

Do destination decision-makers commit themselves?

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The 19th Nordic Symposium in
Tourism and Hospitality Research, Akureyri 2010



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Background

- Destinations may be able to gain competitive advantages by bringing together knowledge, expertise, capital and other resources of several stakeholders (Kotler et al., 1993).
- Cooperation and collaboration are frequently used in the tourism planning and policy literature (Jamal & Getz 1995)
- The purpose of this research is to examine commitment among decision-makers at destinations
 - most precisely organizational commitment of managers and directors in collaborative tourist organizations.



Tourist organizations

- Tourist organizations are destination-based institutions that draw together a number of stakeholders with interests in tourism in the specific geographical area (Pearce, 1992).
- Achieve common goals and strengthen the marketing, promotion, planning, or development function within destinations (Goeldner and Ritchie, 2006).
- However, free riders, individualism, autonomy and a strong need for independence is common (Jakobsen, 1998; Rønningen & Sæter, 1995).

Organizational commitment

- The strength of an individual's identification with and involvement in a particular organization.

- Commitment is characterized by three factors:
 - a strong belief in and acceptance of the organization's goals and values
 - a willingness to exert considerable effort on behalf of the organization
 - a definite desire to maintain organizational membership

(Porter et al., 1974)

Organizational commitment cont.

- Related to the degree to which subjects feel committed to an employing organization
(Porter et al., 1974, Mowday et al., 1979)

- Multiple commitments: Special foci of commitment, including to the goals, objectives, and values of multiple groups
(Reichers, 1985)

- Team-oriented commitment: The strength of an individual's identification with and involvement in a particular team
(Bishop & Scott, 2000a and 2000b)



Corporate Governance

- **Shareholders** exercise their supreme power in a general assembly (§ 5)
- The **Manager** executes day-to-day management of the organization based on instructions and orders given by the board (§ 6)
- The **Board of Directors** employs a manager, has the ultimate responsibility for the management of the company, and for supervising day-to-day management and activities in general (§ 6)

Norwegian Company Legislation
(Aksjeloven 1997)

Data

- Sample and research site
 - Data from 153 Norwegian tourist organizations
 - Directors and Managers

- Data collection
 - A web-based survey
 - 308 directors (35 %)
 - 97 (87+9) managers (62 %)

- The Organizational Commitment Questionnaire (OCQ)
 - Originally 15 items
 - 13 items for managers
 - 9 items for directors

(1 = strongly disagree, 7 = strongly agree)

Results

- Destination decision-makers are committed

	N	Min	Max	Mean	Std.Dev
Managers	87	2,33	7,00	5,86	0,99
Chairmen	58	3,11	7,00	5,86	0,87
Directors	297	2,78	7,00	5,57	0,87

- strong belief in and acceptance of the organization's goals and values
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(Preliminary) results

- Personal characteristics
 - Male leaders are more committed
 - Female directors are more committed
 - Owners are more committed
 - Deputies are less committed
 - Politicians (elected or appointed as directors); no difference
 - age, tenure, education...

- Board characteristics
 - Directors that get paid are more committed; small difference
 - Boards of directors without managers are less committed
 - frequency of meetings, size...

(Preliminary) results cont.

- Organizational characteristics
 - Managers and directors of limited companies are more committed
 - Managers and directors of regional organizations are more committed
 - size, local support, life cycle...

- Destination characteristics...



Future research

- Board, organizational and destination characteristics
 - Antecedents of commitment
 - Aggregated data
- Outcomes of Organizational Commitment
 - Majority of existing studies treat commitment as a dependent variable. Hence, little is known about the behavioural outcomes of commitment.
- Organizational commitment among collaborators
 - The commitment of shareholders or members, potential members and non-members, and other collaborators

Thank you for your attention!

Questions, comments?

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