- Pay Attention	.875	.091	9.639	**	
	- To_Customer Needs				*	
q48	<-- Innovative_Advertisem	1.000				
	- ent					
q49	<-- Innovative_Advertisem	.888	.088	10.057	**	
	- ent				*	
q50	<-- Innovative_Advertisem	.916	.087	10.500	**	
	- ent				*	
q51	<-- Innovative_Advertisem	1.061	.098	10.827	**	
	- ent				*	
q52	<-- Tend To_Development	1.000				
	- Tend To_Development					
q53	<-- Tend To_Development	1.145	.125	9.182	**	
	- Tend To_Development				*	

			Estimate	S.E.	C.R.	P	Label
q54	<-- -	Tend To_Development	1.088	.12 4	8.746	** *	
q55	<-- -	Tend To_Development	1.106	.12 4	8.953	** *	
q56	<-- -	Tend To_Development	1.074	.12 8	8.415	** *	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
Pay Attention To_Customer Needs <--- Strategies.	.967
Tend To_Development <--- Strategies.	.960
Innovative_Advertisement <--- Strategies.	.941
q44 <--- Pay Attention To_Customer Needs	.733
q45 <--- Pay Attention To_Customer Needs	.785
q46 <--- Pay Attention To_Customer Needs	.791
q47 <--- Pay Attention To_Customer Needs	.725
q48 <--- Innovative_Advertisement	.794
q49 <--- Innovative_Advertisement	.708
q50 <--- Innovative_Advertisement	.734
q51 <--- Innovative_Advertisement	.756
q52 <--- Tend To_Development	.673
q53 <--- Tend To_Development	.742
q54 <--- Tend To_Development	.705
q55 <--- Tend To_Development	.723
q56 <--- Tend To_Development	.676

Covariances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
e1 <--> e10	.107	.038	2.828	.005	
e3 <--> e8	-.109	.038	-2.869	.004	

Correlations: (Group number 1 - Default model)

	Estimate
e1 <--> e10	.247
e3 <--> e8	-.256

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Strategies.	.498	.093	5.367	***	
e16	.030				
e14	.034	.024	1.455	.146	
e15	.061	.027	2.265	.024	
e1	.459	.054	8.443	***	
e2	.363	.046	7.961	***	
e3	.409	.053	7.781	***	
e4	.367	.043	8.498	***	
e5	.309	.040	7.674	***	
e6	.413	.049	8.506	***	
e7	.379	.046	8.319	***	
e8	.443	.055	8.017	***	
e9	.462	.053	8.759	***	

	Estimate	S.E.	C.R.	P	Label
e10	.408	.049	8.283	***	
e11	.459	.054	8.552	***	
e12	.427	.051	8.431	***	
e13	.526	.060	8.712	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Tend To_Development	.922
Innovative_Advertisement	.885
Pay Attention To_Customer Needs	.936
q56	.456
q55	.523
q54	.497
q53	.551
q52	.453
q51	.572
q50	.538
q49	.501
q48	.630
q47	.526
q46	.626
q45	.617
q44	.537

Consequences and Results

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
q61	1.000	5.000	-.288	-1.602	-.026	-.072
q60	2.000	5.000	.046	.255	-.321	-.893
q59	1.000	5.000	-.701	-3.900	.179	.499
q58	1.000	5.000	-.367	-2.044	-.262	-.728
q57	1.000	5.000	-.364	-2.025	.281	.782
Multivariate					-3.226	-2.529

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	10	5.951	5	.311	1.190
Saturated model	15	.000	0		
Independence model	5	267.576	10	.000	26.758

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.019	.988	.963	.329

Model	RMR	GFI	AGFI	PGFI
Saturated model	.000	1.000		
Independence model	.282	.546	.320	.364

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.978	.956	.996	.993	.996
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.500	.489	.498
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.032	.000	.111	.553
Independence model	.373	.335	.412	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	345	469
Independence model	13	17

Standardized RMR = .0255

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
q57 <--- Consequences_ And Results	1.000				
q58 <--- Consequences_ And Results	1.070	.145	7.376	***	
q59 <--- Consequences_ And Results	1.131	.143	7.922	***	
q60 <--- Consequences_ And Results	.837	.115	7.296	***	
q61 <--- Consequences_ And Results	.815	.125	6.540	***	

Standardized Regression Weights: (Group number 1 - Default model)

	Estimate
q57 <--- Consequences_ And Results	.648
q58 <--- Consequences_ And Results	.685
q59 <--- Consequences_ And Results	.770
q60 <--- Consequences_ And Results	.674
q61 <--- Consequences_ And Results	.586

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Consequences_ And Results	.362	.081	4.479	***	
e1	.499	.062	7.993	***	
e2	.468	.061	7.624	***	
e3	.317	.050	6.325	***	
e4	.304	.039	7.738	***	
e5	.461	.054	8.458	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
q61	.343
q60	.455
q59	.593
q58	.469
q57	.420

Structural model

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
CoreCategoryOfPhenomenon	1.600	5.000	-.846	-4.708	-.027	-.075
ConsequencesAndResults	1.800	4.600	-.922	-5.134	.102	.283
TendToDevelopment	1.600	5.000	-1.038	-5.778	.312	.868
InnovativeAdvertisement	1.500	5.000	-.669	-3.726	-.127	-.354
PayAttentionToCustomerNeeds	1.250	5.000	-1.081	-6.021	.629	1.752
ReActivationFactor	1.625	4.625	-.974	-5.423	-.029	-.080
BusinessPreparedness	1.000	5.000	-.865	-4.817	.435	1.210
GovernmentalSupport	1.400	5.000	-.898	-4.998	-.001	-.002
FocusOnProduct	1.750	5.000	-.551	-3.067	-.458	-1.275
Knowledge	1.000	5.000	-.572	-3.186	-.250	-.696
Experience	1.333	5.000	-.527	-2.933	-.477	-1.327
ChallengesOfTourismEmployees	2.000	5.000	-.539	-3.003	-.816	-2.270
ChallengesOfTourismBusinessOwners	1.333	5.000	-.650	-3.620	-.460	-1.281
FeaturesOfstakeholders	1.500	5.000	-.504	-2.805	-.846	-2.356
BasicNeeds	1.000	5.000	-.547	-3.046	-.211	-.587
Multivariate					27.478	8.297

Observations farthest from the centroid (Mahalanobis distance) (Group number 1)

Observation number	Mahalanobis d-squared	p1	p2
164	56.398	.000	.000
110	41.564	.000	.001
22	41.309	.000	.000
51	39.247	.001	.000
12	35.273	.002	.000
178	32.633	.005	.001
177	30.865	.009	.002
167	30.651	.010	.001
185	27.749	.023	.031
112	27.002	.029	.044
122	26.421	.034	.053
90	26.251	.035	.034

Observation number	Mahalanobis d-squared	p1	p2
31	26.007	.038	.026
76	25.141	.048	.066
20	25.095	.049	.039
6	24.530	.057	.064
36	24.526	.057	.036
125	24.153	.063	.044
127	23.277	.078	.144
181	23.235	.079	.102
99	23.070	.083	.090
70	22.902	.086	.081
103	22.510	.095	.117
15	22.186	.103	.148
80	21.953	.109	.160
84	21.626	.118	.207
18	21.361	.126	.240
77	21.009	.137	.319
120	20.890	.140	.300
129	20.827	.142	.259
62	20.573	.151	.305
16	20.501	.154	.270
42	20.173	.165	.359
176	20.051	.170	.350
168	20.018	.171	.298
88	19.957	.174	.263
123	19.615	.187	.370
39	19.388	.197	.426
28	19.324	.199	.392
4	19.168	.206	.411
135	19.103	.209	.380
48	19.040	.212	.349
24	18.593	.233	.549
109	18.539	.235	.513
98	18.412	.242	.524
144	18.294	.248	.531
160	18.136	.256	.564
183	18.135	.256	.498
139	18.039	.261	.493
104	18.025	.261	.436
78	18.011	.262	.381
61	17.883	.269	.398
180	17.848	.271	.358
105	17.817	.272	.317
2	17.690	.279	.335
163	17.243	.305	.568
166	17.242	.305	.506
132	17.239	.305	.445
86	17.150	.310	.443
186	16.741	.335	.662
113	16.575	.345	.711
171	16.492	.350	.709
59	16.312	.362	.765
151	16.308	.362	.718

Observation number	Mahalanobis d-squared	p1	p2
58	16.137	.373	.770
43	16.080	.377	.755
179	15.818	.394	.847
63	15.601	.409	.900
57	15.526	.414	.899
13	15.441	.420	.901
143	15.352	.426	.905
60	15.234	.435	.917
89	15.214	.436	.899
118	14.926	.457	.955
97	14.836	.463	.957
71	14.818	.465	.946
87	14.815	.465	.929
146	14.726	.471	.933
154	14.653	.477	.933
173	14.604	.480	.926
55	14.295	.503	.973
142	14.202	.510	.975
11	14.101	.518	.979
65	14.044	.522	.977
137	14.004	.525	.974
27	13.970	.528	.969
29	13.961	.529	.958
130	13.957	.529	.945
8	13.946	.530	.929
68	13.638	.553	.975
128	13.614	.555	.970
73	13.448	.568	.981
74	13.416	.570	.977
26	13.297	.579	.982
148	13.256	.582	.980
141	13.248	.583	.972
116	13.248	.583	.962
111	13.183	.588	.961
10	13.163	.590	.952
30	13.093	.595	.952

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
CoreCategoryOfPhenomenon	1.600	5.000	-.873	-4.728	-.001	-.004
ConsequencesAndResults	1.800	4.600	-.941	-5.098	.061	.166
TendToDevelopment	1.600	5.000	-1.000	-5.418	.193	.524
InnovativeAdvertisement	1.500	5.000	-.652	-3.530	-.172	-.466
PayAttentionToCustomerNeeds	1.250	5.000	-1.066	-5.774	.572	1.548
ReActivationFactor	1.625	4.625	-1.057	-5.725	.209	.566
BusinessPreparedness	1.000	5.000	-.931	-5.045	.740	2.004
GovernmentalSupport	1.400	4.800	-.945	-5.117	.027	.072
FocusOnProduct	1.750	5.000	-.594	-3.215	-.276	-.746
Knowledge	1.000	5.000	-.579	-3.136	-.254	-.687
Experience	1.333	5.000	-.567	-3.071	-.344	-.933

Variable	min	max	skew	c.r.	kurtosis	c.r.
ChallengesOfTourismEmployees	2.000	5.000	-.604	-3.270	-.665	-1.801
ChallengesOfTourismBusinessOwners	1.333	5.000	-.703	-3.805	-.360	-.976
FeaturesOfstakeholders	1.500	5.000	-.559	-3.027	-.722	-1.955
BasicNeeds	1.000	5.000	-.534	-2.890	-.179	-.485
Multivariate					7.665	2.251

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	35	243.445	85	.000	2.864
Saturated model	120	.000	0		
Independence model	15	3147.841	105	.000	29.979

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.027	.834	.766	.591
Saturated model	.000	1.000		
Independence model	.415	.121	-.005	.106

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.923	.904	.948	.936	.948
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.810	.747	.767
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.103	.088	.119	.000
Independence model	.407	.395	.419	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	78	85
Independence model	8	8

Standardized RMR = .0437

Modification Indices (Group number 1 - Default model)

Covariances: (Group number 1 - Default model)

	M.I.	Par Change
e14 <--> Context_Conditions	65.325	.109
e14 <--> Causal_Conditions	18.149	-.044
e11 <--> Intervening_Conditions	6.943	-.024
e10 <--> e14	8.661	.028
e9 <--> Intervening_Conditions	5.930	-.022
e9 <--> e14	4.205	.030
e8 <--> e14	4.482	.025
e7 <--> Context_Conditions	20.764	.055
e7 <--> e14	11.111	.046
e7 <--> e15	4.717	.020
e7 <--> e13	13.586	.035
e7 <--> e11	5.782	-.031
e6 <--> Context_Conditions	7.644	-.036
e6 <--> e14	6.247	-.038
e6 <--> e10	4.868	-.020
e5 <--> e14	5.976	-.037
e5 <--> e9	13.402	-.053
e4 <--> Context_Conditions	4.554	-.028
e4 <--> e14	10.768	-.049
e4 <--> e7	5.342	-.031
e4 <--> e5	6.382	.037
e3 <--> Context_Conditions	4.369	-.031
e3 <--> e14	9.038	-.051
e3 <--> e10	4.176	-.021
e3 <--> e8	4.335	.027
e3 <--> e6	5.518	.039
e2 <--> Context_Conditions	5.159	-.025
e1 <--> e3	9.417	.057

Variances: (Group number 1 - Default model)

	M.I.	Par Change
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Regression Weights: (Group number 1 - Default model)

	M.I.	Par Change
CoreCategoryOfPhenomenon <--- Context_Conditions	11.441	.161
BusinessPreparedness <--- Experience	5.508	-.099
FocusOnProduct <--- TendToDevelopment	7.772	.116
FocusOnProduct <--- ReActivationFactor	4.313	.092
Experience <--- BusinessPreparedness	5.491	-.101

Model Fit Summary**CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	44	94.263	76	.076	1.240
Saturated model	120	.000	0		
Independence model	15	3147.841	105	.000	29.979

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.017	.935	.897	.592
Saturated model	.000	1.000		
Independence model	.415	.121	-.005	.106

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.970	.959	.994	.992	.994
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.724	.702	.719
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.037	.000	.060	.810
Independence model	.407	.395	.419	.000

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	181	200
Independence model	8	8

Standardized RMR = .0269

Scalar Estimates (Group number 1 - Default model)

Maximum Likelihood Estimates

Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P	Label
CoreCategoryOfPhenomenon	<-- Causal_Conditions	.882	.074	11.841	**	
Strategies.	<-- CoreCategoryOfPhenomenon	.107	.049	2.213	.027	

			Estimate	S.E.	C.R.	P	Label
Strategies.	<--	Intervening_Conditions	.281	.053	5.275	**	
Strategies.	<--	Context_Conditions	.657	.050	13.123	**	
BasicNeeds	<--	Causal_Conditions	1.000				
FeaturesOfstakeholders	<--	Causal_Conditions	.979	.075	12.962	**	
ChallengesOfTourismBusinessOwners	<--	Causal_Conditions	.989	.084	11.754	**	
ChallengesOfTourismEmployees	<--	Causal_Conditions	.865	.075	11.515	**	
Experience	<--	Intervening_Conditions	1.000				
Knowledge	<--	Intervening_Conditions	1.045	.072	14.499	**	
FocusOnProduct	<--	Intervening_Conditions	.835	.069	12.079	**	
GovernmentalSupport	<--	Context_Conditions	1.000				
BusinessPreparedness	<--	Context_Conditions	.982	.058	16.837	**	
ReActivationFactor	<--	Context_Conditions	.924	.043	21.676	**	
PayAttentionToCustomerNeeds	<--	Strategies.	1.000				
InnovativeAdvertisement	<--	Strategies.	.928	.072	12.933	**	
TendToDevelopment	<--	Strategies.	.952	.061	15.626	**	
ConsequencesAndResults	<--	Strategies.	.764	.054	14.098	**	

Standardized Regression Weights: (Group number 1 - Default model)

		Estimate
CoreCategoryOfPhenomenon	<--- Causal_Conditions	.794
Strategies.	<--- CoreCategoryOfPhenomenon	.125
Strategies.	<--- Intervening_Conditions	.315
Strategies.	<--- Context_Conditions	.791
BasicNeeds	<--- Causal_Conditions	.805
FeaturesOfstakeholders	<--- Causal_Conditions	.874
ChallengesOfTourismBusinessOwners	<--- Causal_Conditions	.790
ChallengesOfTourismEmployees	<--- Causal_Conditions	.782
Experience	<--- Intervening_Conditions	.873
Knowledge	<--- Intervening_Conditions	.891
FocusOnProduct	<--- Intervening_Conditions	.789
GovernmentalSupport	<--- Context_Conditions	.910
BusinessPreparedness	<--- Context_Conditions	.897
ReActivationFactor	<--- Context_Conditions	.958
PayAttentionToCustomerNeeds	<--- Strategies.	.856
InnovativeAdvertisement	<--- Strategies.	.827
TendToDevelopment	<--- Strategies.	.924
ConsequencesAndResults	<--- Strategies.	.803

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Causal_Conditions	<-->	Intervening_Conditions	.356	.048	7.466	***	
Causal_Conditions	<-->	Context_Conditions	.196	.030	6.567	***	
e1	<-->	e2	-.018	.015	-1.191	.234	
e2	<-->	e4	.026	.015	1.761	.078	
e5	<-->	e6	-.024	.023	-1.062	.288	
e5	<-->	e7	-.012	.020	-.572	.568	
e8	<-->	e9	-.013	.017	-.761	.447	
e11	<-->	e13	-.028	.010	-2.722	.006	
e11	<-->	e12	-.027	.014	-1.904	.057	
e12	<-->	e13	-.028	.011	-2.605	.009	
e9	<-->	e10	-.026	.014	-1.839	.066	
e3	<-->	e4	.024	.018	1.391	.164	

Correlations: (Group number 1 - Default model)

			Estimate
Causal_Conditions	<-->	Intervening_Conditions	.852
Causal_Conditions	<-->	Context_Conditions	.439
e1	<-->	e2	-.113
e2	<-->	e4	.177
e5	<-->	e6	-.180
e5	<-->	e7	-.071
e8	<-->	e9	-.113
e11	<-->	e13	-.332
e11	<-->	e12	-.195
e12	<-->	e13	-.321
e9	<-->	e10	-.374
e3	<-->	e4	.118

Variances: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
Causal_Conditions	.389	.058	6.680	***	
Intervening_Conditions	.449	.067	6.720	***	
Context_Conditions	.516	.067	7.728	***	
e14	.178	.021	8.284	***	
e15	.049				
e1	.211	.027	7.872	***	
e2	.115	.017	6.680	***	
e3	.229	.028	8.284	***	
e4	.185	.023	8.020	***	
e5	.141	.031	4.599	***	
e6	.127	.025	5.076	***	
e7	.191	.025	7.666	***	
e8	.108	.017	6.467	***	
e9	.120	.027	4.534	***	
e10	.039	.011	3.626	***	
e11	.130	.019	6.874	***	
e12	.142	.020	7.072	***	
e13	.055	.011	4.887	***	
e16	.115	.013	8.604	***	

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
CoreCategoryOfPhenomenon	.630
Strategies.	.862
ConsequencesAndResults	.645
TendToDevelopment	.854
InnovativeAdvertisement	.683
PayAttentionToCustomerNeeds	.733
ReActivationFactor	.918
BusinessPreparedness	.805
GovernmentalSupport	.827
FocusOnProduct	.622
Knowledge	.794
Experience	.761
ChallengesOfTourismEmployees	.612
ChallengesOfTourismBusinessOwners	.624
FeaturesOfStakeholders	.764
BasicNeeds	.648

Standardized Total Effects (Group number 1 - Default model)

	Context_C onditions	Intervening_ Conditions	Causal_C onditions	CoreCategoryOf Phenomenon	Strate gies.
CoreCategoryOfPhenomenon	.000	.000	.794	.000	.000
Strategies.	.791	.315	.099	.125	.000
ConsequencesAndResults	.635	.253	.079	.100	.803
TendToDevelopment	.731	.291	.091	.115	.924
InnovativeAdvertisement	.654	.260	.082	.103	.827
PayAttentionToCustomerNeeds	.677	.270	.085	.107	.856
ReActivationFactor	.958	.000	.000	.000	.000
BusinessPreparedness	.897	.000	.000	.000	.000
GovernmentalSupport	.910	.000	.000	.000	.000
FocusOnProduct	.000	.789	.000	.000	.000
Knowledge	.000	.891	.000	.000	.000
Experience	.000	.873	.000	.000	.000
ChallengesOfTourismEmployees	.000	.000	.782	.000	.000
ChallengesOfTourismBusinessOwners	.000	.000	.790	.000	.000
FeaturesOfStakeholders	.000	.000	.874	.000	.000
BasicNeeds	.000	.000	.805	.000	.000

Standardized Direct Effects (Group number 1 - Default model)

	Context_C onditions	Intervening_ Conditions	Causal_C onditions	CoreCategoryOf Phenomenon	Strate gies.
CoreCategoryOfPhenomenon	.000	.000	.794	.000	.000
Strategies.	.791	.315	.000	.125	.000

	Context_C onditions	Intervening_ Conditions	Causal_C onditions	CoreCategoryOf Phenomenon	Strate gies.
ConsequencesAndRe sults	.000	.000	.000	.000	.803
TendToDevelopment	.000	.000	.000	.000	.924
InnovativeAdvertise ment	.000	.000	.000	.000	.827
PayAttentionToCusto merNeeds	.000	.000	.000	.000	.856
ReActivationFactor	.958	.000	.000	.000	.000
BusinessPreparedness	.897	.000	.000	.000	.000
GovernmentalSupport	.910	.000	.000	.000	.000
FocusOnProduct	.000	.789	.000	.000	.000
Knowledge	.000	.891	.000	.000	.000
Experience	.000	.873	.000	.000	.000
ChallengesOfTourism Employees	.000	.000	.782	.000	.000
ChallengesOfTourism BusinessOwners	.000	.000	.790	.000	.000
FeaturesOfstakehold ers	.000	.000	.874	.000	.000
BasicNeeds	.000	.000	.805	.000	.000

Standardized Indirect Effects (Group number 1 - Default model)

	Context_C onditions	Intervening_ Conditions	Causal_C onditions	CoreCategoryOf Phenomenon	Strate gies.
CoreCategoryOfPhen omenon	.000	.000	.000	.000	.000
Strategies.	.000	.000	.099	.000	.000
ConsequencesAndRe sults	.635	.253	.079	.100	.000
TendToDevelopment	.731	.291	.091	.115	.000
InnovativeAdvertise ment	.654	.260	.082	.103	.000
PayAttentionToCusto merNeeds	.677	.270	.085	.107	.000
ReActivationFactor	.000	.000	.000	.000	.000
BusinessPreparedness	.000	.000	.000	.000	.000
GovernmentalSupport	.000	.000	.000	.000	.000
FocusOnProduct	.000	.000	.000	.000	.000
Knowledge	.000	.000	.000	.000	.000
Experience	.000	.000	.000	.000	.000
ChallengesOfTourism Employees	.000	.000	.000	.000	.000
ChallengesOfTourism BusinessOwners	.000	.000	.000	.000	.000
FeaturesOfstakehold ers	.000	.000	.000	.000	.000
BasicNeeds	.000	.000	.000	.000	.000

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
ChallengesOfTourismEmployees	186	3.5524	.81763	2.00	5.00
ChallengesOfTourismBusinessOwners	186	3.4642	.92880	1.33	5.00
FeaturesOfstakeholders	186	3.5417	.85302	1.50	5.00
BasicNeeds	186	3.4704	.94178	1.00	5.00
CausalConditions	186	3.5072	.80872	1.58	4.94
Experience	186	3.4928	.78744	1.33	5.00
Knowledge	186	3.4113	.81634	1.00	5.00
FocusOnProduct	186	3.5820	.74230	1.75	5.00
InterveningConditions	186	3.4954	.70350	1.61	4.61
ReActivationFactor	186	3.5827	.70721	1.62	4.62
BusinessPreparedness	186	3.5161	.80690	1.00	5.00
GovernmentalSupport	186	3.5903	.79547	1.40	5.00
ContextConditions	186	3.5630	.71774	1.47	4.70
ContinuousImprovementAndReformingTheProblems	186	3.5849	.80363	1.60	5.00
PayAttentionToCustomerNeeds	186	3.6573	.80778	1.25	5.00
InnovativeAdvertisement	186	3.6223	.77120	1.50	5.00
TendToDevelopment	186	3.6183	.72655	1.60	5.00
Strategies	186	3.6326	.70802	1.87	4.72
ConsequencesAndResults	186	3.5215	.65237	1.80	4.60

Binomial Test

		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (1-tailed)
ChallengesOfTourismEmployees	Group 1	<= 3	53	.3	.6	.000 ^{a,b}
	Group 2	> 3	133	.7		
	Total		186	1.0		
ChallengesOfTourismBusinessOwners	Group 1	<= 3	56	.3	.6	.000 ^{a,b}
	Group 2	> 3	130	.7		
	Total		186	1.0		
FeaturesOfstakeholders	Group 1	<= 3	53	.3	.6	.000 ^{a,b}
	Group 2	> 3	133	.7		
	Total		186	1.0		
BasicNeeds	Group 1	<= 3	69	.4	.6	.000 ^{a,b}
	Group 2	> 3	117	.6		
	Total		186	1.0		
CausalConditions	Group 1	<= 3	50	.3	.6	.000 ^{a,b}
	Group 2	> 3	136	.7		
	Total		186	1.0		
Experience	Group 1	<= 3	56	.3	.6	.000 ^{a,b}
	Group 2	> 3	130	.7		
	Total		186	1.0		
Knowledge	Group 1	<= 3	67	.4	.6	.000 ^{a,b}
	Group 2	> 3	119	.6		
	Total		186	1.0		
FocusOnProduct	Group 1	<= 3	45	.2	.6	.000 ^{a,b}
	Group 2	> 3	141	.8		
	Total		186	1.0		
InterveningConditions	Group 1	<= 3	47	.3	.6	.000 ^{a,b}
	Group 2	> 3	139	.7		
	Total		186	1.0		
ReActivationFactor	Group 1	<= 3	38	.2	.6	.000 ^{a,b}
	Group 2	> 3	148	.8		
	Total		186	1.0		
BusinessPreparedness	Group 1	<= 3	43	.2	.6	.000 ^{a,b}
	Group 2	> 3	143	.8		
	Total		186	1.0		
GovernmentalSupport	Group 1	<= 3	38	.2	.6	.000 ^{a,b}
	Group 2	> 3	148	.8		
	Total		186	1.0		
ContextConditions	Group 1	<= 3	39	.2	.6	.000 ^{a,b}
	Group 2	> 3	147	.8		
	Total		186	1.0		
ContinuousImprovementAndReform	Group 1	<= 3	42	.2	.6	.000 ^{a,b}
	Group 2	> 3	144	.8		
	Total		186	1.0		

mingTheProblem s	Total		186	1.0		
PayAttentionToC ustomerNeeds	Group 1	<= 3	35	.2	.6	.000 ^{a,b}
	Group 2	> 3	151	.8		
	Total		186	1.0		
InnovativeAdverti sement	Group 1	<= 3	38	.2	.6	.000 ^{a,b}
	Group 2	> 3	148	.8		
	Total		186	1.0		
TendToDevelopm ent	Group 1	<= 3	34	.2	.6	.000 ^{a,b}
	Group 2	> 3	152	.8		
	Total		186	1.0		
Strategies	Group 1	<= 3	34	.2	.6	.000 ^{a,b}
	Group 2	> 3	152	.8		
	Total		186	1.0		
ConsequencesAn dResults	Group 1	<= 3	34	.2	.6	.000 ^{a,b}
	Group 2	> 3	152	.8		
	Total		186	1.0		

a. Alternative hypothesis states that the proportion of cases in the first group < .6.

b. Based on Z Approximation.