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TABLE OF CONTENTS

HOW DMO REFLECTS COMMUNITY IDENTITY IN FESTIVALS FOR DESTINATION MARKETING

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ABSTRACT

Recently, the importance of local community identity in destination branding has been argued, but there is lack of studies about relationship between community identity and destination branding using festivals. This study aims to investigate to what extent festival identity is reflected as a way of destination branding adopting the case study approach. Content analysis using brochures, guidebooks and website, and expert interviews with practitioners from DMO was employed to confirm the findings from content analysis. The findings indicate that community identity is generally reflected as a tool of destination branding, but mere reflection of community identity in festival does not yield optimal returns. This research identifies the importance of reflecting community identity in festivals as well as how to reflect community identity in festivals plays significant role in achieving the purpose of the festival.

Key Words: Destination Marketing, Festival, Community Identity

INTRODUCTION

Local community plays the most significant role in destination branding, for it is the local community that adds uniqueness to the festival (Dredge & Jenkinson, 2007). According to Bowdin, Allen, O'Toole, Harris, & McDonnell (2006), festivals must reflect the genuineness and uniqueness of the local community if they are to attract tourists. From this point of views, the development of festival's brand identity should originate from the identity of the local community, because a brand is created by and emerges from the people themselves (Gilmore, 2002).

Since it is the local community that communicates with visitors and adds a unique atmosphere to the festival (Dredge & Jenkinson, 2007), it is important for DMOs (Destination Marketing Organization) to know what the community identity is and how it can be reflected in destination branding and in the festivals themselves to boost the destination's image as a tourist destination (Getz, 2005). By considering these elements, DMOs could gain the support of the local community, which is essential to the sustainability of festivals (Getz, 2005), but also the support of cultural tourists who seek authenticity in their destinations (Real, 2000). By reflecting their true identity in their brand identity, communities can also strengthen their pride, which will positively influence the communities' attitudes toward visitors (Dredge & Jenkinson, 2007; Getz, 2005).

Given the scarcity of research on community identity in festivals held for the purpose of destination branding, the current study uses a case study of the Hi! Seoul Festival in Seoul, South Korea, to provide insight into the importance of community identity in festivals held for destination branding. In addition, by assessing Seoul's strengths and weaknesses in portraying its image in festivals, the study provides information to other DMOs that are planning or holding festivals as a way of destination branding.

Liturature Review

Destination Branding

There has been general agreement that concept of brand can be applied not only to products but also services and places. Increasing competition in world tourism market and growing substitutability of destinations influence today's tourists to have more destination choice. As tourists are becoming more sophisticated, and they want holiday experiences different from others as a way of displaying their identity, they want more other than simply traditional 'sand, sun and sea' type of vacation. Thus, the need of differentiation for destinations from other competitors has increased (Peirce & Ritchie, 2007).

Consequently, a brand that can help consumer to simplify the process of decisions, creating emotional appeal and exclusive value and delivering expectations, became considered as invaluable. Today's destinations need to provide the reason to choose the destination among other alternatives, answering to the question why visitors should visit the very destination (Anholt, 2007; Kolb, 2006; Morgan & Pritchard, 1998). The uniqueness of destination branding compared to product branding is that destination branding needs to consider social aspects such as impact on the community, and it goes to the heart of questions of identity and social evolution. Destination branding embodies its histories and locations. In addition, destination branding includes the capital usually generated from taxes of its residents and invested futures that promise or highlight certain specific possibilities which the destination branding needs to accomplish (Donald & Gammack, 2007).

Brand is considered to consist of two components which are brand identity and brand image. While brand image represents the actual image perceived by consumers and help them to choose a destination reflecting their identity (Anholt, 2007), brand identity in destination branding is more internal focused component, representing self-image and value, and desired market image of producer such as DMOs and stakeholders of a destination, and this affects brand image through brand positioning (Cai, 2002; Pike, 2008) (see Fig. 1).
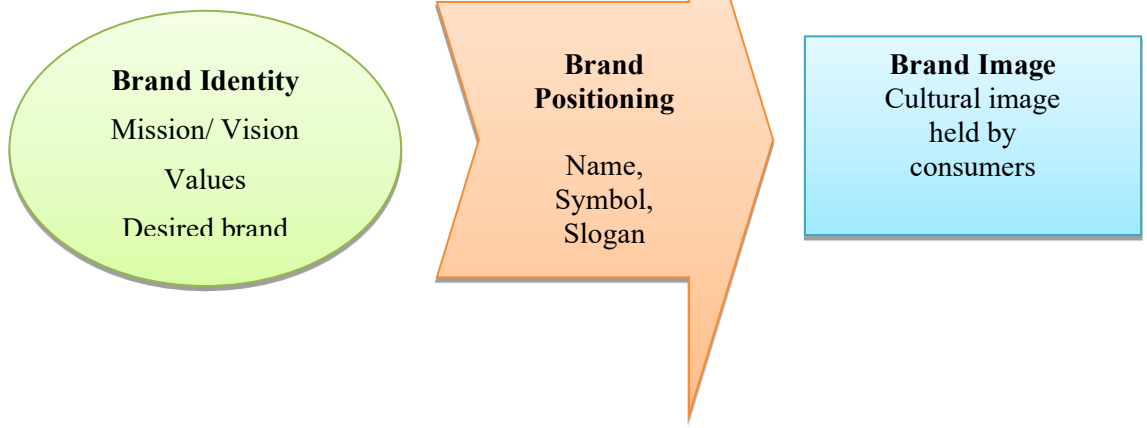
Figure 1: Branding identity, branding positioning, and brand image

Source: Pike, 2008:179

Inter-connectedness of destination image and destination brand identity in the minds of tourists and mechanics of marketing has been stressed in recent studies (Henderson, 2006). Though studies of brand image which focus on customers' point of view have been conducted increasingly, there is sparse published research regarding destination brand identity (Ekinci & Hosany, 2006; Pike, 2008). Besides, it is recently argued that the key point in destination branding is that brand identity has to be rooted in community and their value of the destination, for in many places a brand is created by or emerges from the people in the destination (Donald & Gammack 2007; Gilmore, 2002; Pike, 2008). This would imply that more attention to be placed on the concepts of identity and community.

Festival and Local Community in Destination Branding

Successful festivals make a contribution to travelers' favorable perception of a destination and recognition of a place as a potential tourist destination on the tourism map and help a place to gain a lively and cheery image (Felsenstein & Fleischer, 2003). With their implications of joyfulness, sociability, and cheerfulness, festivals provide a ready-made set of positive images (Quinn, 2005). Therefore, festivals are often used to give people a sense the cultural atmosphere of a local destination and to deliver the impression of variety, activity, and sophistication (Getz,

1991). Destination managers use festivals because of the image associated with festivals, which could be transferred to the image of the host community and destination (Getz, 2005). Therefore, major festivals and events have become a standard destination-branding strategy (Getz, 2005; Richards and Wilson, 2006). However, perhaps because festivals are considered 'quick fix' solutions (Quinn, 2005, p.927) for shaping destinations' images, they run the risk of duplicating other festivals (Richards & Wilson, 2004; Richards & Wilson, 2006) and lacking any real connection with the destination, especially with the local residents (Quinn, 2005).

Festivals enhance local continuity by creating opportunities to share histories of community, cultural customs, and ideas, and by building settings for social interactions (Quinn, 2005). Previous studies (Getz, 1997; Quinn, 2005) indicated that festival increases community pride and spirit as well as enables the residents to create new vision of the place they live, and strengthens the community's tradition and values. Local residents play an important role in terms of human resources in festivals, as community involvement and its management are key factors in festivals and their planning processes. Community involvement encourages variation and local flavor in the nature of the tourist destination and reflects the attitude and identity of local residents (Steynberg & Saayman, 2004). From this respect, Donald & Gammack (2007) emphasized that every local resident is an ambassador, and if they do not believe in what the destination tries to represent as a brand, that disbelief will be reflected in the destination's image. If festivals are to be effective for branding tourist destinations, they must reflect genuineness and express the uniqueness of local residents (Bowdin et al., 2006), including their sense of community, identity, and place (Derrett, 2003). It is often the case that the local people's attitude toward tourism, their intangible qualities (e.g., their culture), recreational attractions like local festivals, and the atmosphere of the destination are what attract tourists (Dredge & Jenkins, 2007; Donald & Gammack, 2007). Therefore, festivals provide the opportunity to help in creating, changing, or reinforcing the destination brand by reflecting those community identities (Bowdin et al., 2006).

METHODOLOGY

Background Information: Hi! Seoul Festival

Seoul was chosen as a subject of the case study. Seoul is employing the Hi! Seoul Festival as a way of destination branding to create an image of Seoul as a tourist destination (Hi Seoul Festival, 2012). The capital city of South Korea, Seoul is one of the fastest-growing tourist destinations in East Asia. While the Korea National Tourism Board is in charge of the national tourism industry and marketing, Seoul City Council is in charge of tourism in Seoul. According to the annual report of the Korea National Tourism Board (KNTO, 2013), the number of foreign tourists who visited South Korea in 2012 was 11.1 million, an increase of 13.7 per cent over 2011. Seoul City Council has been holding the Hi! Seoul Festival since 2003, with the purpose of boosting the image of Seoul as a festival city (Hi Seoul Festival, 2012).

Research Design

The study was conducted using a qualitative approach, as its purpose is to examine how community identity is reflected in the brand identity that DMO portrays through a festival as a way of destination branding. A qualitative approach was used to explore brand identity, which represents the value and essence of the destination community, and the image drawn by destination marketers. Brochures and tourist guidebooks published by Seoul City Council and the electronic brochure that is the official website of the Hi! Seoul Festival (Hi Seoul Festival, 2012) were used for content analysis (Pike, 2008). The findings of the content analysis were confirmed by three semi-structured interviews: one with a practitioner from the festival division and two with practitioners from the division of city marketing of Seoul City Council.

Results and disscussion

Cohesiveness as a Spirit of Citizens of Seoul

The first image Seoul City Council tries to portray seems cohesiveness of the citizens of Seoul. In explaining the history of the festival, the organization states, "The huge red wave that engulfed the downtown Seoul area during the 2002 FIFA World Cup Games showed the possibility of a festival that would attract citizen's participation." By putting emphasis on the "red wave" as the origin of the festival to depict unified citizens and their spirit, the website portrays an image of the unifying power and cohesiveness of Seoul's citizens. Seoul City Council explains that, because of the memory of this "red wave," representing cohesiveness, Seoul decided to hold the first Hi! Seoul Festival in May 2003 in place of the Seoul Citizens' Day event. The Seoul Citizens' Day event had been hold in October, but to remember the spirits of the citizens shown during the 2002 FIFA World Cup, Seoul City Council transformed that event into a new festival (Hi Seoul Festival, 2012) and moved it to May. Pictures of the "red wave" taken during the World Cup are found in every guidebook published by Seoul City Council introducing the Hi! Seoul Festival, so this image, representing the unity of the citizens, is a significant image in the festival.

Culturally International and Diverse

Another image that Seoul City tries to portray in reflecting the identity of citizens is "international." In the festivals held in 2010, 2011, and 2012, more than half of the performances in the festivals were by international artists (e.g., artists from France, Mongolia, China, Indonesia, Spain, Canada, Australia, the United Kingdom, Slovenia, and the Czech Republic). As the festival defines itself as an 'international festival', the content of the festival includes diverse genres of

music, from western music like jazz to Korean traditional classic music, rather than focusing on a specific genre, such as jazz (Montreal, New Orleans), rock (Woodstock), techno (Detroit, Istanbul), or classical (Wien) music. It also includes all forms of dance, from break dancing to ballet and traditional dance, fashion, theatre, street performances, exhibitions and paintings, with no focus on any one place of origin or genre.

This content of the festival reflects the image of Seoul in terms of culture. In the brochure and guidebooks for tourists, Seoul is described as a place where "you can have it all"—whatever you hope for, whatever you want. The variety of content in the festival also reflects the diverse cultures of the citizens of Seoul, which is too diverse to focus on or collect as one.

One interviewee from the festival division of Seoul City council explained that it is difficult to collect the tastes of Seoul's citizens as one.

> *"The taste of the citizens is intricate, so Seoul City Council has changed the content and the themes of the festival every year in an effort to please the citizens of Seoul."*

Clearly, Seoul City Council tries to reflect the cultural characteristic of the citizens in the festival by considering the cultural flavors of the community in the festival's content. Derrett (2003) stated that characteristics of a community are among the elements in constructing community identity. Therefore, by reflecting the characteristics of citizens of Seoul in composing the festival's content, Seoul City Council tries to reflect community identity in the festival.

Open-mindness and friendliness

The next image Seoul City tries to portray reflecting community identity in Hi! Seoul Festival is open-mindness and friendliness. The symbolic building of the Hi! Seoul festival in 2008 and 2009, "May Palace" which was built on Seoul Square during the festival symbolizes open-mindness and broad horizon of the festival in its design. According to Seoul City Council, traditional palaces are in the form of building, where contains space confined by walls and doors, but May palace does not have doors or walls, but a splendid roof and pillars created by light, meaning that it is wide open to all visitors and citizens providing them with space to be together and dance together (www.hiseoulfest.org). This symbolic building represents the attitude of citizens of Seoul towards visitors as well. In the guide book introducing Hi! Seoul Festival, Seoul City Council also clarifies that citizens' gracious welcoming attitude towards visitors shown in 2002 FIFA World Cup is reproduced in Hi! Seoul Festival. Also, most of the programs and events are held in open-air places, including major parks and squares of Seoul (e.g. Hangang (River) public park, Seoul square, Cheonggyechone square).

Moreover, the brand name "Hi! Seoul" itself and the symbol of Seoul "Haechi" represent friendliness as the interviewee from the city marketing division of Seoul City Council remarked.

> *"Hi! Seoul' expresses friendliness. 'Hi' is an informal greeting used worldwide, so this brand is intended as a friendly approach to people, as well as to imply the will to expand the city to the world, since 'hi' is homophone of 'high'."*

> *"It is not just enough to have infrastructure and tourist attractions; the hospitality of citizens is what gives visitors a good impression so they want to come again. Besides, 'Haechi,' the new symbolic icon of Seoul, is designed to express friendliness."*

This image of hospitality and friendliness with open-mindness is one of the themes that can be interpreted from the brand of City of Seoul reflected in Hi! Seoul Festival.

Conclusion

The current study was undertaken in the context of rise of employing festivals as a way of destination branding and how well it reflects community identity for the genuineness and sustainability of festival, since many festivals merely created for destination branding has not been yielding optimal returns recently as expected (Quinn, 2005). Overall, how Seoul City Council tries to portray community identity in destination branding through festival is identified. It could be said that Seoul City Council reflects the community identity considerably well in brand identity, in the themes "cohesiveness" "culturally international and diverse" and "open-mindness," as recent study argues that the brand identity should reflect the community identity. Hi! Seoul Festival has shortcoming that it is not originated from the community but strategically created by Seoul City Council for the purpose of boosting image of Seoul as a tourist destination, but Seoul City Council seems to try to find justification of the festival by putting its origin in a significant event of citizen of Seoul and boosting image of "cohesiveness" at the same time.

When reflecting community identity in festivals as a destination branding, the most important thing seem to consider how to reflect the community identity in festivals. Even though it is hard to collect tastes of citizens as one, careful consideration needs to be given about including too many aspects in the festival, since it could give impression of festival as just a 'collection of everything' which does not really help to give uniqueness to the festival. This could prevent people from perceiving the contents in detail which is important to induce them to participate in, even though it was an attempt for the community. Regarding contents, it would be necessary for organization to distinguish between what the community generally likes and what the community wants to do "in festival." Although some parts of festival are composed of voluntary staffs and performers of the community, it is general people of the place who spice the unique atmosphere of the festival which is significant factor in creating image of the destination. They are not guests of the festival, but host to visitors. Therefore, it would be necessary to have more programs that require active participation of general citizens, rather than make them spectators.

There is a limitation that should be considered. The limitation comes from the nature of case study. This study is mere basis for other case studies and research, and findings of this

research is confined to the festival in Seoul, thus it needs more case studies of other festivals in other regions to lead deeper understanding of identities and destination branding using festivals.

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POSITIONING STRATEGY OF A BOUTIQUE HOTEL IN AN EMERGING DESTINATION; MINERAL DE POZOS, MÉXICO

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ABSTRACT

Emerging destinations around the world are implementing different strategies in order to ensure their survival on the tourism market. Accommodation becomes a crucial component especially when it forms part of the destination product. This paper presents the case of "Mineral de Pozos", a small community in Guanajuato, México. This community, once known throughout colonial Mexico for its wealth and its prosperous mining industry, has been a virtual ghost town for almost a century. This situation has led its inhabitants to search for new alternatives of economic development, and tourism seems a viable option for this purpose. In recent years, this community has been awarded the distinction of "Pueblo Mágico" (Magic Town) by the Mexican Tourism Secretariat/Secretariat of Tourism, Mexico, due to its outstanding natural and cultural attractions. This program supports the creation of favourable conditions for local development by consolidating a tourism product based on the preservation of tangible and intangible heritage.

This paper will present an accommodation strategy (a boutique hotel) run by a local entrepreneur in Mineral de Pozos. The vision of this businessperson is to offer quality service facilitating not only generating profit from tourism but also – and perhaps more importantly – to consolidate a tourism product locally. The main conclusion of this paper is that coordination of actions – between public and private spheres – is central to the design and the implementation of feasible tourism strategies. Undoubtedly, the success or failure of these strategies will entirely depend on the correct interpretation and management of available tourism resources at the local level.

Keywords: Mexico, Accommodation, Policy, Emerging Destination, Competitiveness

INTRODUCTION

Mineral de Pozos is a community located in Central Mexico, in Guanajuato State, which has been coined to take a graceful shape and be capable to generate attractive tourism flows, leveraging its cultural riches in a beautiful natural setting. Although this has not been always the community's vocation according to Guanajuato State's Government (2010). While its society and economy were dynamic, it focused on mining which began in the XVI century, but despite of their bonanza, the place started to suffer and repeated several periods of abandonment, so by the middle of the XX century Mineral de Pozos had already won the reputation of "ghost town", which together with the mysticism of the place and the nature generated that some visionary people fight for the recovery of some constructions to revalue the place (see picture 1 and 2).

Picture 1. One of Pozos's Corner

Picture 2. Side of the Main Square
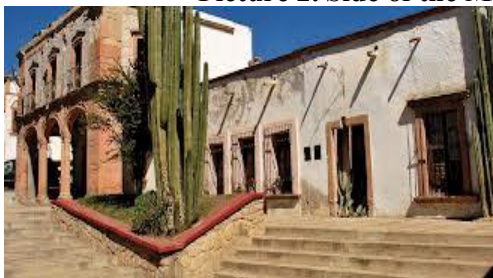
It is recognized as exceptionally valuable testimony to the social, economic and aesthetic of Mexico (Sánchez Martínez, 2007).

Government actions and strategies undertaken in this community to preserve the cultural tourism that characterizes the main tourism products and destinations in the central west of the country, gave way to classifications and special appointments whose end it is the appreciation and

preservation of tangible and intangible cultural heritage of destinations with special and distinctive characteristics, full of mysticism and magic, as Mineral de Pozos.

Magic Town's appointment was given to this community on February 16, 2012, assuming to detonate its potential tourism, generating jobs and improve the habitants' life quality. The appointment gave way to various commitments by the government on its different levels, and the mention of Mexican peso amounts invested in projects of tourism development, which actions will be reflected in favor of the town and its habitants.

So, tourism is now the main economic activity, therefore, it is a cradle of investments for domestic and foreign, like in the case of the investment, 100% Mexican, made last year in this community, consolidating as a Boutique Hotel that certifies accomplish the expectations of the customers and visitors. The current work will talk about of this project that will analyze closely its performance and will verify that, indeed, the destination has been benefited with each action of this particular.

Location

Mineral de Pozos is a community located at the municipality of San Luis de la Paz, in the northeast of Guanajuato State, at the region of the Sierra Gorda. The community of Mineral de Pozos is housed between hills above 2,300 meters of the sea level and only 25 miles from San Miguel de Allende, a World Heritage Site, also located in Guanajuato State.

The roads and infrastructure that allow you to arrive to the community are the 110-2 highway or 46 SCT. Another access is a dirt road from approximately 7 miles, an option that is not well-known and does not have road signs neither touristic signs, but communicates with the 57 highway, made of asphalt in good conditions and with the appropriate transport and tourism services. It also provides emergency services and is one of the country's busiest highways (Federal Government, 2011).

Map 1. Location in the country

Source. Googlemaps (2013)

Map 2. Location in Guanajuato State

Source. Googlemaps (2013)

Population and weather

According to the INEGI's Census of Population and Housing of 2010, the state has a population of 5'486,000,372 habitants, placing 115,000,656 habitants in the municipality of San Luis de la Paz. For this year, it is estimated that Pozos would be around 2,000,500 habitants. Mineral de Pozos is located in a semi-arid zone with a semi-dry weather. The temperature's annual average is between 12 °C and 18 °C. Source: Guanajuato's Municipal Monographs.

History

The region where the community is located was dominated by Chichimecas, Huachichiles, Copuces, Guaxabanes and Pames during the pre-Hispanic period. In Guanajuato's Monographs of its municipalities (2010) is notified that the first foundation was done by the jesuits, on 1576, in the northeast of the state. This is how the community of Palmar de la Vega borns, and later changes its name to Mineral de Pozos. The VIII Gonzalo de Tapia entered the territory on 1859, and because of its fairness and how quickly he learned the language, and the customs of otomies and chichimecas, he persuaded the natives to get together as a village. He also negotiated the terms of peace to ensure the conquest and foundations conducted by his predecessors, among this were Pozos's mines called Del Palmar.
Below are the community's aspects that gave place to generate important changes on her. They are organized from the most notorious until its current situation (chart 1).

Chart 1. Growth and evolution of Mineral de Pozos

Impact on the Community of Pozos	Event Date	Number of habitants	Historic event	Causes	Consequences
Village's conformation	Since 1576	Native, there is no data. The 1903's census	XVI Century "The Conquest Century". Discovery of deposits of	Human settlements. The Chichimeca's Nation in	Start of mining development.

		indicated 15,443.	various minerals.	San Luis de la Paz.	
First period of decline.	First decades of the XIX Century.	Eight thousand	Independence Movement	A lack of some essential elements for working, and the withdrawal of capital.	Decrease of bid labor. Stopped of most jobs in the year 1844
Resumption of activities	Second half of the XIX century	Eighty thousand	The productivity increases. A rise in commercial activities. There were some lodging services, food and beverage, entertainment services, such as the theater.	A positive economic outlook. Immigrants from France, Spain, Italy, England and the United States and other states: Guanajuato, Zacatecas, Mexico State, Hidalgo, etc.	Splendor and opulence of the place. In 1897, the village increases to the rank of city named Ciudad Porfirio Diaz. Growth in its population economy and infrastructure. Architectural Treasures.
Second period of decline	End of Porfirio Diaz's Government.	Less than 200 on the 50's.	Mexican Revolution on 1910. On 1926, the cristero movement. International Depression. Metal prices drop.	Strong capital is removed. Lack of money and a lot of technical problems.	Mass exodus in search of work. The entire infrastructure was dismantled and sold. Complete

					abandonment of the people.
Reactivation of activities	President Lopez Portillo's Government.	About 1,500 at the end of the XX century.	Recognized as Ghost Town which became a place of crafts and tourist attractions.	The Community was declared a National Historic Monument by the Mexican Government on 1982.	Declared Magic Town in 2012. Located in the II region of the State, attending the adventure and cultural tourism.

▽ Decay period of growth   △ Development period

Source: Authors' creation based on (Guanajuato State's Government, 2010) and (Sánchez Martínez, 2007)**.**

The community is now a peaceful place that has inspired artists (painters, photographers, etc.) and has served as a location for movies, thus foreigners and residents of the area have been taken the task to rescue this historic and singular site. Despite that the filmography does not make any reference to this place but to others, one case in particular is Juan Rulfo's film, "Pedro Paramo", where they talk about a town called Comala, although the movie was filmed in Mineral de Pozos, and neither Pozos nor Comala (Aguascalientes State's Magic Town) used these tools as strategic touristic positioning.

Tourism at Mineral de Pozos

This community is now a town full of mysticism and magic, the main attraction of this place are the underground mines, there are about 20 and with the assistance of a guide, you can explore inside of some of them. The mining approach allows observing some ancient walls of buildings, some in ruins and others rebuilt, several abandoned that housed miners, monks, families and others.

Another of its major attractions are its architectural remains among the most prominent examples of the architectural richness of this village are the mining ex-haciendas of San Baldomero, Five Lords, Dolores, The Triangle, and majestic remnants of the "Model School ".

There are also samples of Pre-Hispanic Music and workshops that allow tourists to appreciate and learn about the making of local musical instruments. Many of its current habitants are dedicated to the manufacture of pre-Hispanic instruments.

To make it easier the visit to this beautiful place, we have created a list of the most important sites to visit (see Chart 2)

Chart 2. Landmarks

Points of Interest	Churches and Chapels	Shops, galleries and restaurants
1. Delegation 2. Library "Palmar de Nogal" 3. Old Mode School 4. Alameda 5. Door of the Constitution 6. Mine Santa Brigida 7. Mines Area 8. Main Square Juarez 9. Square Zaragoza 10. Old Supply 11. House of Culture	1. Parroquia San Pedro 2. Casa Santa Chapel 3. Señor de los Trabajos Chapel 4. San Antonio de Padua Chapel 5. Señor de la Misericordia Chapel 6. Refugio Chapel	1. Restaurant "Los Famosos de Pozos" 2. Instruments and Pre-Hispanic Music "Camino de Piedra" 3. Collective Cinema 4. Gallery "Gallery 6" 5. Restaurant-bar "Posada de las Minas" 6. Gallery "Rueffert Gallery" 7. Handcrafts "Manos Creativas" 8. Workplace of "Janice Freeman y Geoff Winningham" 9. Shop "Mineral de Pozos, A. C." 10. Gallery "Casa de Cielo" 11. Instruments Construction Company "Casa del Venado Azul" 12. Handcrafts "El Rebozo" 13. Store "Arte y Diseño de Pozos" 14. Restaurant, Cafe bar and gallery "La Pila Seca"

Source: Authors' creation based on the Tourism Observatory of Guanajuato State (2013)

The place allows practicing ecotourism activities such as hiking, rappelling and botanical tours. In addition, through the area's semi-desert landscape you can appreciate the remains of ancient ex-haciendas, chapels and ruins, some with walls still raised but no windows, doors or ceilings.

Picture 3. Chapel among ruins

Picture 4. Remains of an exhacienda

The town can be explored on foot, bike, horse or using any motor transportation, where the reference point is the main garden, from where tourists can start the journey with caution as there are holes and slopes with no signal that were excavated and abandoned, perhaps were the latest attempts made to find precious material (Sánchez Martínez, 2007).

Picture 5. Casco de Hacienda

Picture 6. Community Street

Through these tours, the villagers tell old stories, traditions and legends of the "ghost town", further enriching the tourist experience.

Additionally, during the year there are held events of young creation, which in a continuous way and looking for its consolidation, they are listed as the community's festivities (see Chart 1). They are also promoted as a regional way and they look to promote the growth the place's tourism.

Chart 3. Mineral de Pozos's festivities

Month	Event
January	Mines and Music Festival
February	Art Walk
March	Home and Garden Tour
April	Easter and Passion Play
May	Mariachi Festival

	City's Anniversary Porfirio Diaz
	Mineral de Pozos's Sound
	Lord of the Works Festival
July	Toltequity Festival
	Blues Festival
	Art Walk
August	Mines and Music Festival
	Home and Garden Tour
November	Day of the Dead
December	Christmas Fair
	Pastourelle

Source: Authors' creation based on SEDETUR (2013)

In addition, given the centric location that has Mineral de Pozos, you can make trips to other communities or towns located in the same state of Guanajuato or other states, as in the case of Queretaro, San Miguel de Allende, Guanajuato, San Luis Potosi, Dolores Hidalgo, among others.

Governmental actions

San Luis de la Paz gave to Guanajuato State its regionalization though the assistance of the Silver's Historic Route. Currently, the Ministry of Tourism established 6 tourism regions, where Pozos is part of the II region mainly specialized in tourism adventure; however, the community, in addition to have natural attractions, has turned towards to cultural tourism, especially for wealth architecture of the place.
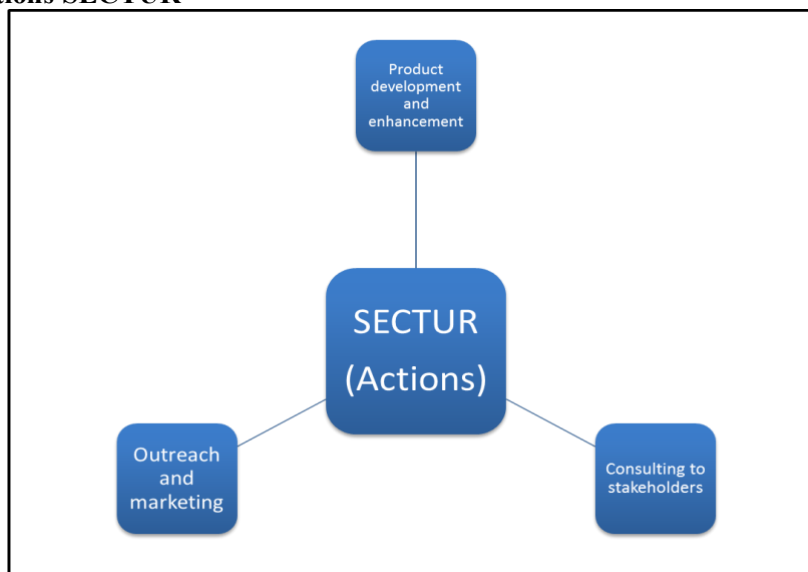
According to the Ministry of Tourism (SECTUR-CESTUR; 2002), cultural tourism is defined as "Any touristic journey motivated to know, understand and enjoy the set of features and distinctive, spiritual, material, intellectual and emotional elements that characterize a society or social group of an specific destination ". Through a proper management, this type of tourism gives way to the supply of touristic experiences which are difficult to match and appreciated by the tourist, the heritage conservation of touristic use, and it also achieves the economic and social development of the communities by generating new jobs for the coming generations.

The target of the SECTUR's Cultural Tourism Development Program is to "coordinate efforts focused to ensure the segment's development, strengthening mechanisms and instruments to achieve the long-term use of natural and cultural resources, guaranteeing economic and social profitability of their projects "(SECTUR-CESTUR, 2002).

The variation and development of new tourism products through strategic alliances is one of the strongest goals with actions that have been implemented to support the identification and provision of infrastructure and equipment for cultural tourism, mainly in those points or sites that have a high tourism impact from the point of view of tourist arrivals, economic benefit and job

creation. Mexico's Tourism Ministry (SECTUR) organizes its actions in three areas (see Figure 1)

Figure 1. Actions SECTUR

Source. Authors' creation base on SECTUR (2013)

With the firm goal of preserving the Mexican cultural attractions, there are several steps, including the Magic Towns Program, developed by the Ministry of Tourism overall with government agencies and state and local governments.

According to SECTUR (2013), a Magic Town is a town that has symbolic attributes, legends, history, important facts, every day, in brief it has to have MAGIC that comes from each of its socio-cultural manifestations and that mean today a great opportunity for tourism and they get enroll in the need to join efforts to become founder for local and regional economy..

Now, Mexico has 83 Magic Towns and still counting.

Mineral de Pozos obtained the appointment of the Magic Town on February 16, 2012 (No. 49), conceding the participation of governmental agencies of great interest, both government agencies as service providers and local community, full of speeches that encouraged the development of the community. SECTUR 2013.

To achieve this designation, Mineral de Pozos as all locations who achieved it, it has to observe several requirements, procedures and documentation that allowed it to get the title of Magic Town.

Figure 2. Principal points referring to the Magic Towns Program
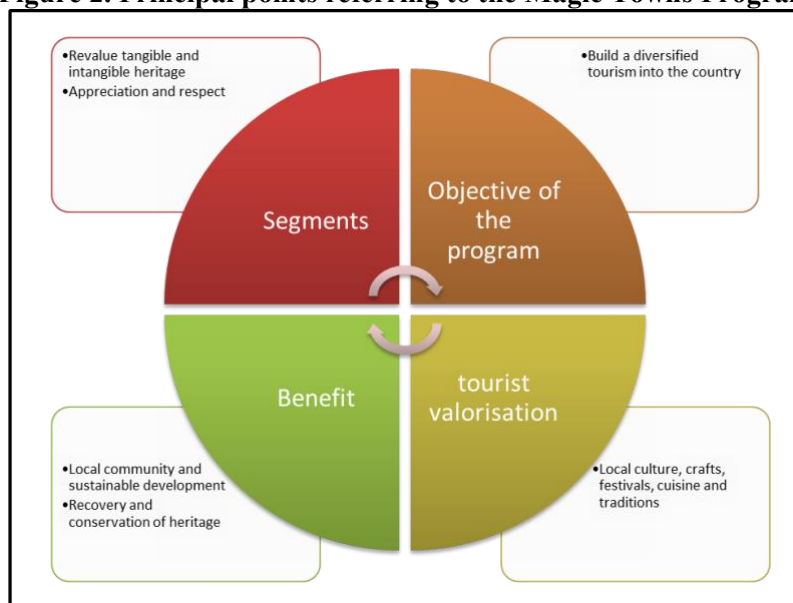
Source. Compiled from SECTUR (2012)

In addition to these basic criteria, there are defined criteria that can be included in the Magic Towns Program among which are:

Application for incorporation; Initial assessment visit done by the General Management of Regional Programs and/or the General Management of Tourism Product Development.

Incorporation of the record, once the application is approved, shall contain:

1. Involvement of the Company and Local Authorities.

2. Planning and Regulatory Instruments. Projects for Municipal and State Development. Tourism Urban Development Plan. Municipal Tourism Development Program. Regulation of urban image and a management plan based on the Magic Towns Program. Rearrangement Trade Program.

3. Promote the Municipal Development though programs. Continuation and consolidation of programs and/or actions for tourism development.

4. Bid of attractions and services. To have a symbolic attraction (unique). To have different touristic attractions. Travel services that guarantee its potential merchandising (flow in radius). Assistance services, health and public safety.

5. Singular Value "The Magic Town". Declaration of "Zone of Historic Monuments." Conservation actions of tangible and intangible heritage. Rescue and preservation.

6. Terms and Territorial Areas. Accessibility land. Feasibility for touristic trade. Touristic product. Rated by the General Management of Tourism Product Development.

7. Impact of Tourism in the town and the influence area. Touristic State Information System.

8. Assessment of the touristic impact on a regional and/or municipal level. Relevant displays of tourism behavior. Distribution of printed and digital materials.

9. Development of local capability. Induction Workshop of Magic Towns Program (teach the town). Workshop for planning and management of cultural tourism.

Database evaluation by the Inter-Agency of Evaluation and Selection (CIES)

The record validated by the local and state authorities, is sent to the General Management of Regional Programs for a review, the pre-feasibility will be assess by the CIES, and its incorporation to the program will be defined.

If it accomplishes the Criteria for Incorporation of the Program, the town will have the pre-feasibility to be recognized as a Magic Town, and you will get the designation in no more than 3 years, during which it must establish itself as a touristic destination, through public investments in infrastructure, tourism facilities, urban image development, application of competitive programs, among others.

Also, CIES will determine the moment when the town will be designated as a Magic Town. During this time, the town will see the Indicators Manual for the Magic Towns Program to obtain feedback on their performance as a touristic destination. However, once the designation is given, it must apply these indicators during the first 3 months, in order to have a base year and to make the recertification at the time established by SECTUR.

Certificate of nomination

The localities incorporated to the program, to keep their designation as Magic Town must obtain its renewal each year, this will include the review of agreement with the Performance Evaluation Indicators and Program Certification Criteria, so they must accomplish with the requirements detailed below:

The Performance Evaluation Indicators are grouped according to the following chart:

Chart 4. Performance Indicators

Institutional and Government	Heritage and sustainability	Economical and social	Tourism
• Envelopment with society • Security at the destination • Development of new business • Cultural and historical development • Tourism development planning	• Integrity and authenticity of heritage • Sustainability	• Efficiency of institutional coordination • Public investment generated from the program • Economic impact of tourism development	• Bid attractions • Tourism promotion

Source. Prepared based on SECTUR (2013).

The Program Certification Criteria

They are divided into 3 areas: Planning, Competitiveness and Strengthening.

Chart 5. Certification Criteria

Axis: Planning	Axis: Competitiveness	Axis: Strengthening
1. State and Municipal Development Plans. 2. Municipal Tourism Development Program. 3. Regulation of urban image and management plan based on the Magic Towns Program.	1. Software to support municipal development. 2. Tourism services that can guarantee its trading. 3. Assistance and security services. 4. Actions to preserve tangible and intangible heritage. 5. Tourism trade and development of local tourism products. 6. Distribution and promotion of the destination. 7. To have a municipal tourism information system.	1. Accomplish the program according to the Coordination Agreements of the Committee on Relocation Resources. 2. Continuation and consolidation of programs and /or actions for tourism development. 3. Monitoring tourism and economic impact of the town's designation to the regional and /or municipal level.
Axis value: 10%	Axis value: 40%	Axis value: 50%

Source. Prepared based on Tourism Secretary (2013)

On 2011, a Partial Program of Urban- Tourism Development of Mineral de Pozos, of Guanajuato State, was published in the Official Journal of the Federation. It exposures the community's growth and how its business activity works. Since its nomination as a Magic Town, it displays the possibility to boost tourism activity through an activate plan of tourism attractions and products that can interest visitors and thus generate significant economic spills.

Regional Tourism Strategy
This strategy contains a variety of products to be generated in the medium and long term, to allow the development of the community, the following are mentioned:

1. Integral Tourism Project (PTI) St. Bridget. Ex hacienda hotel, clubhouse, cluster of country houses, sites and monuments, parks and recreation areas.
2. Theme Park Five gentlemen. Ex hacienda with semi-closed and open spaces to house exhibitions, set plays, concerts, movies, music, sculpture, among others.
3. Cultural Center of Arts and Crafts. Rehabilitation of the Model School, promote arts and crafts.

4. Music Cultural Center. Recover the Old Supply. Musical concerts.
5. Tourism Information Center. Orientation and sale of tour services.
6. Information Center by satellite reception. Reactivation of the Old Radio.
7. Triangle Visitor Center. Link tourism service providers.
8. Cactus Botanical Garden. Improvement cactus family and the area vegetation.
9. Gourmet Market. Revaluation of culinary work and the use of local ingredients.
10. Cultural System. Shaped by museums and scenarios of visual arts, performing, literary, culinary, galleries, workshops of arts and crafts, networks, boutique hotels, etc.
11. State country routes. Involving various touristic services. Enabling transport, and be part of the growth of the road's.

Complementary activities generated in parallel
- ✓ Promotion and advertising, extensive marketing
- ✓ Improving Urban image
- ✓ Purification of the environment

The appointment promises to enable and generate proposals that incorporate Mineral de Pozos to tourism dynamics. It is in this sense that the project unfolds a boutique hotel, which in one way can complement future needs that the destination will demand in terms of accommodation and food services and, on the other hand, become a destination attraction axis. It requires a viability study to determine the feasibility of establishing a hotel under a particular category that meets these goals or above a denomination called boutique.

Now there are 6 small boutique hotels, with a unique charm and comfort. However, it is an insufficient supply to meet the current demand of Mineral de Pozos, therefore derived from the need to offer accommodation in a destination whose potential tourism is notorious, it rises the idea to open and offer an establishment, in addition to attend the housing requirements, it ideally will become a point where ecotourism activities, shows, art, traditions and cuisine will meet.

HOTEL BOUTIQUE
Set in a magical town, the Hotel is created as an ideal tourism complement looking to established as the main lodging bid and the first integral offer of products for different segments.
Picture 7. Aerial view of Hotel Boutique

With a choice of 7 bedrooms (two master suites, four junior suites and one suite) specially equipped and maintained in decor so in that way they can welcome and enrich the customer's experience, providing specialized services lacked in the town and nearby.

The supply of services not only focuses on accommodation and food, but seeks to ensure an stay that meets the expectations of visitors and that can contribute with the destination in the bid of various services (see Figure 3).

Figure 3. Boutique Hotel Services
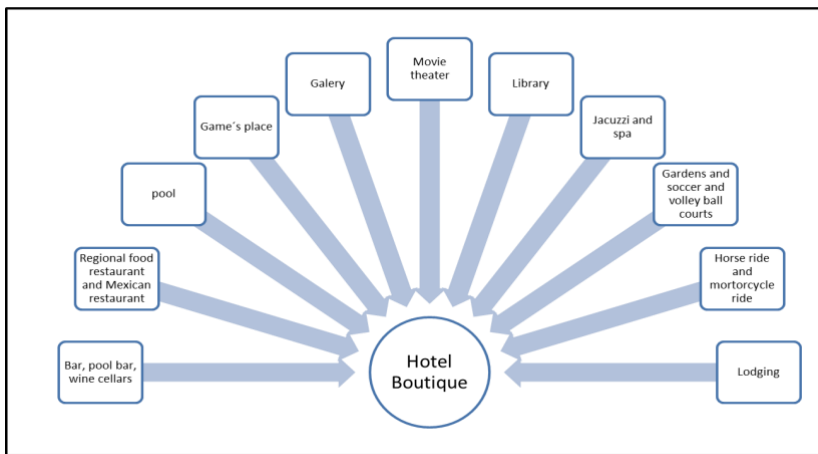
Source. Authors' creation.

Against this background, it is identified that the boutique hotel becomes a strong attraction for the city, considering that despite the existence of places, activities and food. The boutique hotel's supply of services makes the destination to be complemented and motivate; in some cases, the movements, only if it represents a great responsibility to establish if you are looking for a job that lends you to work in partnership with Mineral de Pozos. From this conception, it takes place a

relevant study to define the community's social reality of Mineral de Pozos based on tourism (see diagram 1).

The documentary phase gets organized from the collection and the construction of the database referring to the media used by visitors to learn and plan their trip, allowing to build a location map; the following step, let establish the familiarization phase whose goal was to corroborate the gathered information and identify each tourism attractive to set the lifting plan. The third phase was formed by the surveys applied to the tourists (face to face) based on random sampling and defined by schedules, days and strategic points. The results were obtained by using SPSS for making graphing and determine the interpretation of the results, from an instrument applied to 350 people (visitors, tourists and hikers) during 3 months, emphasizing that currently the visits made to the destination are low and they get concentrate on weekends; so that is why the sample applied on time was difficult to accomplish

Diagram 1. Lifting stages
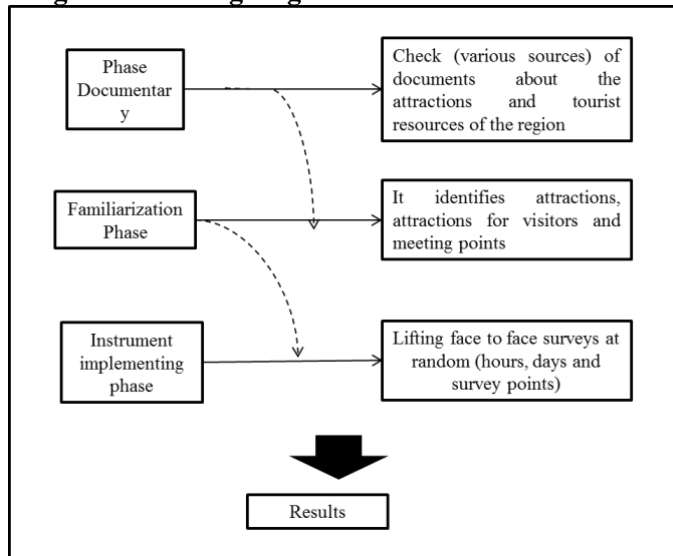
Source. Authors' creation.

. For this reason, the surveys were distributed in days and hours, as well as lifting points, to obtain the results of different visitors as previously identified (by direct observation non-participatory) that there is a greater affluence of national tourism on weekends and, during the week, there are foreigners (all conditioned by the stay of less than 4 hours on average).

Therefore, the results let us that we could establish schedules as shown in Chart 6.

Chart 6. Schedule for surveys

Time	Place	Comments
10:00 to 11:00 hrs.	Main Square	Point of arrival, main access of people and vehicles.
11:00 to 13:00 hrs.	Main Church	With an easy access and location.
13:00 to 15:00 Hrs.	Old Supply and School Model	
15:00toa 17:00 Hrs.	Mine "Cinco Señores" and Hotel Posada de las Minas (outside)	Sites with major flow.

Source. Authors' creation.

To achieve the goal, the interviewers worked in groups on different days of the week during the months indicated, thus reaching the following results:

Graph 1. Gender visitors
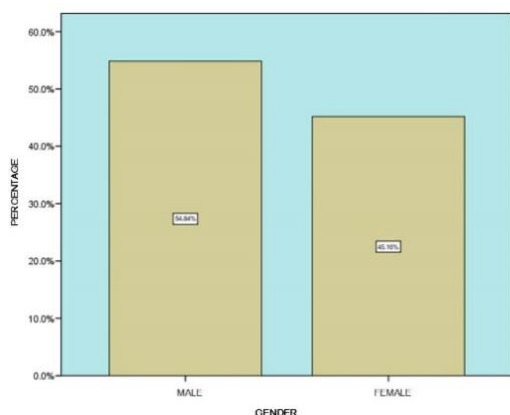
Source. Authors' creation.

Mineral de Pozos has as its principal motivation the vacations, followed by religion, alternative tourism and culture. Emphasizing that the community holds religious festivities such as the Toltequity Festival and the Celebration of the Patron Saint, among others. Additionally, alternative tourism is done by an activity that visitors do, although this product is not offer in the community, but in other close destinations such as San Miguel de Allende and Dolores Hidalgo (see Graph 2).

Graph 2. Gender Business Motivation
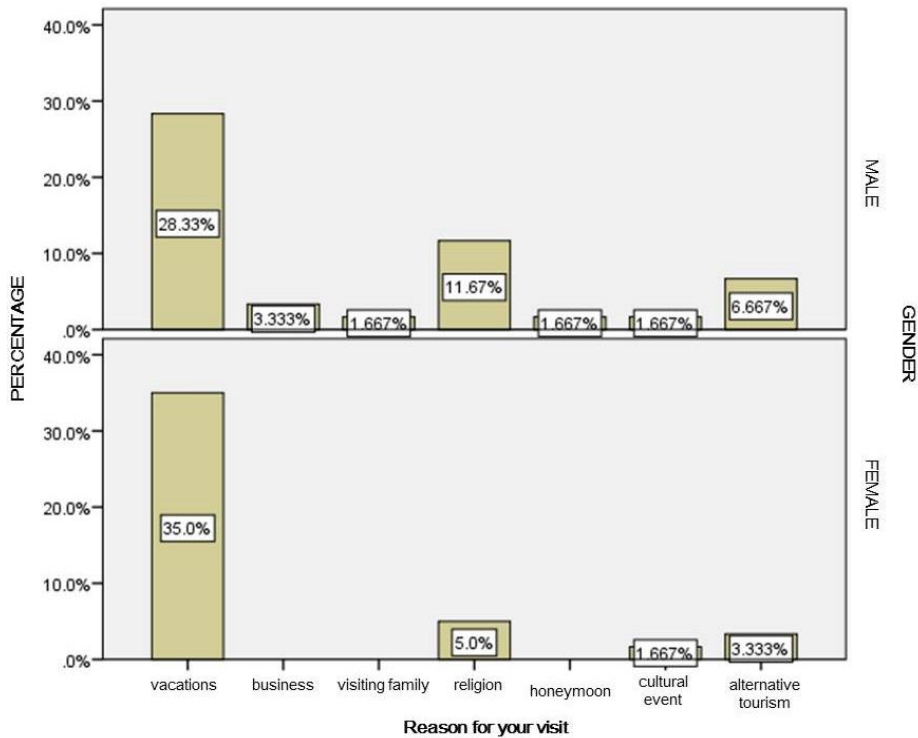
Source. Authors' creation.

However, Mineral de Pozos has a lack of attractive monuments that does not allow the overnight, so it is estimated that the destination visitors stay an average from 3 to 5 hours in one day; that is why Pozos is seen as a destination only to take a walk and not for staying. (Graph 3)

Graph 3. Overnight
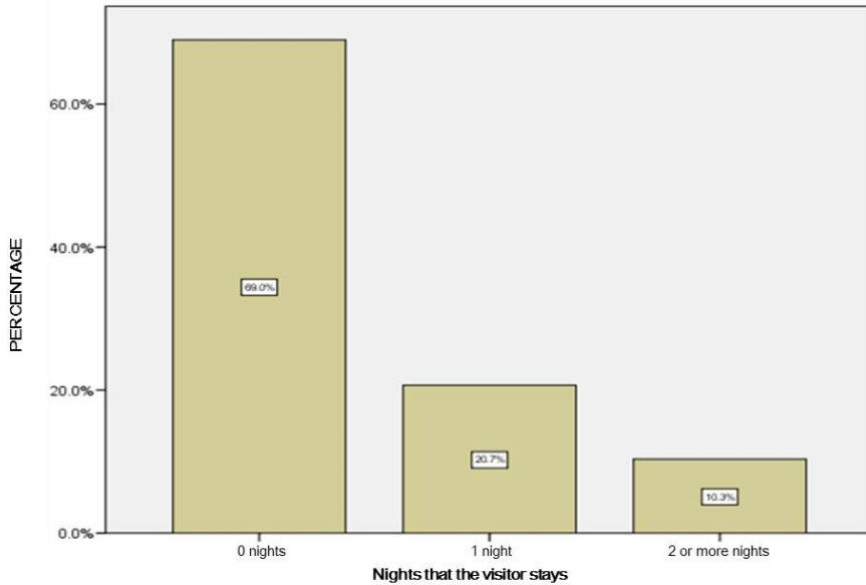
Source. Authors' creation.

With no activities at the destination, there is not enough lodging supply. In case of the visitors that stay one night (31%), they have only 3 options where they can pass the night; one of them is under the classification of Treasures of Mexico and there rest of the visitors prefer to stay with their family, so they does not spend money on accommodation (see Graph 4).

Graph 4. Types of accommodation
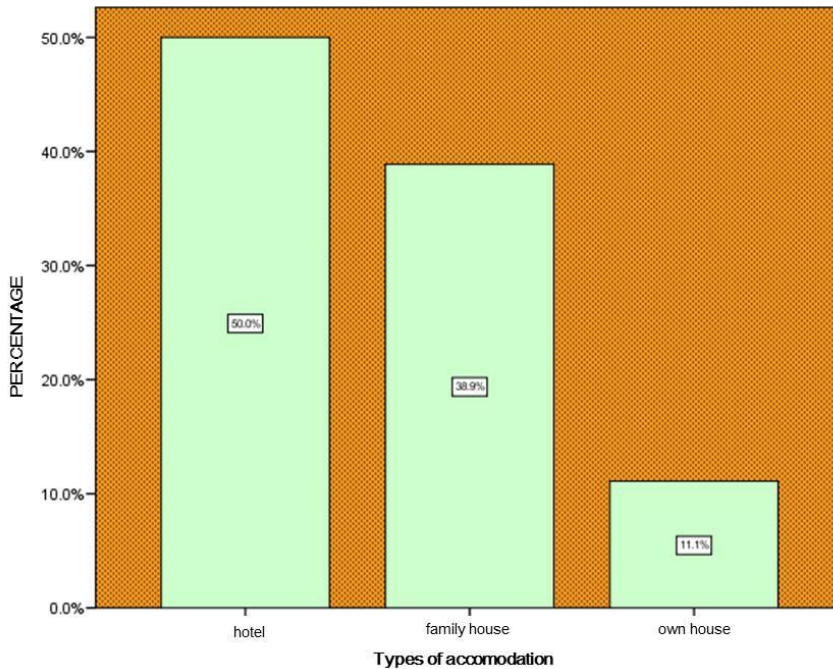
Source. Authors' creation.

Finally, we define the interaction between the visitor and the destination considering the few options that he has to pass the time, for which the majority of respondents consider the walk (in terms of visiting the location without using a vehicle) as the main option to know the place. Other alternatives are to visit museums or restaurants. There is a high degree of discontent with the lack of activities for visitors, which some suggest several activities such as biking, horseback riding, spa, alternative tourism activities, classic cinema, etc. (see Graph 5)

Graph 5. Which activities would you like to find in Pozos?
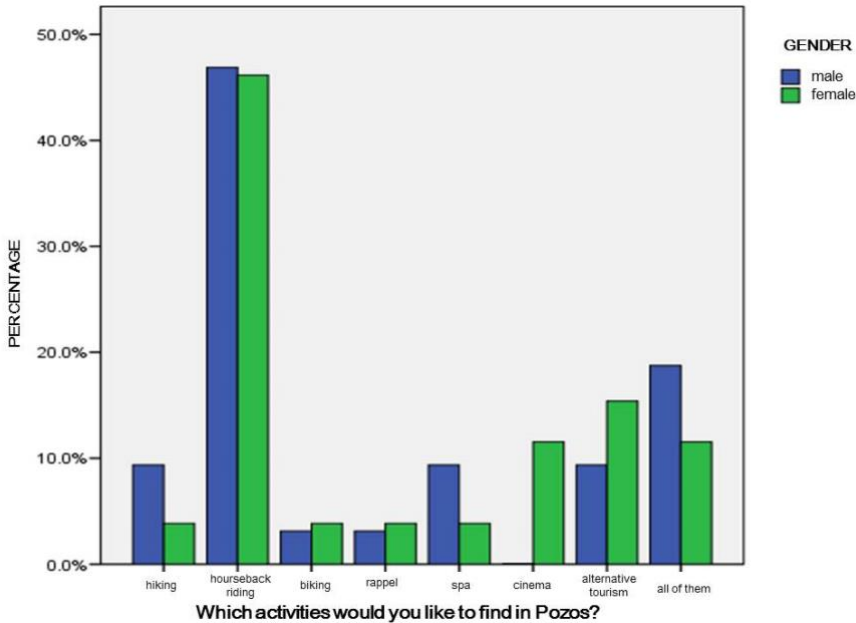
Source. Authors' creation.

From the above, we can highlight that the frail figure of Mineral de Pozos as a destination is capable to attract visitors. It detonates the need of touristic products that can complete and incite the tourist to visit the place.

Mineral de Pozos currently has a moderate frequency of visitors that stay from 3 to 5 hours due to the lack of products, services and attractions, as well the poverty of urban designs, touristic and road signs for accessibility; derived from this, the boutique hotel looks forward to complete the destination's deficits though its services and incite the travelers to spend more time at the destination; by offering spa services, regional cuisine based on the rescue of some local ingredients such as chilcuague, pita and the xoconoxtle; it promotes the culture through its small cinema where classic films for national and international guests are projected. It spreads the culture from its art gallery, selling artworks made by local artists, preparing exhibitions, concerts and music recitals, as well as providing spaces for meetings, for resting and spend vacations, among other actions that does not work only as company's commercial products, they also serve as reference for the destination in the supply of attractions and services. It offers within its services, to be in contact with the environment, by doing cultural tours, handcrafts at its workshops, hiking, horseback riding, mountain bike trails, ATV tours, mining exploration, parks and farms, flora and fauna.

This means that the boutique hotel establishes a close relationship with the States Government's goals that are propose to the town in terms of strengthening the destination, attracting investments and financing, and to rationalize the use of natural and cultural resources. Therefore, the hotel developed its strategies in compliance with the fundamental premises established as General Tourism Development Strategies.

Chart 7. General Tourism Development Strategies coupled with the employer's activity

Fundamental Premise	Business Strategy applied
Cultures and traditions	The company is incorporated to the environment, using for its structure some materials from the region, as well as the involvement of the habitants. They serve and jointly promote local festivals as a social commitment It promotes Mexican regional cuisine using local ingredients.
Sustainable Tourism	Solar cells are installed. It works in collaboration with the Biosphere Reserve in plans and programs to support local communities. Program for the use of sustainable resources.
Preservation of the zone's integrity	Its structure is designed in compliance with the community's physiognomy, each one of its rooms have a specific theme were its items reinforce chichimeca's local identity.
Create a visitor with high-value	Considering that its services are of quality and details, it attracts a larger segment with a current purchasing power, guaranteeing service and good treatment activities, and of course a greater economy.

Source: Authors' creation based on (Federal Government, 2011)

DISCUSSION

One of the topics this paper wishes to discuss is related to the process of implementation of tourism plans in the case of Mineral de Pozos. It is important to note that research on policy "implementation" seeks to understand how the machinery of the state and political actors intersect to produce public actions (John, 1999: 1). Before the 1970s, researchers in political science tended to focus their analyses on the phase of "policy formulation" leaving "implementation" to the attention of administration scholars. However, more recently a new wave of studies emerged aiming to gain a better understanding of the policy process as a whole considering "implementation" as a crucial part of the analysis (Hogwood and Gunn, 1984). These types of studies focused on providing insightful explanations for the failure or success of policies derived from "implementation" practices.

"Implementation" is not viewed here as a linear process neither as an exercise doomed by the will of its implementers but as complex social interactive process that involves multiple scenarios of adaptation, reformulation and, above all, negotiation. Considering the former, "implementation" is conceived in this paper as "an interactive and negotiative process...between those seeking to put policy into effect and those upon whom action depends" (Barrett and Fudge, 1981: 25, quoted by Krutwaysho and Bramwell, 2010: 671). Thus, it is recognized the crucial role that actors' visions play in these negotiations setting the power arrangements through which policies are legitimated and implemented.

It is important to note that the literature concerning policy implementation in tourism remains modest because it is "still diverse and fragmented and there have been few structured attempts to extract lessons from implementation" (Krutwaysho and Bramwell, 2010: 675). Despite this, some studies have paid attention to exploring implementation experiences from the perspective of the actors involved. Some examples of these types of studies can be found in the works of Airey and Chong (2010), Krutwaysho and Bramwell (2010), Stevenson (2007) and Stevenson et al (2008). These studies investigate the narratives of the actors participating in this process in order to gain a better understanding of how different visions are bridged, contested, transformed and/or negotiated.

For the particular case of Mineral de Pozos, it can be said that the implementation process has proceeded in an incremental manner. The community conversion from mining to tourism activities formally started in the late 1970s once the federal government recognized the importance of tourism as a development tool, especially in economically depressed areas like this case. Given the difficult conditions this community experienced during most of the 20th Century, tourism appeared as a viable economic alternative to pursuit. Thus, the main objective was to integrate this region into the national dynamics of tourism in order to take advantage of its economic benefits. Despite the great efforts made by local and regional authorities during the 1980s, 1990s, and 2000s, little could be materialized to transform this community into a relevant tourism destination. Nevertheless, this preparation process was helpful for the identification of multiple heritage and natural resources for tourism purposes. This previous work helped this community to be integrated within the proposal of a regional tourism circuit denominated "Ruta de la Plata" (silver route) and, ultimately, for the elaboration of a local Development Plan in 2011 in order to address urban and tourism issues.

As previously mentioned in this paper, Mineral de Pozos received the distinction from the federal government as Pueblo Mágico in February 2012. This certification seemed to revive the management process in which this community has been working during the last three decades. Above all, it seemed to give a new impulse to the entrepreneurial initiatives from the public and private sector. However, this certification has not helped to solve the main problems that prevent tourism development so far. There is still a great lack of coordination among the different actors within the community to consolidate a consolidated tourism product. This situation has prevented the social cohesion that is needed among the local stakeholders (government, private sector, community) to develop a strong tourism destination. Additionally, there has been a lack of public

investment that prevents not only the development of tourism activities but also the social and economic development of the community. This is clearly reflected in infrastructural, environmental, and social problems that the local government has been unable or unwilling to solve.

We believe the award of this certification has indeed contributed to put Mineral de Pozos in the spot of the national the tourism market, at least in promotional terms. However, we also consider that this certification can only report a very modest contribution to the achievement of local development goals in the short and medium term. The design and implementation of a more complete strategy in terms of planning is needed in order to ensure the progressive growth of tourism activities and tourists' flows to the region. This is not to say that this certification or previous planning work is completely useless; perhaps it remains incomplete. It is acknowledged here that this certification might be unable to lead this community to develop in a sustainable way as is expected by the local government. That is why initiatives from the private sector such as the Boutique Hotel that is presented in this paper acquire more relevance, especially in communities where the tourism planning process is unfinished such as the case of Mineral de Pozos. This initiative has proven to be useful to strengthen the local offer in the community as well as to preserve and promotion the local heritage to the visitors. It is important to say that this hotel has been able to subsist despite an almost absence of economic and organizational support from local authorities. In this sense, our main contention is that these sorts of initiatives should be supported and replicated throughout this territory in order to consolidate a strong tourism destination. The former must be accompanied with the implementation of more effective tourism programs and investment plans to ensure a more congruent growth aligned with tourism sustainable principles. More studies (such as the one conducted by this research team) are needed to shed some light on the evolution of the local tourism dynamics derived from the implementation of these initiatives and development plans. This follow-up is crucial to evaluate and monitor the progress of the destination and the achievement (or not) of the goals envisaged within the development plans. Otherwise, the implementation of corrective measures and action plans in fragile areas would be impossible making these initiatives ineffective for the purposes they were created in the first place. It is believed that Mineral de Pozos possess the potential to become a relevant tourism destination, at least at the regional level. Yet, the coordination of actions remains as a pending agenda at the local level in the years to come.

FINAL CONSIDERATIONS

Tourism activities cause the displacement of large numbers of people to various destinations, producing amazing results in communities hosting cultural richness, natural urban and high impact. Currently, the cultural tourism product is has being increasingly supported by other dependencies and Government Institutions (municipal and state), that have allocated economic resources for its development and consolidation in the tourism market.

Destinations that are characterized by identity and authenticity as in the case of Mineral de Pozos are more likely to capture a defined flow of tourists coupled to a positive environment that increase the stay and tourism expenditure. It is required if you want to preserve the cultural richness of mechanisms that are seen holistically and are able to guarantee the enjoyment of cultural and natural resources and their use by current and future residents of the area.

Business participation is essential to ensure the sustainability of resources, which in synergy with citizen participation lead to better decisions and best practices for the town, on the premise of sustainability must implement each of the activities generated by tourism service providers and complementary, each project thus revalue regional wealth, both cultural and natural, same that can be distinguished by future visitors to highlight its originality. It is the obligation of experts and decision makers to ensure the creation of identity and authenticity destinations and offer competitive tourism products, differentiated and value-added.

It is estimated that the appointment of Pueblo Magico favor the hotel sector, positively affecting the stay, hotel occupancy increased from 20% to 55%, density per room (2 persons), 60% foreign ownership and increasing overall visitor flow. However, because of the recent appointment, the real impacts are not known yet, will have to wait, and observe actual site conditions that will be generated to the Community.

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Motivating human resources in the Hotel F&B department

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Abstract
Motivation is a process that mobilizes a human to achieve a goal related to the satisfaction of one's needs. Motivation in a working place is the means to increase the quantity and quality of labor. The quality of the hotel product directly depends on the workforce employed. Employees in the food and beverage department of the hotel play an important role, because customers interact extensively with them. The theory of interest is a contemporary theory that will be analyzed in the present paper and has particular importance for this department of the hotel. We will examine known theories of motivation and we will analyse the theory of interest, as a proper method of personel motivation.
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Introduction

The hotel's course in the market depends on the decisions of the management. Businesses are not run by market forces. In times of crisis or prosperity, it is the responsibility of the managers to choose the appropriate strategy so that the business prospers. The main cause of any business result is the human factor. Hotels known for their quality attract highly skilled employees, and develop methods of motivating them, in order to ensure their excellent performance.

Food and Beverages, or F&B, is the department that aims to meet the nutritional needs of the hotel's customers. This department plays an important role in hotel businesses, because with the appropriate management it can prove to be very profitable. In any case, however, the products and services of F&B significantly affect the overall assessment of customers for the hotel.

The willingness, courtesy and good mood of employees in the F&B departments are important elements of the quality of its product. However, beyond the attentiveness of the employees, a starting point is also created for their human interaction. Often customers seek communication with employees, asking questions about the menu items or about the attractions of the area, while they often even ask about personal information, such as the origin and family status of the employees.

Motivating employees in F&B to provide quality services is of great importance for the overall efficiency of the hotel business.

Motivation is the increase in employee motivation to maximize the quantity and quality of the work they offer. Motivation is the cause of the individual's behavior and can decisively influence the efficiency of employees in a tourism business. Motivating employees does not aim at the power of their will, but at understanding their needs and the way they think and act. Motivation theories attempt to analyze the methods of dealing with employees so that they are qualitatively and quantitatively productive, giving importance to:
- their material and non-material remuneration
- the avoidance of biological and mental burdens in the workplace.

There are many theories for motivating human resources which we will present below and focus on a new approach with the theory of interest.

The motivation can be simply presented through figure 1 which indicates how the needs act as behavior motives towards specific targets. Those targets' satisfaction leads to the behaviors repetition for further need's satisfaction.
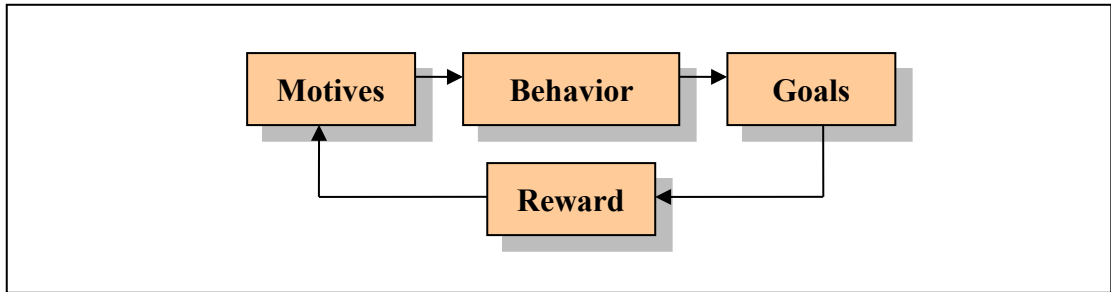
Figure 1. Operation of motivation

The reward gained for achieving a goal operates as a motive for a repeated behavior when needing to achieve that goal again. Several theories attempt to describe the motivation mechanism in order to increase the employees' performance. Most of them search the way that an employee's need satisfaction will maximize their efforts./ The following are the most important theories:

Abraham Maslow: The theory of needs' hierarchy

There are theories[1] regarding the human needs and their role in behavior. One of the most successful was developed by Abraham Maslow (1943).

Maslow did not agree that human behavior is driven by a series of independent urges. He tried to discern continuity and congestion in the human behavior so he developed a theory which scrutinizes the human needs. Maslow declares that:

☺ Humans are motivated by their needs as they are perceived.

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[1] According to McDougall's book «*Introduction in Social Psychology*», 1908 (σελ 172-181), the human behavior is dominated by instincts such as curiosity, tendency to leave, independence etc.

Freud in his book "*Civilization a source of unhappiness*" notes (p.19) that happiness is the satisfaction of human urges, or else needs that live in the sub conscious.

🕐 Needs should not be examined individually.

🕐 The hindrance of a need at any level leads that level as a major one.

🕐 Needs are graded[2] in the following order:

→ *Physical needs*: needs for food, water, shelter, sex.

→ *Safety needs*: needs for safety and constanmcy.

→ *Love and belonging needs*: needs for love, belonging, friendship.

→ *Esteem needs*: needs for recognition, social status, self esteem and self respect.

→ *Self actualization*: needs for self development, success and progress.

The physical needs are the prime human needs. As soon as the physical needs are satisfied the human turns to the next grade. Since a grade's needs are satisfied they are not a motive anymore and the interest is set to the next grade.

This is normal since the human first tends to find the basics for survival such as air, food, water and shelter. Since these needs are satisfied the human tends to secure this satisfaction in the future (safety needs). Having secured the basics in the reasonable future the human turns to the love needs to ensure his socialization since humans are social beings. Being a member of a society can only lead to the search for esteem, respect and power that are described in the fourth grade of needs. After a human has enough goods, feels safe, lives in harmony in an environment where he is respected, he can then turn to improve himself, create the perfect him and cover the self actualization needs.

Maslow's theory leads to a specific thinking regarding how to use the needs as a motivation. The satisfaction of needs is the actual motive so developing a specific need, creates a motive for the desired satisfaction.

Frederick Herzberg: The two factor motivation theory

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[2] H The schematic presentation of that theory is made with Maslow's pyramid.("*Οργάνωση και Διοίκηση*» του Ζάβλανου Μ. Εκδ. Ίων, Αθήνα 1990», σελ 17-21) For more information see Maslow's "*Motivation and Personality*" Harper & Row N.Y. 1970, where the enterprise discovers the empolyees' needs and via their satisfaction gains better performance.

Frederick Herzberg in 1959 conducted a research on two hundred employees in Pittsburg, with two questions referring to critical incidents that made them happy and incidents that made them sad in their work[3]. The findings' analysis indicated three conclusions:

1. The employees were dissatisfied, when the following factors were poor:

- Wages
- Security
- Working conditions
- Social status
- The company's policy
- Supervision quality
- Regulations
- Working relations

Herzberg indicated that those factors should be fully covered in order to keep an employee and improve his performance. Those factors are not motives to improve the working outcome but they are important in maintaining a healthy working environment which increases the labor's fruitfulness.

2. On the other hand some other factors satisfy the employees and they are related to the employee and his work. These factors are:

- Happiness
- Recognition of the performance
- Achievements on the job
- Allocation of responsibilities
- Promotion
- Feeling important

Those factors are named «motivational» since according to Herzberg they function as motives for the increase of the employees' performance.

Victor Vroom: The theory of expectation

According to Vroom[4] η the power of motivation depends on:

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[3] Herzberg F. Mausner B. And Snyderman B. "The Motivation to Work" 2nd Edition, N.Y. John Wiley 1959

[4] Vroom V.H. "*Work and Motivation*" N.Y. John Wiley and Sons Inc. 1964

1. The degree of the employees' belief that **their increased effort will lead to increased performance**,

2. The degree of the **increase of the performance will lead to increase in the reward** and

3. The degree of **those employees' desire these rewards**.

The employees try to offer higher quality and quantity of labor according to their expectation these efforts will lead to higher productivity, recognition from the enterprise and equivalent rewards

Based on that thinking Vroom developed a function top estimate the motivational power according which:

M= Fi (E x R)

Όπου Y = Motivation
       Π = Expectation
       A = Rewared

Vroom determines the reward as internal ones (feeling of success, development, actualization) and the external such as wages, benefits and promotion.

Each reward has its meaning for each employee and can be positive if there is offered a benefit or negative if it is to avoid a loss. Positive reward is a productivity bonus and negative is the avoidance of a penalty for late arrival. The positive reward improves the working conditions and the negative one prevents a loss maintaining the original reward state. As Vroom indicates the reward can be layered on levels, which lead from the first to the next etc. The first level reward such as a promotion can lead to the second level such as improved social status and then lead to a third level such as improved family relations.

In order to improve the performance the employees should work in a state of balance. Thus the enterprenual goals should match the social ideas and the operation should serve the enterprenual goals.

Stacy Adams: theory of equity

Stacy Adams indicated that the employees have a strong feeling of justice and they tend to treat their work positively when they are equitable, though they tend to treat their work negatively when they are inequitable. That is why they compare their performance and rewards with those of their colleagues.

As performance is noted the quantity and quality of the offered labor and the comparison can be made among colleagues of the same position (eg. waiters), or different positions and same level (eg. the manager and the executive chef). As a reward is noted anything provided by the company such as wages, bonus, parking, meals on duty, accommodation, mobile phone, car, status, promotion, and the social recognition.

According to Adams, the employees estimate the level of their performance (P) and the reward (R) forming an index of equity (IE), where:

$$IE = \frac{P}{R}$$

The next step is a comparison among one's self index (s) with the colleagues' index (c). There are three possible outcomes:

1. IEs= IEc
2. IEs > IEc
3. IEs < IEc

In the case where IEs = IEc, and the self index is equivalent with the colleagues index the employee feels equitable to his colleagues and feels being managed fairly so he does not mobilize himself to change the performance.

In case IEs ≠ IEc the employee feels he is treated unfairly so he mobilizes to achieve equity.

In the case where IEs > IEc, the employee's index is lower than the colleagues' index and the employee feels anxious and insecure and tries to improve those feelings by increasing his efforts for performance or changing his perception about that situation.

In the case where IEc < IEc, the employee's index is higher than the colleagues' index and the employee feels inequitable. There are two possible reactions, either to decrease his efforts and performance or claim higher rewards. In case that none of these are fruitful the employee will change his internal balance and his perception of his work. If the inequity is strong the employee may increase the absences or even leave.

According to the theory of equity the employees do compare their rewards with the rewards of their colleagues. Thus the enterprise should track the employees' performance and adopt a just reward system.

B. Skinner: The reinforcement theory

Skinner refers to «reinforcement» meaning the impact that follows a specific behavior. The reinforcement can be positive when the impact is positive or negative when the impact is negative.

As Skinner indicated the negative and positive impact of each behavior can lead the employees to repeat or avoid that behavior. That means:

• A positively reinforced behavior (with positive impact), leads the employee to repeat it

• A negatively reinforced behavior leads the employee to avoid it

Gradually, the employee learns to repeat or avoid specific behaviors according to the previous reinforcement. That leads to the conclusion that the employee's behavior is dependant to the management's confrontation.

The positive reinforcement is adjusted to rewards. There are regular rewards that are given at regular intervals or non regular rewards. The non regular rewards havew the stronger motivating power..

The theory of interest

The hotel employee can offer his labor efforts in several levels of quality and quantity. The degree of his performance is based on two factors. What the employee is able and what he is willing to offer. In other words the factors are the employee's abilities and interest about his work.
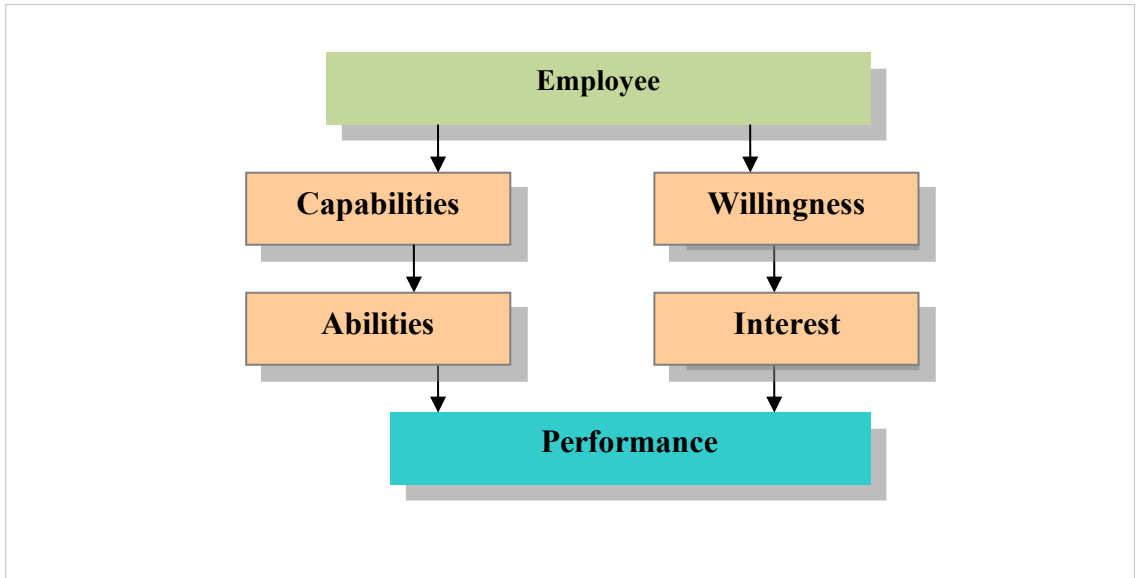
Figure 2. Basic factors that impact upon the employee's performance

The employee's capabilities are determined by his physical, mental and spiritual characteristics. A person inputting all of those characteristics, enthusiasm and devotion can display a remarkable performance. In this case the employee confronts the enterprise as his own and acts accordingly in any given situation. This employee, suggests concepts, takes initiatives, executes a task in the best possible way, he is kind, voluntary and positive towards the customers, cooperative with his colleagues and does his best to improve the operational efficiency.

The employee's capabilities should cover three fields:

- o Technical capabilities and knowledge related to their profession.
- o Human capabilities related to communicating with humans.

- o Mental capabilities, such as swift perspective, organizing manners and combining details. The employees should be able to view their work as a total and overcome any problems before they are noted by an external person.

The employee's interest is related to the expected reward. The benefit may be an avoidance of damage. Being employed in a position of interest is a benefit as much as not being fired from a position of interest. The reward may be material or non material.

As material rewards are the ones offered in money or any other material benefit. The direct material rewards are the wages earned, bonuses and paid holidays. Indirect material rewards are insurance benefits, a mobile phone or a car.

The non material reward is any reason for which the employee fells satisfied for his effort or any reason that does not cause damage. The non material reward refers to the way the company affronts the employee or even the working conditions.
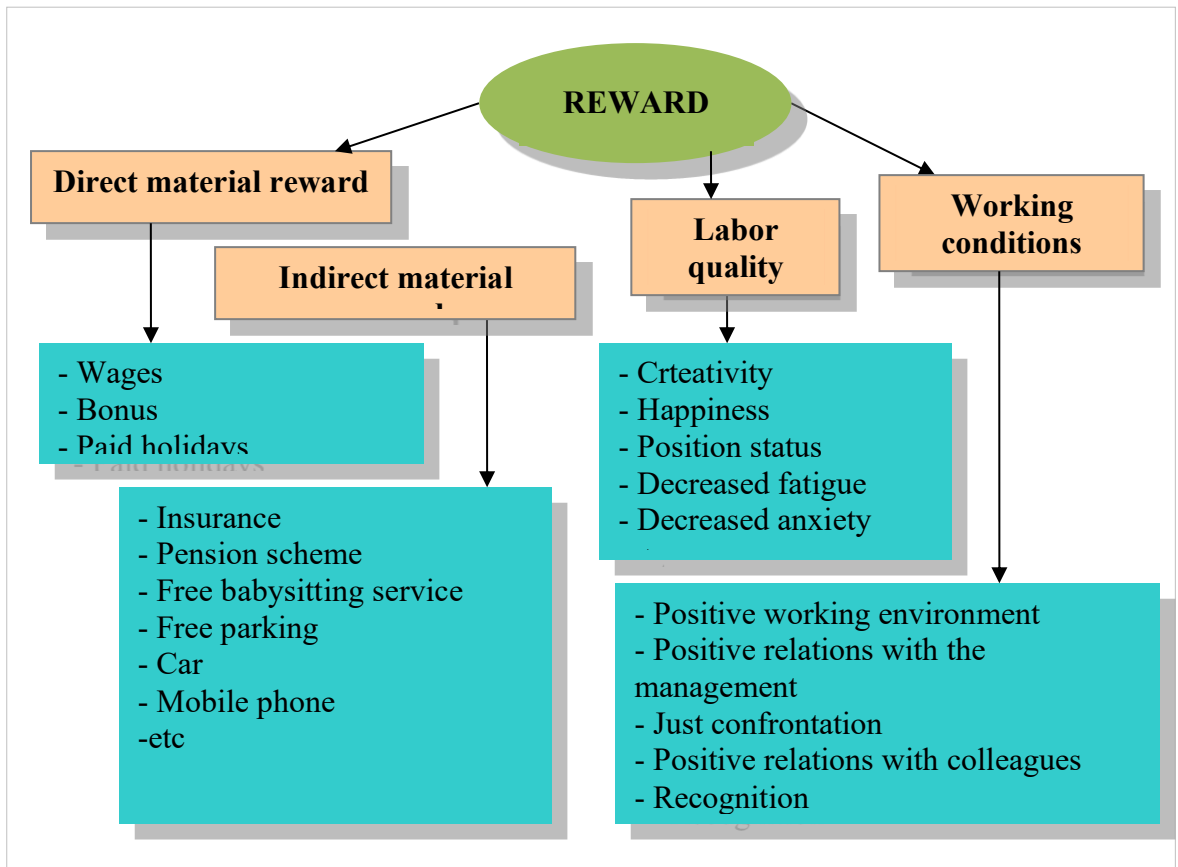
Figure 3. The wider meaning of reward

The material reward plays a key role in the sum of the employee's quid pro quo. The employee tends to lose faith in the management if the reward is solely non material. In this case the company recognizes the employee's efforts, hence the employee is dissatisfied.

The employee receives the message that his effort has produced profits for the company and thus he should get a payrise.

Each employee reacts in a specific way. Their character, personality and financial status determine their reaction to a reward system. For instance an employee may be interested in a mobile phone granted by the company but another person may not. The first person will demonstrate some interest in his work though the second will demonstrate disregard

The HRM policy will determine the total of the material and non material reward in an enterprise. This reward system can play a significant role in the labor efficiency as can be seen on figure 4.
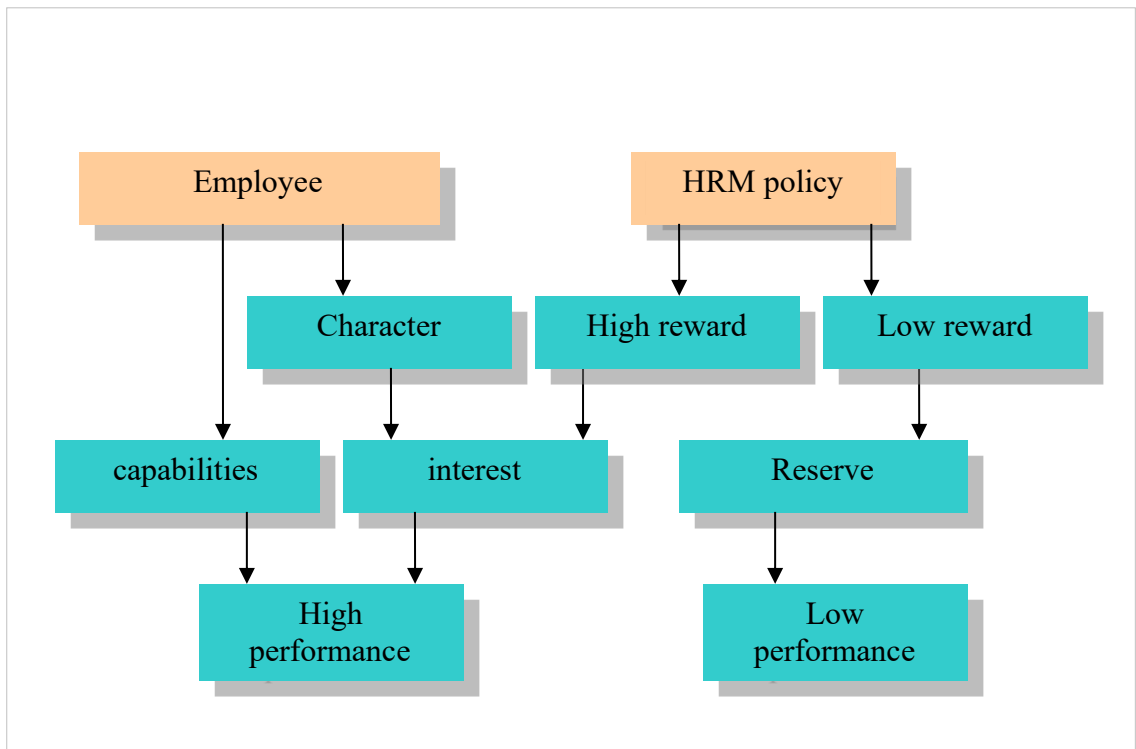
Figure 4 Basic factors affecting the labor efficiency

Since the enterprise attempts to achieve high performance from the employees, there will be a number of problems that are related to the employees' professional experiences. The employees tend to be reluctant till negative towards the managerial intentions and it takes time for them to be convinced. It is often that employees try to receive the highest reward

for the minimum of effort. Some cases the employees perceive that the company is dependent on them and that is shown through a scheme of high rewards. **Thus the reward system should be tightly fastened to the employees' performance**.

Research on the motivations and disincentives of modern executives

Companies must become more flexible to meet the evolving needs of their human resources, while modern executives increasingly seek recognition through their work. These are two of the key conclusions of the annual survey "Motivation Matters", conducted for the second consecutive year in Great Britain, by the Chartered Management Institute, with the support of Adecco (https://motivationmatters.co.uk/).

According to the survey, in which 1,864 executives took part, employees, although they feel disappointed with their employers, manage to maintain high levels of motivation in the workplace, a positive attitude towards demanding hours and a strong desire for personal professional development.

The "Motivation Matters 2005" survey, the latest results of which were announced in December 2005, expands on the findings of the 2004 survey, providing a more complete picture of the factors that shape and influence motivation, professional development, and the balance between career and personal life of modern executives. The main conclusions of the survey concern:

• Motivation and productivity: 55% of executives surveyed state that they feel "simply motivated" or even "highly motivated" at work from the beginning of the week, not succumbing to the so-called "Monday blues" syndrome. A very small percentage (3% of those who declare themselves "highly motivated") report that the lack of motivation in their workplace has a counterproductive effect, affecting 20% of their time.

• Demanding hours - Greater flexibility: Modern executives want to give their best and contribute to their company, choosing, however, more rational ways of working and a flexible schedule and not necessarily more working hours. According to the survey, while long working hours are a daily phenomenon for the majority of modern managers - 35% of those surveyed state that their hours are overloaded - 25% (compared to 17% in the corresponding survey in 2004) claim that they are able to increase their efficiency.

• Corporate values: The importance that employees attribute to corporate values is interesting. A large percentage of respondents express the opinion that the sense of accomplishment (64%) and the achievement of goals (53%) through their work is a very important motivator. It is noteworthy that only 11% of managers who participated in the survey state that reward systems and benefits linked to performance are important

motivators in their workplace. • Ambitions and career development: According to the survey, 1/4 of executives hope to remain in their current position for the next three years. This stability reflects the results of other surveys from the executive market, which show that the average time spent in a job is gradually increasing and that professional ambitions are now longer-term. At the same time, the more ambitious nature of younger executives also becomes apparent: approximately 60% of managers under 40 say they are looking for a promotion within the next three years, while only 1/3 believe they will stay at the same company to earn/claim it.

• Barriers to career development: 38% of executives surveyed express the opinion that a flat corporate structure and the resulting lack of promotion opportunities are the most important barriers to their career development.

• Education and training: According to the survey, 40% of managers have chosen their employer because of the development opportunities it offers. However, 41% claim that their employer does not have a specific budget for employee education and training, 23% are dissatisfied with the training opportunities provided to them and 74% believe that their employer should be the main supporter/financier of their professional education and development.

• New forms of flexible working: Although the managers surveyed say they feel motivated enough to meet the demanding schedule, one in three feel that their free time has been cut short due to professional obligations. At the same time, many executives report that while the use of temporary staff and part-time work are now common, other flexible forms of work, such as the "compressed week" (fewer working days per week, but more hours per day - compressed week) 31%, the system of distributing working hours within the year (distributing working hours in such a way that during periods of workload the staff works more, while in

TABLE 1: CORPORATE VALUES THAT MOTIVATE PER HIERARCHICAL LEVEL OF EXECUTIVES

Value-Motivation	Total Respondents (%)	Director (%)	Senior Manager (%)	Middle Manager (%)	Junior Manager (%)
Sense of purpose through work	63,7	64,9	66	62,2	56,8
Sense of achieving goals through work	53,4	55	54,3	51,1	50,3

Contribution to the development and advancement of colleagues	31	32	33,2	26,9	31,4
Responsibility within the team	26	22,9	27,5	29,1	28,4
Providing opportunities for proposing and developing new business practice models/systems	20	24,5	20,7	16,7	9,5
Contribution to society	19	20,5	16,3	18,9	18,3
Approval and recognition from my supervisor	15,6	8,2	16,8	22	25,4
Providing constructive guidance/information	14,1	12	13,5	16,7	19,5
Prestige among my colleagues	11,3	10,6	12,6	13,1	7,7
Benefits-rewards based on efficiency	11	13,6	11	8,5	8,3
Competition with other companies in the industry	8,3	15,1	5,1	4,4	3
Competition with others within the company	0,8	0,4	0,2	1,9	1

SOURCE: NAFTEMBORIKI (http://www.e-forologia.gr)

Conclusions

Fundamental motive to the human behavior is the interest, which is presented as a constant and positive mood for specific activities. The interest's analysis can reveal when the

interest is externalized the cognitive, emotional and volitional functions participate in that process . The interest is found where there is a potential benefit.

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Hospitality Educators' Perceptions and Acceptance of AI in Education: A Study of Delhi/NCR

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ABSTRACT:

Purpose – This study aims to explore the perceptions and acceptance of AI technologies among hospitality Educators in India.

Design/Methodology/Approach- This research explores the extent to which hospitality Educators in India are familiar with and accessible to the incorporation of AI tools and applications into their daily teaching practices. The study adopted quantitative based approach using convenience sampling with 245 sample size.

Findings- The findings suggest that several Educators were familiar with the probable benefits of AI in enhancing educational experiences, however, also exhibit their concerns about the technological, pedagogical, and ethical challenges associated with its application. The study adopted the TAM model and provides valuable understandings into the current state of AI adoption in Indian higher education, and offers recommendations for effective strategies to support the responsible and sustainable integration of AI in hospitality education.

Originality- The entire research work is the original work of the authors wherein the Structural equation Modelling conducted to highlight the perception and acceptance of AI in education along with its potential challenges.

Research Limitations- The survey was limited to Delhi/NCR region, which further can be extended to other region for further study in future.

Practical Implications:-This paper depicts that AI has the potential to significantly improve learning outcomes, increase student engagement, and increase teaching effectiveness in the hospitality sector.

1. Introduction

Education in hospitality and tourism has grown significantly over the two decades, with a noteworthy uptick in the last twenty-five years of the twentieth century (Airey, 2015; E Goh, 2020).

Technology has disrupted the way that programs are taught and how students relate with hospitality education at this time of expansion (Fotiadis, 2019; Goh E. &., 2020; Goh E. N., 2017). The growth of related research is another sign of the growing interest in hospitality and tourism education (Airey, 2015; Daniel, 2017; Goh E. &., 2020). Even with these developments, studies on hospitality and tourism education still make up a moderately small portion of the field's total body of literature. The incorporation of Artificial Intelligence (AI) into educational practices signifies a transformative change with the high potential to noticeably enhance teaching and learning experiences within the students. Artificial intelligence technologies, including machine learning algorithms, natural language processing, and intelligent instructional systems, are progressively being utilized to customize learning, streamline administrative functions, and enhance educational results (Q Liu, 2020). In the context of hospitality education, which combines theoretical knowledge with practical skills, AI offers an innovative opportunities to generate quite effective and attractive learning platform.

Recent studies have highlighted the possible benefits of Artificial Intelligence in education, including personalized learning experiences, personalized to specific students'

needs, enhanced learning through interactive tools, and the ability to examine massive amounts of educational data for better decision-making (Cheng, 2019). However, the application of AI in educational settings, particularly within specialized fields such as hospitality, requires a careful understanding of how educators notice and accept these technologies. (Sharma S. &., 2024) Study highlighted an analysis of the use of AI-based Chabot's by faculty members in Indian higher education, with a focus on the influence of engagement and performance. (Deri, 2024) Underlines the significance of including digital capabilities into hospitality school and its imperative for graduates to acquire new skills to sustain competitiveness. (Zhang, 2024) Examines how ChatGPT can enhance learning outcomes and experiences, encourage educational equality and efficiency, and raise ethical, technological, and pedagogical subjects related to hospitality and tourism education.

There is still a lack of knowledge regarding the particular attitudes and acceptance levels of Educators of hospitality, particularly in the Indian setting, despite the encouraging expansion of AI applications. The effective amalgamation of AI into hospitality education depends extensively on the attitudes and readiness of faculty members who will use these technologies in their teaching methods (Zawacki-Richter, 2019). Artificial Intelligence is providing promising grounds in all the industries and expanding its roots. AI has revolutionized and has completely transformed the educational landscape enabling one to experience more real time learning by creating simulations, personalized modules, enhancing visuals, adding more colors to the regular classroom teachings.

Artificial intelligence (AI) in hospitality education is a relatively current trend in India, and little is known about how hospitality Educators perceive and embrace AI tools in the classroom. Artificial Intelligence (AI) is a rapidly advancing technology, renowned for its significant role in reforming various aspects of modern life (Peters et al.,2015).Understanding these perceptions is important as Educators play a vital role in

implementing AI-driven tools, directly impacting how well they improve educational results (Cheng, 2019). Understanding the difficulties and challenges Educators encounter can help develop solutions to the adoption of AI. The purpose of this study is to fill the gap in the literature by investigating how Indian hospitality educators perceive and adopt AI in the classroom. The results will help guide future educational practices and regulation as well as the successful integration of AI into hospitality courses. This study will complement to the broader discussion on AI in education by examining the relationship of the variables influencing academics' acceptance of the technology and offering practical suggestions for stakeholders.

(Sharma S. a., 2023) Brings attention to how rapidly technology, digitization, and sustainability are changing the hotel sector. The study questions whether the current curriculum fulfill industry demands and highlights the importance of industry-academia collaboration in assuring that graduates have the necessary skills and knowledge. Integrating Artificial Intelligence in curriculum has shown significant potential to increase learning outcomes, personalize instruction, and restructure administrative responsibilities (Cheng, 2019; KF Hew, 2010; Huang C. , 2020).

However, successful implementation depends extensively on educators' acceptance and perception of these tools (O Zawacki-Richter, 2019). In India's rapidly evolving hospitality education sector, limited research explores how Educators perceive and accept AI. Understanding the perception on AI's benefits, challenges, and impact on education practices is important for effective integration. Without these understandings, Educational Institutions may come upon opposition or challenges when implementing AI-driven solutions that could improve educational outcomes (Liu, 2020). Therefore, this research focuses on identifying and analyzing factors influencing hospitality Educators acceptance and their perception on AI, addressing literature gaps, and providing understandings to

simplify AI adoption in hospitality education. This paper aims to explore the perception and acceptance of the Educators in hospitality institutes/universities. Though AI is growing fasts and gaining popularity, also holds some challenges or difficulties in complete adoption of it in education sector.

The objectives of the study are:

- To assess hospitality Educators' awareness and understanding of AI in education.

- To determine Educators' perceptions of the benefits and challenges of incorporating AI into hospitality education.

- To identify the factors that influences the acceptance of AI by hospitality Educators in India.
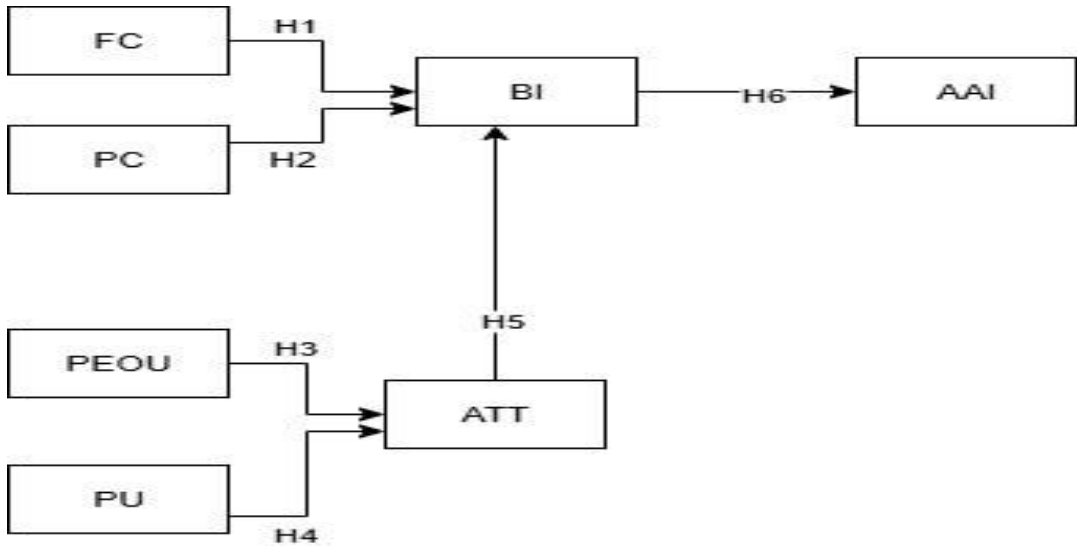

Fig 1.1 Proposed Model

2. Literature Review

Artificial Intelligence (AI) is becoming increasingly important in education (Chen X. X., 2020). Artificial intelligence in education refers to computers that carry out human-like reasoning tasks, particularly in learning and problem-solving. The goal of integrating intelligent teaching approaches, curriculum design, and course structure into the education sector over the past 30 years is to impart in students an awareness of environmental and sustainable development (ESD) while also integrating cutting-edge technologies like artificial intelligence within the ESD framework (Shishakly, 2024). Both students and Educators benefit significantly from the advancement of classroom mobility brought about by technology. Educational technology simplifies learning at whatever time and from choice of your location by allowing students to participate in tutorial activities while balancing other tasks (Davis N. G., 2019). Flexibility can lead to better-quality learning outcomes and understandings, along with increased student motivation and engagement (Huang Y. L., 2014; Knight, 2020). Moreover, due to this education technology educators can conveniently manage online content distantly (Davis N. G., 2019). Educational technology creates a feeling of community that improves student-teacher connection, networking, and collaboration (Goh E. &., 2020; Lee, 2016; McCarthy, 2012). According to (Miller, 2012), because blogs and wikis encourage participatory learning, students appreciate using them for class discussions. (Goh E. &., 2020) Findings strongly indicate that automated discussion boards ought to be incorporated into course curriculum due to their proven advantages.

AI is used in this integration to monitor student forums, conduct intelligent tests, act as a learning companion, support or replace Educators, and provide private tutoring. Additionally, AI-Ed advances science teaching by acting as a research instrument (Holmes, 2023). Previous studies have examined a number of characteristics of AI in Education (AI-

Ed), including views toward the use of Chabot's in the classroom, factors influencing students' sustained interest in AI learning, and educators' preparedness to teach AI (Li W. Z., 2024). Moreover, Research has observed at the factors that affect students' continued interest in learning AI (Chai, 2020), how they perceive AI coaching (Terblanche, 2023), and institutions' behavioral intention (BI) to employ AI robots in the classroom.

Davis 1989, established the technology acceptance model (TAM), which observes how users adopt and employ new technologies. Based on TAM model, the current study explores the Attitude

2.1 Theoretical Framework

This model proposes that the acceptance of AI among hospitality Educators is influenced by their awareness of AI technologies, their perceptions of these technologies, and various external and internal factors. To enhance the understanding of AI acceptance among faculty members, two external factors—"Facilitating Conditions" and "Perceived Compatibility" were included as external factors in the original TAM.

2.1.1 Technology Acceptance Model (TAM)

Davis 1989, validated the Technology Acceptance Model (TAM), which is a key framework for understanding technology acceptance. TAM suggests that two main factors influence technology acceptance, PU and PEOU. Perceived Usefulness (PU) is the degree to which an individual considers that applying a specific technology would progress their effectiveness at work. In the context of education, PU involves how AI tools are perceived to improve teaching effectiveness, learning outcomes, and administrative efficiency. For instance, AI applications like adaptive learning systems can provide personalized feedback and tailored learning experiences, which may be viewed as highly useful by educators (Davis D. , 1989). Perceived Ease of Use (PEOU) indicates the degree to which an

individual has confidence in that using a technology would be free from any effort. This includes how simple it is to incorporate AI tools into current teaching methods and curriculum. Factors such as user-friendly interfaces, least training requirements, and smooth integration with current educational technologies impacts PEOU (Venkatesh V. &., 2008).

The best sign of an individual desire to use technology is perceived usefulness (PU), which is defined as the degree to which people think that utilizing a specific technology improves their performance (Davis, 1989) (Rafique, 2020; Al-Adwan, 2018; Sprenger, 2021). However, Perceived Ease of Use (PEOU), which measures how simple a technology is to use and favorably affects opinions of its usefulness, are closely related (Davis, 1989; Venkatesh & Davis, 2000). Particularly in education, where effortlessness of use and practicality encourage teachers to incorporate new technologies into teaching and learning, both PU and PEOU are important factors in determining the adoption of technology (Dhingra, 2019; Teo, 2011). According to research, PEOU has a substantial impact on PU and Behavioral Intention (BI) in educational settings (Chang, 2012; Rienties, 2016; Sánchez-Mena, 2017). The research has been demonstrated that ease of use and simplicity increase users' acceptance and pleasure of technology (Akdim, 2022; Davis, 1992; Wang, 2022). Behavioral Intentions BI, which in turn represents a person's strong intention to carry out a certain activity within their setting, is significantly shaped by Attitude (ATT), another essential component of the Technology Acceptance Model (TAM) put forward by Davis et al. (1989) (Fishbein, 1975).

According to TAM, greater acceptance and use of technology are correlated with better assessments of its utility and usability. In education sector, this means that Educators are more likely to adopt AI tools if they trust these tools will significantly progress their teaching and are easy to implement (Davis D. , 1989; Venkatesh V. &., 2008).

2.3 Hypothesis Development

By assuring that perceived ease of use directly decodes into the recognition and utilization of facilitating conditions, highlights the significance of user-centric design in AI development and encourages wider adoption and sustained engagement. Moreover, the successful integration of AI tools into learning processes is greatly influenced by the availability of support resources in education sector, making the positive relation between PEOU and facilitating conditions (Baig & Yadegaridehkordi, 2025). Similarly, a detailed hold of how PEOU affects enabling conditions can guide organizational AI implementation strategies, guaranteeing that the required support systems and infrastructure are in place to improve technology adoption and its use.

Facilitating Conditions (FC) refers to the extent to which individuals believe that gadgets and infrastructure are available for them to adopt a technology (Venkatesh, Morris, Davis, & Davis, 2003). Older persons may need more assistance than people in other age groups since they are not as accustomed to a new technology (Chen & Chan, 2013). When examining how FC affects older individuals' ICT acceptability, (Guner & Acarturk, 2020) found that FC has a beneficial impact on PEOU but not PU. Similarly, FC has a beneficial impact on PEOU, according to a study by (Li, Ma, Chan, & Man, 2019) on older individuals' adoption of smart wearables. FC significantly improves BI As these enabling conditions lower perceived barriers and boost self-efficacy, this hypothesis suggests that people's intention to use AI technologies increases significantly when they perceive adequate organizational and technical infrastructure, support, and resources (Almenara et al., 2025). This suggests that having the required tools, training, and support close at hand gives users confidence and increases their propensity to embrace AI (Kim et al., 2024). On the other hand, even when other elements, such as perceived usefulness, are high, a lack of

perceived facilitating conditions can produce major obstacles and reduce behavioral intention (Sergeeva et al., 2025). This is consistent with research indicating that use behavior is strongly influenced by facilitating conditions (Rana et al., 2024). Evidence indicating that the existence of strong facilitating conditions can allay worries about implementation costs, especially for small and medium-sized businesses with little funding, supports this further (Soomro et al., 2025).

Hypothesis 1: Facilitating Conditions have significant positive effect on Behavioral Intentions

The degree to which a customer feels that utilizing a specific technology would enhance their ability to complete a given activity is known as perceived usefulness. According to research, this variable directly and has a good effect on attitude (Lin, 2011). PC significantly improves BI This implies that users are more likely to develop a stronger intention to adopt and use AI technologies when they are seen as being in line with current work practices, values, and personal needs. This helps to bridge the gap between awareness and active engagement of the users (Cao et al., 2021). This perceived compatibility increases the viewpoint of sustained use by promoting a sense of natural alignment and lowering the reasoning effort needed for integration (Kelly et al., 2022). Perceived compatibility plays an important role in the adoption of technology, especially, when users are uncertain to break established routines (Liu & Ji, 2025).

Hypothesis 2: Perceived Compatibility have significant positive effect on Behavioral Intentions.

In academic environment it is important, where faculty and students' adoption of new AI tools can be greatly influenced by the perceived effort needed to learn and integrate them

(Shata & Hartley, 2025). Consequently, an AI system that is easy to use is more likely to be acknowledged as being consistent with both individual learning preferences and current teaching methods, which encourages its widespread adoption. According to Lin et al. (2025), this alignment reduces cognitive load and facilitates a more seamless integration of AI tools into teaching strategies and student learning activities. The perceived usefulness and general acceptance of AI in academic settings can be greatly increased by such smooth integration, which is made possible by perceived ease of use (Biswas et al., 2025). PEOU significantly improves perceived compatibility. This implies that users are more likely to think that an AI system fits with their present demands, work styles, and values when they find it easy to use, which allows for a more seamless incorporation into their everyday routines. The ease of use in perceived compatibility, lowers resistance to integrating new AI technologies into daily tasks and increases the chances of sustained adoption (Mouloudj et al., 2025). Therefore, the impression that AI tools blend in perfectly with existing workflows and reasoning frameworks is greatly influenced by an intuitive user experience (Menon & Shilpa, 2023).

Hypothesis 3: Perceived Ease of Use have significant positive effect on Attitude.

This relationship is further supported by theories that suggest an individual's intention to adopt an innovation is significantly influenced by perceived benefits, which frequently include ease of integration (Jo, 2024). By creating a sense of natural fit within current operational frameworks, this suggests that designing AI tools with a strong emphasis on user-friendliness can proactively address potential adoption barriers (Ghimire & Edwards, 2024). PU significantly improves FC. According to this theory, users are more likely to believe that there are resources and favorable circumstances that support the use of an AI system when they believe it to be beneficial. This creates an atmosphere that is favorable

for the system's adoption and ongoing use. This implies that the practical advantages of AI tools can increase understanding and respect for the conditions and auxiliary infrastructure that make their efficient use possible. A cycle of successful adoption and integration can thus be strengthened by a strong sense of usefulness, which can inspire people and organizations to actively look for or create facilitating conditions. Users may become more aware of or even support the resources (such as training and technical support) that further enable an AI tool's efficient operation, for example, if it dramatically increases productivity (Jonathan, 2025). On the other hand, if the value of an AI system is unclear, its enabling circumstances if they exist may be disregarded or seen as unimportant, which could result in underutilization. PU significantly improves PC This implies that people are more likely to see an AI system as compatible with their current tasks, values, and work practices when they are aware of its usefulness. This facilitates smooth integration and long-term engagement. Since it lessens the cognitive load needed to incorporate the AI tool into ingrained routines, this alignment between perceived usefulness and compatibility is essential for overcoming resistance to new technologies (Shrivastava, 2025). According to this convergence, if farmers find Ag 5.0 technology to be easy to use, beneficial, and supportive of improving their performance and current farming methods, they are likely to embrace it (Colavizza et al., 2020).

Hypothesis 4: Perceived Usefulness have significant positive effect on Attitude
ATT significantly improves FC. According to this theory, people who have a positive outlook on AI technologies are more likely to acknowledge and value the enabling circumstances that are required for their deployment and ongoing use (Ibrahim et al., 2025). Because of their optimistic outlook, people are more likely to recognize and take advantage of the resources, support networks, and environmental elements that facilitate the

integration and functioning of AI systems (Ibrahim et al., 2025). This increased openness may result in a more proactive use of the support systems that are available, creating an atmosphere that is more favorable for the adoption of AI (Baharin, 2025).

Moreover, a positive outlook can inspire anyone to actively look for to create these enabling circumstances, which will support the effective implementation of AI (Shata & Hartley, 2025). This shows that a positive emotional and mental attitude toward AI will convert passive resource availability into active use, increasing the overall effectiveness of AI integration in a variety of contexts. As psychological factors frequently reconcile the practical application of technological resources, it is crucial to cultivate a positive attitude among users to ensure that facilitating conditions translate into effective AI adoption and sustained use (Ibrahim et al., 2025). ATT significantly improves PC, which suggests that users who have a favorable attitude toward AI technologies are more likely to believe that these tools are essentially aligned with their values, beliefs, and operational agendas (Valle et al., 2024). This alignment reduces cognitive dissonance and makes it easier to incorporate AI systems into current work procedures and individual beliefs (Na et al., 2022). Given that AI is viewed as a logical extension of existing practices rather than a disruptive innovation, this hypothesis implies that a positive attitude toward the technology promotes a sense of congruence, increasing the likelihood of adoption and long-term use (Chaveesuk et al., 2020).

Hypothesis 5: Atttitude has significant positive effect on Behavioral Intentions

BI significantly improves the actual use of AI According to this theory, a strong behavioral intention to use AI systems directly correlates with their actual use, acting as the direct precondition for the tangible implementation of AI technologies (Cabrera-Sánchez et al., 2020).

Hypothesis 6: Behavioral Intentions have significant positive effect on Actual usage of AI.

2.3 Key Variables

Variables	Definition	Source
Awareness of AI Technologies:	Knowledge and understanding of AI technologies and their potential applications in hospitality education.	(Davis, 1989).
Perceived Ease of Use (PEOU):	The extent to which a professor thinks that utilizing AI technologies would be effortless.	TAM (Davis, 1989).
Perceived Usefulness (PU):	The extent to which a professor thinks that using AI technologies would improve their teaching effectiveness or efficiency.	TAM (Davis, 1989).
Perceived Compatibility (PC):	The extent to which AI technologies are supposed to align with the instructors' wants, prior experiences, and present values.	DOI (Rogers, 2003).
Facilitating Conditions (FC):	Resources and support available to Educators for implementing AI technologies, including training and technical support.	TAM (Venkatesh et al., 2003).
Attitude Toward AI (ATT):	Overall positive or negative feelings that Educators have toward the use of AI in their teaching.	TPB (Ajzen, 1991).
Behavioral Intention to Use AI (BI):	The intention or willingness of Educators to integrate AI technologies into their teaching practices.	TAM (Davis, 1989).
Actual Usage of AI (AAI):	The extent to which AI technologies are actually used by Educators in their teaching activities.	TAM (Davis, 1989).

3. Research Methodology:

This study examines how Indian hospitality Educators perceive and embrace AI in hospitality education using a <u>survey method</u> and a descriptive research methodology. The target population for this study comprises hospitality educators (professors, lecturers and academicians) from 76 hospitality institutes of NCHMCT, and 50 institutes in Universities, and standalone institutions across India (considering a total of 150 hospitality institutes). Based on UGC norms for undergraduates programs, which recommend 1 educator per 20 students, and assuming an average intake of 120 students per institute, the total estimated population of hospitality educators in India is approximately 1000. Considering, Confidence level 95%, Margin of error 5%, population proportion 50%, using the formula for sample size calculation, the required sample size was determined to be 278 respondents. Educators/faculties of hospitality institutes from Delhi/NCR make up the target population. Respondents in this study were selected using convenience sampling, with a focus on academicians employed by hospitality institutions. Convenience sampling was chosen due to its practicality and suitability for quickly and conveniently drawing a sample from the target population. The Hospitality Institute's Educators were chosen as participants because of their expertise in the fields of hospitality management and education. It is recognized that convenience sampling is a widely used method for finding study participants and examining theoretical concepts and relationships (Winterstein, 2021).

Based on the literature review, the authors designed a systematic questionnaire for all selected constructs, drawing from well-designed and tested studies for data collection. A pilot study was conducted to evaluate the instrument's face and content validity. The questionnaire was then sent to experienced academicians, and their suggestions were incorporated. The final questionnaire consisted of 34 scale items covering various

constructs such as Perceived Ease of Use (PEOU), Perceived Usefulness (PU), and Attitude towards AI (ATT), Facilitating Conditions (FC), Perceived Compatibility (PC), Behavioral Intention (BI), and Actual Use of AI (AAI), modified according to the study's requirements. From "strongly agree" to "strongly disagree," a five-point Likert scale was used. The questionnaire was divided into three sections: the first section asked the participants' demographic profile, the second section focused on familiarity and awareness of AI among respondents, and the third section included 34 questions to measure respondents' perceptions and acceptance of AI in the field of hospitality education.

The questionnaire was administered to 260 respondents using convenience sampling, and 245 responses were received. After excluding 15 partially filled responses, 245 valid samples were used for the study. 245 respondents who worked as Educators at hospitality institutions provided the data. The investigation was carried out from September to December of 2024.

Four academicians with an average of 20-25 years of experience in the hospitality academic industry pre-reviewed the questionnaire to ensure its validity and accuracy in gathering reliable evaluation criteria.

The principal variables were modified from similar prior research (table 2.3). This study aimed to contribute to the extant literature concerning the perception and acceptance of artificial intelligence tools in hospitality education. The occurrence of AI tools within the educational realm has experienced significant growth and adaptability.

Data Analysis:

4.1 Descriptive Statistics

The collected data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). Structural Equation Modeling (SEM) was used to examine the relationships

between the constructs, which were adapted from previous related studies. This study aims to contribute to the existing literature by exploring constructs such as awareness of Artificial Intelligence in hospitality education, Behavioral Intention (BI), Perceived Ease of Use (PEOU), Perceived Usefulness (PU), Facilitating Conditions (FC), Perceived Compatibility (PC), and Attitude towards Artificial Intelligence (ATT).

Table 4.1 describes the summary of demographic details of the respondents. Of 245 respondents, around 77.1% are male, while 22.9% are females.40.8 % of respondents were under 25-35 years of age, 55.1% were between 36-45 years of age, 4.1% were above 56 years of age. Data was examined further using demographic factors like educational qualifications, teaching experience, type of institution, and region of institute. 8.5 % respondents had post doctorate, 26.9% reported were doctorate, 61.2% had post graduate degree, 3.4% had graduation degree. 31% respondents from Government IHM, 24.9% were from Institute under university Set up, 44.1% were from Private Institute.

Table 4.1: Respondents Profile

Demographic Characteristics		Frequency	Percentage
Gender	Male	189	77.1
	Female	56	22.9
	Total	245	100.0
Age	25-35	100	40.8
	36-45	135	55.1
	56 and above	10	4.1
	Total	245	100.0
Educational Qualification	Post Doctorate	20	8.5
	Doctorate (Ph.D.)	66	26.9
	Post-Graduation	150	61.2
	Graduation	9	3.4
	Total	245	100.0
Teaching Experience	More than 15 Years	93	38.4

	11-15 Years	33	13.5
	5-10 Years	96	39.2
	Less Than 5 years	23	9
	Total	245	100.0
Type of Institution	Govt. IHM	76	31
	Institute under University Set-Up	61	24.9
	Private Institute	108	44.1
	Total	245	100.0
Region of Institute	Central India	35	14.3
	East India	14	5.7
	North India	169	68.9
	Northeast India	7	2.9
	West India	20	8.2
	Total	245	100.0

4.2 Awareness among Hospitality Faculty

The responses from hospitality faculty members about their knowledge, experience, application, and opinions of artificial intelligence (AI) in education are summarized in the table 4.2.

Participants were asked to rate their familiarity with AI as it relates to education. From the table it is observed that a 33.3% of the faculty is neutral or 22% were not very familiar with AI in education, emphasizing a need for increased awareness and training. This indicates that a significant portion of the faculty is either neutral or not very familiar with AI in education, highlighting a need for increased awareness and training. Extent to which they have attended AI related training or workshops, results show that while 25.1% faculty members have received basic or introductory training, 29.5% has not received any training, 20.6% is planning to attend in the future. The current usage of AI-based tools or applications in their institutions for educational purposes results suggests that 50.4% AI-based tools are somewhat used in institutions, 5.6% reporting wide usage, 14.2% no usage

at all. The possible impact of AI on hospitality education results suggests that the 43.3% of the faculty perceives as positive, with a 21.3% remaining neutral, 11.3% somewhat negative, indicating diverse opinions on the subject. The results highlighted a mixed level of familiarity with AI among hospitality faculty, varying degrees of AI-related training, moderate usage of AI tools in educational environment, and generally positive perceptions of AI's potential impact on hospitality education. These findings recommended the need for more comprehensive training and awareness programs to enhance the integration of AI in hospitality education.

Table 4.2 Awareness among Hospitality Faculty			
Awareness Among Hospitality Faculty		**Frequency**	**Percentage**
Rate your Familiarity with Artificial Intelligence (AI) as it relates to education.	Very Familiar	54	22.0
	Somewhat Familiar	21	8.5
	Neutral	82	33.3
	Not very familiar	54	22.0
	Not familiar at all	34	14.2
	Total	245	100.0
Indicate the extent to which AI- related training or workshops you have attended	Basic Training Received	62	25.1
	Extensive Training Received	7	2.8
	Introductory Training received	54	22.0
	No Training received	72	29.5
	Planning to Attend	50	20.6
	Total	245	100.0
Rate the current usage of AI- based tools or applications in the institution for educational purposes	Neutral	59	24.1
	Not sure	14	5.7
	Not used	35	14.2
	Somewhat Used	124	50.4
	Widely Used	13	5.6
	Total	245	100.0
	Very Positive	106	43.3

How would you rate the potential impact of AI on hospitality education	Somewhat Positive	59	24.1
	Neutral	52	21.3
	Somewhat Negative	28	11.3
	Very Negative	0	0.0
	Total	245	100.0

SMARTPLS 4 software was used to evaluate the data and examine the different variables are related to one another. A statistical method for investigative correlations between latent variables, partial least squares structural equation modeling (PLS-SEM) is especially helpful when the sample size is small (Hair, 2019).When conducting Partial Least Squares Structural Equation Modeling (PLS-SEM), selecting the appropriate sample size is crucial for ensuring the accurateness and validity of the findings. In PLS-SEM studies, the sample size is not fixed and depends on various factors, including the complexity of the model, the number of latent variables and indicators, the effect sizes, and the anticipated level of statistical control (Hair et al., 2013). Some researchers suggest that the sample size to indicator ratio should be at least 5:1 or 10:1, while others mentioned a minimum of 100–200 observations (Kock N. , 2018). For this study, a substantial sample size of 245 observations used for the analysis (Table 2.3). A comprehensive Collinearity assessment strategy is used to identify common method bias (CMB) in PLS-SEM (Hair et al., 2017; Kock, 2015). VIF values ought to be below the cutoff point of 3.3 (Hair J. H., 2017; Kock, 2015). This shows that there is no common technique bias in the model.

A Confirmatory Factor Analysis (CFA) was conducted to verify the reliability and validity of the measurement instrument. As shown in Table 3.3 factor loadings exceeding 0.70 to be considered acceptable, while loadings below 0.40 needs to be removed (Hair, 2014). Therefore, BI4, BI5, PC2, PU4 with factor loadings below 0.40, were excluded from the analysis. Additionally, Hair (2014) proposed a recommended threshold of 0.70 for Composite Reliability (CR) and 0.50 for Average Variance Extracted (AVE). In this study,

all values exceeded these recommendations, indicating the acceptance of the measurement model and establishing convergent validity.

While assessing the reliability of multi-item scales, Cronbach's alpha, as introduced by Cronbach (1951), is a widely applied measure. In this study, Cronbach's alpha values for all constructs exceeded 0.7, indicating acceptable reliability for all measurement constructs.

The AVE squared is represented by the diagonal in the table, while the correlations between constructs are indicated by the values below the diagonal. Table 4.4 suggests that bold and diagonal values should be greater within their constructs compared to other constructs, both horizontally and vertically. Thus, discriminant validity is attained (Fornell & Larcker, 1981).

Table 4.3 Summary of Measurement Model

Construct			Loading	Alpha	CR	AVE
Perceived ease of Use (PEOU)	Indicate the extent of agreement with the following statements. [AI can enhance the quality of education in the hospitality field.	PEOU 1	0.781	.864	.898	.708
	Indicate the extent of agreement with the following statements. [AI-based tools can make teaching more efficient and effective.]-	PEOU 2	0.904			
	Indicate the extent of agreement with the following statements. [The use of AI in education can improve	PEOU 3	0.899			

	student engagement and learning outcomes.]-					
	Indicate the extent of agreement with the following statements. [AI will reduce the need for traditional face-to-face teaching in hospitality education.]-	PEOU 4	0.773			
Perceived Usefulness (PU)	Indicate the extent of agreement with the following statements. [AI can provide personalized learning experiences for students.]-	PU1	0.862	.772	.826	.676
	Indicate the extent of agreement with the following statements. [AI poses a threat to traditional teaching roles in hospitality education.]-	PU2	0.820			
	Indicate the extent of agreement with the following statements. [The ethical implications of AI in education need more attention.]-	PU3	0.784			
Attitude (ATT)	How challenging do you foresee the integration of AI into hospitality education in terms of the following factors? [Insufficient training for faculty]	ATT1	0.811	.810	.835	.636

	How challenging do you foresee the integration of AI into hospitality education in terms of the following factors? [High costs associated with AI implementation]-	ATT2	0.769			
	How challenging do you foresee the integration of AI into hospitality education in terms of the following factors? [Resistance to change among faculty and students]-	ATT3	0.867			
	How challenging do you foresee the integration of AI into hospitality education in terms of the following factors? [Privacy and data security concerns]-	ATT4	0.736			
Perceived Compatibility (PC)	Indicate the level of agreement with the following potential benefits AI could bring to hospitality education. [Support for research and innovation in hospitality	PC1	0.904	.893	.895	.824
	How important are the following factors in encouraging the adoption of AI in	PC3	0.913			

	teaching practices? [Availability of training and support]-					
	How important are the following factors in encouraging the adoption of AI in teaching practices? [Proven improvements in student outcomes	PC4	0.907			
Behavioral Intention (BI)	How important are the following factors in encouraging the adoption of AI in teaching practices? [Institutional support and incentives	BI1	0.938	.949	.955	.868
	How important are the following factors in encouraging the adoption of AI in teaching practices? [Peer recommendations and success stories]-	BI2	0.956			
	Indicate the preferred areas for AI integration into the curriculum. [Classroom teaching and lectures]-	BI3	0.950			
	How important is it to include AI as a part of the curriculum in hospitality education programs?	BI6	0.881			
Actual use of AI (AAI)	Indicate the preferred areas for AI integration into the curriculum. Practical skill	AAI1	0.835	.835	.846	.668

	development (e.g., simulations)-					
	Indicate the preferred areas for AI integration into the curriculum. [Student assessment and feedback]-	AAI2	0.844			
	Indicate the preferred areas for AI integration into the curriculum. [Career counseling and placement]-	AAI3	0.817			
	Indicate the preferred areas for AI integration into the curriculum. [Research and academic writing]-	AAI4	0.770			
Facilitating Condition (FC)	Indicate the level of agreement with the following potential benefits AI could bring to hospitality education. [Improved efficiency in teaching and learning]	FC1	0.855	.907	.911	.783
	Indicate the level of agreement with the following potential benefits AI could bring to hospitality education. [Better personalization of learning experiences]-	FC2	0.850			
	Indicate the level of agreement with the following potential benefits AI could bring to hospitality	FC3	0.921			

education. [Enhanced data-driven decision-making			
Indicate the level of agreement with the following potential benefits AI could bring to hospitality education. [Increased accessibility to quality education]-	FC4	0.911	

Table 4.4 Fornell- Larcker Criterion

	AAI	ATT	BI	FC	PC	PEOU	PU
AAI	0.817						
ATT	0.324	0.797					
BI	0.718	0.526	0.932				
FC	0.612	0.532	0.745	0.885			
PC	0.728	0.574	0.902	0.743	0.908		
PEOU	0.401	0.341	0.337	0.490	0.338	0.842	
PU	0.447	0.332	0.338	0.396	0.292	0.849	0.822

The PLS-SEM method for hypothesis testing relies on bootstrapping standard errors to calculate the t-values of the path coefficients (Hair, 2014). Consequently, a bootstrapping procedure with 5,000 re-samples was performed. The results are summarized in Table 4.4 and illustrated in Figure 4.1. Through the measurement results in Table 4.5 below, conclusions can be drawn through the results calculation of the six hypotheses.

Behavioral intention is positively and significantly impacted by facilitating conditions. This implies that users are more likely to plan to utilize the system when they believe it has sufficient infrastructure and support such as technical assistance and resources. The path from Facilitating Conditions to Behavioral Intention is statistically significant, with a path coefficient of 0.170, a t-value of 5.582, and a p-value of 0.000, indicating a strong positive influence of facilitating conditions on users' intention to adopt the system. Moreover,

perceived compatibility is the best indicator of behavioral intention. A high coefficient (0.783) shows that users' intention to embrace a system increases significantly which believes it fits well with the needs, values, and current behaviors. The path from Perceived Compatibility to Behavioral Intention is statistically significant, with a path coefficient of 0.783, a t-value of 27.191, and a p-value of 0.000.

Attitude toward the system is positively impacted by perceived ease of usage. A more positive opinion regarding the system is typically developed by users who finds it easy to use and navigate. The path from Perceived ease of Use to Attitude is statistically significant, with a path coefficient of 0.213, a t-value of 1.993, and a p-value of 0.000. User attitude is greatly improved by perceived usefulness. Users are more likely to have a favorable opinion of the system when they think it enhances their productivity or performance. The path from Perceived Usefulness to Attitude is statistically significant, with a path coefficient of 0.151, a t-value of 1.999, and a p-value of 0.000.

Behavioral intention is positively and significantly impacted by attitude. Although the effect size is small, a positive attitude toward the system increases the inclination to use it. The path from Attitude to Behavioral Intention is statistically significant, with a path coefficient of 0.114, a t-value of 2.423, and a p-value of 0.000. A reliable indicator of real adoption is behavioral intention. This demonstrates that there is a high probability that people who plan to utilize the system will really carry it out. The path from Behavioral Intention to Actual usage of AI is statistically significant, with a path coefficient of 0.718, a t-value of 18.119, and a p-value of 0.000.

According to the results, behavioral intention is significantly influenced by perceived compatibility, facilitating circumstances, and user attitudes that are influenced by

usefulness and simplicity of use. In turn, actual adoption is highly predicted by behavioral intention. For system designers, educators, and legislators looking to improve user engagement and technology adoption, these results have useful implications.

Table 4.5 Path Analysis and Hypothesis Testing

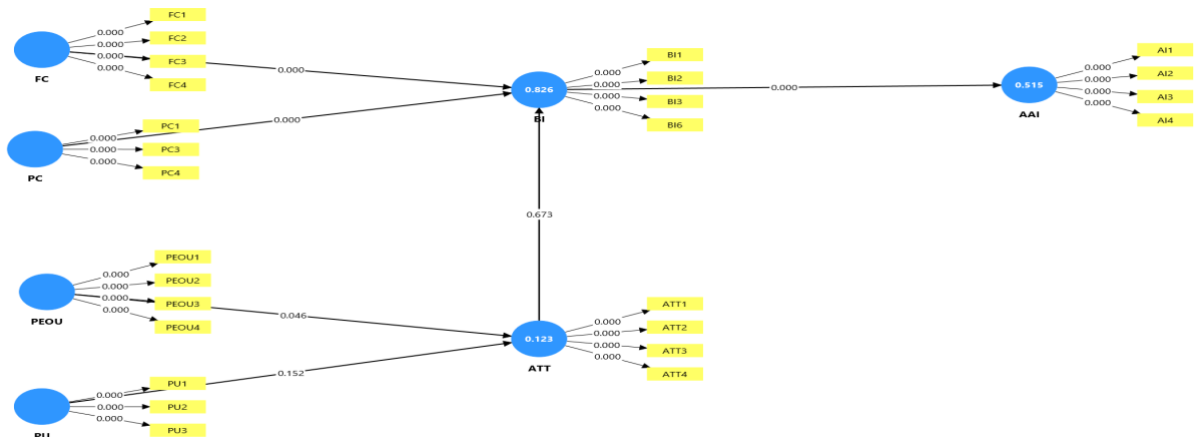| Hypothesis		Original sample	Standard deviation	T statistics	P values	Hypothesis Result
H1	FC -> BI	0.170	0.030	5.582	0.000	Supported
H2	PC -> BI	0.783	0.029	27.191	0.000	Supported
H3	PEOU -> ATT	0.213	0.107	1.993	0.046	Supported
H4	PU -> ATT	0.151	0.105	1.999	0.000	Supported
H5	ATT -> BI	0.114	0.032	2.423	0.000	Supported
H6	BI -> AAI	0.718	0.040	18.119	0.000	Supported

Fig 4.1 Measurement Model

4. FINDINGS AND RESULTS:

Traditional teaching and learning paradigms are being redesigned by the revolutionary force that is artificial intelligence (AI) integration in education. AI is opening up new possibilities for Educators and students like by automating administrative responsibilities, personalizing learning experiences, and contributing data-driven insights. However, the

adoption of AI in education also offers unique challenges, including concerns about equity, and data privacy, and the readiness of educational institutions to embrace these technologies. This study resulted in understanding the awareness of Artificial Intelligence in hospitality education, Behavioral Intention, Perceived Ease of Use, Perceived Usefulness, Facilitating Conditions, Perceived Compatibility, and Attitude towards Artificial Intelligence.

Results shows that 50.4% respondents are currently using AI and AI- based tools/applications for educational subjects. 43.3 % of respondents have shown quite positive response on potential impact of AI which it can mark in hospitality education. The perceived availability of resources and support (facilitating conditions) required for the usage of AI is greatly increased by a positive attitude toward its application. The belief that AI is compatible with Educators' current values, needs, and experiences is significantly influenced by their positive attitude toward the technology. Educators are more likely to actually deploy AI if they have a high behavioral intention to do so. Educators are more persuaded to utilize AI if they perceive technology as capable of fulfilling their needs. The perception of accessible resources and help is positively impacted when AI is seen as user-friendly. The opinion of AI's suitability for Educators' requirements and experiences is not greatly impacted by how simple it is to use. It's interesting to note that a negative but significant link suggests that users who believe AI to be effective may expect fewer resources to be required for support, which could lead to a minor decline in the sense of facilitating conditions. Educators' perceptions of AI's compatibility with their current systems and experiences are positively impacted by their opinion of its usefulness.

AI tools that are easy to use for curriculum preparation, adaptive learning, and student evaluation should be made available to educators. Building and maintaining a strong IT infrastructure is also critical, which includes compatible devices and fast internet. Train

Educators about AI tools and their uses by conducting practical training sessions like workshops and lectures. Furthermore, provide continuing education on incorporating AI into teaching with an emphasis on particular applications such as administrative automation, grading, or personalized learning. Create specialized IT support teams to help Educators who are experiencing technical difficulties when utilizing AI products. Additionally, incentivize Educators that successfully use AI into their lesson plans to promote wider adoption. Create precise AI adoption standards that specify how AI should be used in schools to guarantee moral and efficient use. Develop more faculty development programs, refresher, and training modules to improve compatibility and inspire behavioral goals. Facilitate authentic, experiential learning for students by developing AI-driven tools like virtual laboratories and simulations that replicate real hospitality culture, including areas of hotel management, food and beverage services, and customer interactions. Cloud-based training environments and AI-enhanced curriculum design may not be perfectly compatible with perceived ease of use, despite their simplicity, underscoring the need for additional arrangement. AI can increase efficiency of educators and administration in resource allocation, including project assignment, guest speaker scheduling, and classroom management. To improve perceived utility and compatibility, include adaptive learning platforms which modify course content as per the student's progress, preferences, and learning speed.

5.2 Practical Implications

The study's conclusions provide a number of practical recommendations for academic institutions looking to encourage academics and instructors to successfully use AI tools. First, it's critical to foster a positive attitude toward AI. Through student driven presentations, success stories, and candid discussion, educational institutions can promote

a culture that emphasizes AI's potential to improve teaching methods. Highlighting AI's perceived usefulness (PU) by demonstrating how it improves student results and instructional effectiveness can have a big impact on educators' readiness to implement these technologies. Ensuring perceived ease of use (PEOU), which reduces obstacles to start and promotes experimentation, can be achieved by user-friendly design, practical training, and easily accessible support.

AI tools must be compatible with current teaching methods and pedagogical objectives in order to be used as widely as possible. Educators should consider AI as a supplement rather than a disruption due to its customizable features and compatibility with curriculum objectives. Furthermore, successful integration depends on enabling conditions including reliable infrastructure, device access, and committed technical support. To retain academics knowledgeable and comfortable with AI, institutions should make investments in ongoing professional development by providing frequent training and updates.

Lastly, encouraging behavioral intention (BI) demands a comprehensive strategy that incorporates institutional support, positive experiences, and obvious advantages. Educators are more likely to use AI technologies consistently when they believe them to be both convenient and helpful. These real-world applications highlight how crucial it is to have a supportive ecosystem that not only introduces AI but also maintains its beneficial application in learning environments.

Higher education institutions (HEIs) must start offering courses to staff and students in order to solve moral conundrums and find a balance between creativity and moral obligation. To gradually increase AI proficiency across fields, a formal structure is needed. The size of the AI shift must be acknowledged by HEIs, and resources must be set aside to get faculty ready for integration, including updating teaching, evaluation, and learning methods. The successful integration of AI into higher education is still developing as it's

still a relatively new technology. For educators to use AI tools in a meaningful way, they require independence and specialized training. Faculty development is becoming more and more important, with an emphasis on two main areas: pedagogical application and AI literacy. More efficient utilization and information acquisition are made possible by improving instructors' comprehension of generative AI (Kong, 2024). Development programs are to offer different examples that are in line with educational objectives, as well as theoretical underpinnings and practical abilities. It is crucial to take a student-centered approach that prioritizes logical thinking, active learning, and practical experience (Salinas-Navarro, 2024). In order to facilitate faculty adaptation and guarantee the long-term integration of AI technologies in higher education, ongoing professional development will be provided through workshops, seminars, and online courses on AI principles and instructional techniques.

5.3 CONCLUSIONS:

AI in education have the power to revolutionize teaching methods and enhance student learning. An overview of AI's present and future roles in education is given in this paper, with a focus on the necessity of addressing obstacles and seizing opportunities within the Indian educational system. By building infrastructure, training faculty more effectively, and upholding moral principles, Indian Educational Institutions can promote inclusive and fair learning environments. However, the commercialization of education through AI-driven technologies raises both practical and ideological concerns which should be thoroughly examined. This research aims to systematically analyze the benefits and drawbacks of integrating AI into inclusive education in India. Through the use of innovative tools and techniques, AI has the potential to significantly improve learning outcomes, increase student engagement, and increase teaching effectiveness in the hospitality sector.

Hospitality Institutes should provide strong IT infrastructure and easily controllable AI technologies to successfully incorporate AI into hospitality education. To increase teaching effectiveness and student engagement, provide educators with hands-on training and continual professional development, set up professional IT support teams, encourage the adoption of AI, provide clear guidelines, produce creative learning opportunities, and allocate resources as efficiently as possible. These implications will simplify the adoption of AI in hospitality education by the education sector, resulting in increased teaching effectiveness, better student engagement, and optimum learning results all of which will contribute to the growth of a more creative and productive learning environment.

4.3 Limitations and Future Research

This study was limited by the local focus of Delhi/NCR and despite the expansion of hospitality education, the breadth of the study remains narrow. The long-term impact of AI on education requires more research. In addition, there is a lack of empirical research on the specific challenges faced by educators in adopting AI. In future researchers should focus on study the long-term impact of AI on curriculum alignment and student outcomes, evaluate the role of AI in linking the gaps between academic learning and industry needs.

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