Participatory Factors for Managing Community-Based Tourism
ปัจจัยการมีส่วนร่วมเพื่อการจัดการการท่องเที่ยวโดยชุมชน

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Abstract

Tourism industry is growing rapidly throughout the world. Many new tourism activities have derived from the continuous change of trends and demand of tourists. Being able to serve the right demands and keep up with the changing trends, with the appropriate process is a must. Thus, host community plays an important role in creating a successful tourism in the destination. More importantly, the participation of people is considered vital for the successful tourism. Community participation is a commonly known approach and a powerful method to manage community resources, enhance effective decision making within the community, and ensure the quality of tourism development in any destination. This study focused on identifying participatory factors for managing community-based tourism (CBT). The objectives of this study were to analyze correlating factors that influence successful community management. A set of 400 questionnaires were used to collect data from the local residents in the community. Inferential statistics involving Pearson's Correlation Coefficient and Multiple Regression Analysis was used to analyze the collected data. The results revealed variables on local participation held significance (P-Value ≤ 0.05) the participatory factors were in line with the core competencies for managing CBT in the selected area. The results showed that (P < 0.05) determining an important set of participatory factors decision making, implementation, share benefit and evaluation, exhibited associations with four variables of local competencies that influence successful of management of CBT.

Keyword: Participatory Factors, Local Participation, Tourism Management, Community-Based Tourism

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บทคัดย่อ

การมีส่วนร่วมของคนในชุมชนการท่องเที่ยว นับเป็นการเสริมพลังอำนาจให้สามารถระดมขีดความสามารถในด้านการจัดการทรัพยากร การตัดสินใจ การควบคุมดูแลกิจกรรมต่างๆ และการพัฒนาศักยภาพของชุมชนให้ทันต่อพลวัตการท่องเที่ยวได้ บทความนี้จึงมุ่งนำเสนอให้ทราบถึงปัจจัยการมีส่วนร่วมเพื่อการจัดการการท่องเที่ยวโดยชุมชน โดยมีวัตถุประสงค์เพื่อวิเคราะห์ความสัมพันธ์และศึกษาปัจจัยที่ส่งผลต่อการจัดการการท่องเที่ยวโดยชุมชนแบบมีส่วนร่วม ซึ่งดำเนินการวิจัยเชิงปริมาณด้วยการเก็บรวบรวมข้อมูลจากการตอบแบบสอบถามของ ผู้มีส่วนเกี่ยวข้องทั้งทางตรงและทางอ้อมกับการท่องเที่ยวโดยชุมชน จำนวน 400 ชุด ผ่านการวิเคราะห์โดยใช้ค่าสัมประสิทธิ์สหสัมพันธ์เพียร์สันและการวิเคราะห์ถดถอยพหุคูณ

ผลการศึกษา พบว่า ปัจจัยการมีส่วนร่วมของประชาชนกับปัจจัยขีดความสามารถของการจัดการการท่องเที่ยวโดยชุมชนไปในทิศทางเดียวกัน อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.05 ส่วนปัจจัยการมีส่วนร่วมของประชาชนมีความสัมพันธ์เส้นตรงกับการจัดการการท่องเที่ยวโดยชุมชนแบบมีส่วนร่วม เมื่อพิจารณาตัวแปรปัจจัยการมีส่วนร่วมของประชาชนแต่ละด้าน ได้แก่ การตัดสินใจร่วมกัน การทำงานร่วมกัน การได้แบ่งผลประโยชน์ร่วมกันและสุดท้ายคือการได้ทำการประเมินผลร่วมกัน มีอิทธิพลเชิงบวกต่อการจัดการการท่องเที่ยวโดยชุมชนแบบมีส่วนร่วม อย่างมีนัยสำคัญทางสถิติ (P < 0.05) จากผลการศึกษานี้นำไปสู่บทสรุปในส่วนของอิทธิพลของปัจจัยที่ส่งผลต่อการจัดการการท่องเที่ยวโดยชุมชนแบบมีส่วนร่วม

คำสำคัญ: ปัจจัยการมีส่วนร่วม การมีส่วนร่วมของชุมชน การจัดการการท่องเที่ยว การท่องเที่ยวโดยชุมชน

Introduction

Many countries have set up policies to drive their economy by developing the tourism industry (Reed, 2013). Tourism development not only results in increased quality of living through basic infrastructure for local people as well as super-infrastructure to accommodate tourists but also enhance the nation's competitiveness in terms of its tourism industry and labor (Cooper et al., 2011). Thailand, is an obvious example of a country that uses tourism as a tool to drive its economy and to implement the concept of sustainability to the community through tourism activities, by highlighting the importance of local wisdom and integrating the authenticity of the local community with its culture and natural resources to drive the economy to the next level (Office of the National Economics and Social Development Board, 2016). It is undeniable that tourism is a double-edged sword, which can be both favorable and unfavorable for a community (Knack & Keefer, 1997). Careful attention is required in developing and running tourism businesses, or they can easily result in creating more harm in a long run than providing benefits to the destination (Weaver & Lawton, 2014).

Therefore, each community needs to be properly developed and managed (Burke, 1999) especially the process and way of exploiting the community's cultural resources for tourism purposes (Cooper et al., 2011). Many communities throughout Thailand have adapted themselves to serve demands of tourists and have shifted their sources of income to depend on the tourism industry. However, many communities have also shut themselves down due to poor tourism management and planning (Mason, 2011). This is often evident in a community that uses culture for sale. The successful factors would be to offer the genuine culture and authentic way of living through a learning process shared between local people and visitors. Therefore, having the willingness to collaborate and strong participation from local people, the government and private sectors and visitors is important (De Araujo & Bramwell, 1999). This will result in successful and sustainable community-based tourism (CBT) (Liburd & Edwards, 2010).

CBT is well acknowledged as a type of tourism that requires local people's active participation to develop, manage and control the complete tourism activities in a community to preserve the cultural and natural assets of the community (Russel, 2000). Clear benefits would be in terms of community development through tourism as a solution to eliminate community problems and/or local demands such as litter and waste disposal in a community can be managed using tourism as a driving force to create local people's awareness to manage waste properly (Sarobol, 2004). Simultaneously, the community can also benefit from extra income from tourism businesses in the area, and the money can be circulated around the community (Connell, 1997). Another benefit would go to tourist who will receive the opportunity to learn and experience unique way of living directly from local people (Wurzburger et al., 2010).

CBT differs from other types of tourism as local people play a vital role in driving this business through activities related to the community and its cultural aspects (Sarobol, 2004). However, the purpose is not primarily based on earning income from tourism activities, but rather aimed at preserving and maintaining the culture, traditions and environment of the community (Croes & Olson, 2013). Thus, it can be concluded that CBT is mainly run by local people for local benefits based on good conscious and responsibility in preserving culture and the environment. Therefore, activities should involve interaction between host and guest in learning and sharing local wisdom and knowledge using hands on experience towards sustainable concepts (Anderson, 2008).

Thailand has many unique communities with a rich culture and outstanding way of living such as Thai Song Dam community in Phetchaburi Province, Laos Klang community in Chai Nat Province. In addition, Nakhon Si Thammarat is a province in southern Thailand with many authentic communities that can serve as tourism destinations due to their potential to develop cultural aspects that can attract tourists (Tourism Authority of Thailand, 2017). Nonetheless, the records show that CBT in Nakhon Si Thammarat attract two distinct groups of visitors. The first comprise Thai tourists who visit destinations by themselves while the second constitute a group of international tourists who are escorted to destinations by tour guide. The two types of tourist mainly travel for educational purposes. They pay strong interest in understanding the local way of life, and learning about local products, and culture. Although a clear and high demand from tourists exists, yet CBT in many destinations still faces failure in developing tourism due to unclear directions and a lack of local participation resulting in high competition among local people within the area. This is a critical issue for managing a successful CBT in many destinations. Despite having a rich culture and plentiful natural resources in Nakhon Si Thammarat, it still cannot create repeat visit phenomena, let alone develop a positive word of mouth appeal. The area lacks clear goals in terms of sustainability and local participation in CBT development.

CBT can be delivered when local people in a community work together with local government and the private sector (Heywood, 1988). Stakeholder participation is a vital step in maintaining natural resources and preserving local culture and traditions (Croes & Olson, 2013). Therefore, encouraging local participation in planning and managing their authenticity to reasonably meet tourist demand will result in successful tourism development that can generate extra income for the community (Waddock, 1989). Having said that, identifying what participatory factors can be used to manage CBT as well as investigating the level of local participation in planning and managing CBT is needed. According to AP (1992) a participatory approach plays a significant role among local people in planning CBT; however, supports from other stakeholders are also required to successfully develop sustainable CBT (Hardy & Phillips, 1998).

This paper is part of a research aimed to study the planning and managing process for CBT using the participatory approach. CBT should be presented in line with the local characteristics and social context of the community to pursue sustainable tourism development. The findings from this study can benefit the government by creating tourism policies and plans to support local communities throughout the country to drive local participation to achieve success. The

private sector such as those who run and own tourism and service businesses like restaurant, souvenir shop, homestay, etc. can also benefit from having confirmed data to adapt to their business to add value to their tourism businesses and services. Nevertheless, the academic sector such as tourism program and related curriculum in the university level can apply the information gained from this study to fill in any academic gaps in this field as well as create a new body of knowledge in terms of success factors and limitations in managing CBT.

Research Objectives

This study aimed to identify factors influencing the active participation of a community in managing tourism in Nakhon Si Thammarat Province, with the objectives listed below.

1. To analyze correlated factors on managing community-based tourism

2. To study factors influencing community participation in managing community-based tourism

Literatures Review

Concept of Community-Based Tourism (CBT)

Community-based tourism (CBT) is considered to be one of the alternative forms of tourism requiring interaction between host and guest through learning and sharing experience. CBT has received increased attention from tourists in the past two decades. CBT focuses on environmental aspects as well as preserving social and cultural infrastructure to remain authentic as much as possible. Local people in a community should act as important key players to direct and manage their community in a way that can achieve the community's goals (Sally Asker, et al., 2010).

CBT can be used as a management tool by local hosts. Also known as, "Host Management Approach", the concept allows local people to take part and participate in managing their community using tourism activities that preserve natural resources, local wisdom, rich culture and unique traditions. Not only in terms of culture preservation, CBT can also help generate extra income in the area, with the direction that locals run, locals own and locals benefit (Suansri, 2003; National Tourism Policy Committee, 2016). CBT can be developed using local

resources ranging from natural resources, myths, history, culture, traditions and lifestyles. The can be presented as tourism activities through interaction by learning and sharing with tourists. In this way, the community will be managed by the active participation of local people for local people in the current generation as well as future generations (Goodwin & Santilli, 2009).

Therefore, it can be concluded that CBT is about local hosts acting as key players in driving tourism businesses in a community and responsibly managing both positive and negative impacts stemming from tourism activities in the area. Therefore, attention needs to be given the active participation of local people in planning, managing, controlling and delivering tourism in the community. That said, providing knowledge to local people through trainings about the importance of the participatory approach for managing CBT is a must.

Dimensions of CBT Management

Authenticity and uniqueness of community is the heart of CBT. The Thailand Community Based Tourism Institute (2017) suggested four components in managing CBT as follows:

1) Natural and cultural dimension – local community must have sufficient natural environment and rich culture as their resources.

2) Local people dimension – local people need to have a mutual understanding in terms of directions and goals that the community needs to pursue. Moreover, local people need to have a sense of belonging and must want to actively participate and work together in planning and managing tourism in their community.

3) Management dimension – host community members must agree upon rules and regulations to be enforced within the community to managing their environment, people and culture. Tourism, in this case, can be used as a tool to link community resources with community development in a way that the community can reap economically benefits as well as cultural preservation.

4) Learning process dimension - tourism activities can be conducted by interacting through a learning-sharing process between hosts and tourists. The learning process is to have local people provide local knowledge and wisdom to tourist regarding their community and its uniqueness using hands-on experience to create appreciation and memorable experiences. This learning process is also known as environmental education based tourism.

Managing Community Based Tourism

The main questions to ask for managing CBT are what are the goals of a community and how to achieve those goals. Setting clear goals, objectives and benefits and clarifying the roles

of all stakeholders involved in managing CBT is important (Felstead, 2000). It focuses on the process of maintaining local resources rather than financial outcomes (Liburd & Edwards, 2000). The complete loop of managing CBT should start with identifying local needs and goals, allowing local people to participate and work together to decide on the process to achieve those goals (Jamal & Getz, 1999). Then the plan should be implemented in steps run by local people with help and support from related stakeholders (Jamal & Getz, 1999). The final step should be monitoring and evaluating what should be maintained and what should be improved (Keogh, 1990). Overall, the real benefits should go to the local people because everything is completed to serve the needs of local community members (Choibamroong, 2007).

Moreover, Brayley & Shedon (1990) also supported the idea and explained that the level of education of local residents has a strong influence on the direction of tourism development in a community. Without development vision, direction for CBT would fail due to a lack of management knowledge and skills. Creating appropriate tourism activities and attractions that fit with local resources is more important than creating something that differs from what the community has or represents. Keogh (1990) also explained that local participation can be an important step in creating suitable tourism management plans and activities. Gray (1985) agreed to the notion and stated that all tourism stakeholders should play their parts in running CBT to meet sustainable goals, achieve long term benefits and maximize those benefits to all parties (Blank, 1989); Cook (1982); Haywood (1988) and Ritchie (1988) believed that participation in decision making is a vital step in starting a participatory approach and once local participation is working in the same directions and goals, it will ultimately lead to success in terms of economic, socio-cultural and environmental aspects.

Moreover, understanding perceptions and attitude of residents in the area is also important in planning and in managing a destination to fit in the same directions that the area needs to achieve (Murphy, 1983). The directions need to be decided on and supported by local participants to maximize local benefits. However, no one size fits all approaches and no fixed solution can achieve a goal; therefore, each community needs to fully know their own resources and needs to create appropriate approaches to accomplish the community's goals. The ultimate goal needs to reach the point where balance is achieved in terms of economic, socio-cultural and environmental benefits in the community (Mason, 2011). Therefore, tourism with local participation can be used as a tool to help reach those benefits for the community.

Several scholars, Haywood (1988), Jamal & Getz (1995) and Murphy (1983) believe that local participation is an ideal approach in managing tourism businesses. It could also lead to sustainable tourism development as tourism would be used as a tool to drive environmental protection. However, Taylor (1995) suggested that successful local participation takes time to achieve and could create possible conflicts in the building process as it involves different groups of people who might hold different values and opinions towards community goals. Conflict from local participation could also arise because people have different educational backgrounds and different levels of work and business experience. Limited budget could also contribute to achieving a community's goals. According to Addison (1996), local participation leads to brainstorming and ideas and choices in making decisions, the more the choices and ideas derived from brainstorming, the better the solutions for the community.

Jamal & Getz (1999) affirmed that local participation is a key ingredient for a community's success. However, Gray (1985) believed that community must have enough resources, skills and willingness of the local people to work together to effect the right solution. However, government support also plays an important role in the success of local participation from the first to the last process (Joppe, 1996).

Methodology

Population and Sample of the Study

In this study, a quantitative research method was used to collect data regarding residents' attitudes and perceptions towards CBT in Nakhon Si Thammarat Province. The subjects of this study were those who have direct and indirect contact with tourism activities in Nakhon Si Thammarat. The survey sample population included individuals working at multiple levels within the tourism industry involving the local, private and public sectors. Due to insufficient data on the size of the population, the calculation formula of Taro Yamane was used to estimate the sample size. To obtain reliable data, convenience sampling was used to select a sample population of 400 residents. The study's unit of analysis comprised residents involved in CBT in the area, from nine communities: Baan Kiriwong, Baan Leampratup, Baan Nasain, Promlok Cultural Community, Baan Leam Homestay, Rongpiboon Community, Kreng Cultural Tourism Center, Baan Pitum Community and Krung Ching Community.

Research Instrument

Questionnaires used to collect data were divided in two main parts. The first part asked about factors influencing local participation and the second part asked about CBT and its management of community, environment, tourists, facilities and human resources.

Content and Reliability Test

Content validity is a subjective assessment of the measures affiliated with the face validity for informal as well as commonsense evaluation of the scale and measurement performed by the expert's judges (Arino, 2003). Several methods are available to determine internal consistency. Cronbach's alpha is mainly used for polytomously scored items (Cho & Kim, 2015). Validity was tested by allowing three professionals to review the draft questionnaire and ensure items were clear and consistent with the research aims and objectives. The result of the IOC was 0.754, which is acceptable. The reliability was also tested by conducting 30 pilot tests to measure the internal consistency with a result of .995.

Data Analysis

Inferential statistics are derived from analyzed, representative samples of the population, which could be used to refer to a summary of the population using probability theory. Inferential statistics included estimation and hypothesis testing. Inferential statistics was used to analyze relationships among variables using Pearson's Correlation Coefficient. Multiple Regression Analysis was used to study factors influencing local participation for CBT.

Findings

1. Relationships of factors that influence managing CBT

Pearson's Correlation was used to analyze the data on the relationships of factors. The results showed four variables, i.e., participation decision making, participation implementation, participation benefit and participation evaluation exhibited, associations with four variables of local competencies in managing CBT. Those comprised participation leadership, partner/ connection/network, resources mobilization and skills and knowledge. The results revealed variables on local participation held significance P ≤0.05. Therefore, the four variables of local participation correlated with local competencies in managing CBT with r levels at .641, .586, .565 and .480, respectively.

2. Factors influence local participation in managing CBT

The findings from this part revealed factors influencing local participation in managing CBT. The findings consist of two main parts.

2.1 Level of CBT management consisted of five variables, namely, community, environment, tourists, facilities and human resources. The findings showed that the overall picture of CBT management was at an average level. However, managing community, environment and tourists were at high levels. On the other hand, facilities and human resources were at average levels. It showed that the community needs more solid guidelines in managing tourism that fit more appropriately within the context of the area. Although local participation and local competencies in managing CBT were at high levels, the overall result was still at an average level. Clearly, the community still lacked integration in managing tourism activities. The community received news and information with opportunity to share ideas and decision making towards managing tourism activities in their community. In addition, community members established codes of practice for tourists to follow to protect sensitive areas and resources using a zoning approach. However, the results indicated an average level concerning the ability to manage human resources management and a lack of sufficient staff to serve tourists. Local people have extensive knowledge and background concerning their cultural and historical aspects that can be passed on to tourists at a high level. Considering all these management levels reveals that the community still lacks sufficient facilities to serve tourists when compare with other dimensions of their management aspects.

2.2 Multiple Regression Analysis was used to analyzed factors influencing local participation in managing CBT. The results showed that the four variables, i.e., participation decision making, participation implementation, participation benefits and participation evaluation, influenced local participation in managing CBT regarding community, environment, tourists, facilities and human resources.

(1) The findings showed that coefficient values correlated among variables indicating .327 to 1.000 regarding significant difference at P-Value ≤ 0.01. Managing tourists and participation evaluation showed the highest correlation ($r = 1.000$). On the other hand, managing human resources and environment held the lowest level of correlation ($r = .327$).

(2) The findings from Stepwise Multiple Regression Analysis showed that R-Squared exhibited a high level at .799 indicating that factors concerning local participation positively influenced managing CBT by local people a high value of 79.9% with the value of SEest = 0.187 and Durbin-Watson = 1.954, close to 2.5.

Table 1 Results from Stepwise Multiple Regression Analysis on Local Participation Variance

Variance	SS	df	MS	F	Sig
Regression	55.911	1	55.911	1585.329	.000
Residual	14.037	398	.035		
Total	69.948	399			

Predictors: (Constant), Participation Decision Making, Participation Implementation, Participation Benefit, Participation Evaluation Dependent Variable: Community Based Tourism, CBT

As shown in Table 1r, it could be concluded that the samples were independent from one another. The findings showed that variables concerning local participation factors were in line with managing CBT in the area.

After considering all four dimensions, the results in Table 2 showed significance and positive influence concerning local participation in managing CBT with at P-Value ≤ 0.01, namely; participation decision making (Beta = .236), participation implementation (Beta = .300), participation benefit (Beta = .211) and participation evaluation (Beta = .416).

Table 2 Results from Stepwise Multiple Regression Analysis on the Influence of Local Participation in Managing CBT

Local Participation Factors	B	SE_b	β	t	Sig.
(Constant)	.311	.082		3.769	.000
Participation Decision Making	.188	.022	.236[**]	8.642	.000
Participation Implementation	.261	.023	.300[**]	11.429	.000
Participation Benefit	.133	.018	.211[**]	7.496	.000
Participation Evaluation	.332	.020	.416[**]	16.397	.000

Dependent Variable: CBT

Clearly, participation evaluation exhibited the highest influence on managing CBT, meaning that when local people increase their participation in the evaluation 1 unit, it results in increased performance of their CBT management at 0.416 unit. In addition, an increase in 1 unit of participation implementation will result in an increase of local participation in managing

CBT at 0.300 unit. Additionally, an increase in 1 unit of participation decision will result in 0.236 unit of local participation. Finally, 1 unit increase of participation benefit will result in 0.211 unit of local participation regarding CBT management. Therefore, the results revealed that the highest influence on local participation in managing CBT was participation evaluation, followed by participation in implementation, participation in decision making and participation benefit.

Discussions and conclusions

The results showed that local participation was at an average level. Local people still lack full participation in managing their community, which constitutes a key ingredient for successful CBT management. Therefore, when local community members lack the opportunity to participate in proposing ideas and directions for tourism development in their area to achieve their goals, it often leads to failure in managing its community, let alone be able to serve the community's needs. This finding was supported by Zins (1987), Stevens (1988) and Teye (1988) who believe that the local participation often leads to successful in tourism planning and alleviates conflicts within the area. Cuppen (2018) supports the notion that conflicts among people often occur when there is no participation in a project.

Having said that, using the participatory approach for CBT can be a key approach in creating directions, tourism planning, implementation plans and the process in managing economic, socio-cultural and environment which will result in the successful development of tourism. According to Russel (2000) CBT employs a holistic approach that involves all relevant stakeholders for mutual and fair benefits among all parties. Accordingly, Murphy (1985), Haywood (1988) and, Jamal & Getz (1995) affirm that the concept of local participation receiving long term attention is an important part of sustainable tourism development, and can maximize positive impacts while minimize negative impacts from tourism.

The level of local participation in managing CBT was at an average level, which the community still needs to develop to improve their CBT managing process. This would create higher

potential and community members could differentiate themselves from other areas by highlighting their core values and the uniqueness of their identity, reflected in their context, culture and even resources. This idea is strongly supported by Anderson (2008) who believes that uniqueness is a key ingredient in differentiating existing business from others in a competitive market. This uniqueness can be represented and offered to tourist using a learning and sharing process through hands-on experience and local participation. According to Kaosa-ard (2007) and Jamal & Getz (1995) local participation should be implemented at all level throughout the whole process, by creating directions for tourism development to serve the community's needs. More importantly, the support and participation from other stakeholders such as local government and business sectors also play important roles in driving tourism development to its success. This finding is consistent with Keogh (1990) who affirms that community needs public participation for tourism planning. As confirmed in this study, local participation factors showed a positive influence on managing CBT in that when local community members receive continuous support and empowerment in running and managing their own community, it will lead to successful tourism development with appropriate plans and activities that will achieve the community's goals. Gray (1985) believes that the process of local participation needs to determine the most appropriate roles and manners from all stakeholders. The right people with the right skills need to be matched to the participation of community members. Every process needs to have the right people with the right skills to manage, especially for the monitoring and evaluating processes because they represent important steps to determine what should be improved and to how improve it. Reid (2003) also suggested a similar notion that creating local participation can be a strong power to drive the community toward a positive change. Moreover, the local people need to first know and be aware that conflict and problems are constant and a proper understanding is needed to find the right solutions. In fact, the best solutions would be derived from brainstorm among local community members and all stakeholders. Keogh (1990) affirmed that the participation process is a vital step in pursuing sustainable tourism development. It should start with local people believing in the importance of the participation process and the idea of benefit sharing (Blank, 1989). Moreover, Cook (1982), Haywood (1988), Ritchie (1988) and Felstead (2000) reported that local support and decision making among all stakeholders will lead to successful development with mutual benefits in terms of economic and socio-cultural sustainability.

All in all, it can be concluded that local participation by the host community played an important role in managing CBT tourism in the area. The community needs the right to create,

manage and control their own resources to drive tourism in their area to attain the ultimate sustainability goals.

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