

INFLUENCE OF WORKING AGE IN ORGANIZATION ON EMPLOYEES' PERCEPTION OF IMPORTANCE OF BASIC TOURISM POLICY TYPES IN CULTURAL TOURISM

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The study tries to find out the influence of working age in the organization on employees' perception of the importance of basic tourism policy types in cultural tourism. The main aim is to find significant differences between employees' ages of working in the organization and basic tourism policy types in the sector of cultural tourism in Montenegro. Data were collected online, and multivariate analysis of variance was used. The study outcome points out a significant difference between the youngest and the oldest employees in organizations about the perception of supplementary tourism policy in cultural tourism. This research could be a good example for future researchers in the field of employees in organizations of cultural tourism and basic tourism policy types.

Keywords: *working age in an organization, employees' perception, fundamental tourism policy, supplementary tourism policy, cultural tourism, Montenegro*

INTRODUCTION

Today in the global tourism market specific tourism forms are very popular. One of those specific tourism forms is a cultural tourism as a specific type of selective tourism ([Marinoski and Korunovski, 2012](#), [Hottola, 2009](#), [Cooper and Hall, 2008](#)). Cultural tourism is one of the oldest specific tourism types ([Forga and Valiente, 2014](#)) and one of the most attractive selective tourism types on the international market of selective tourism. The reasons for that are numerous.

Cultural tourism is a type of special interest tourism ([Kamble and Bouchon, 2014](#), [Lee and Bai, 2016](#), [Bujdosó et al., 2015](#), [Vatter, 2014](#)) which includes heritage tourism ([Hughes et al., 2013](#), [Martin et al., 2016](#), [Wells et al., 2015](#), [Vorontsov et al., 2015](#), [Chheang, 2011](#)). It is a type of selective tourism which positively influences tourism destinations in the economic, social, cultural and political field. Specifically, it is very known as a type of selective tourism with the highest growth rate of tourism turnover ([Wu et al., 2015](#), [Stratan et al., 2015](#), [Lussetyowati, 2015](#)).

This type of selective tourism is one of the most compatible tourism types with the concept of sustainable tourism together with ecotourism and adventure tourism. Many tourism destinations have provided sustainable economic growth and development thanks to cultural tourism. At the same time, it is the type of selective tourism which respects ecologic dimension of sustainable development and advanced cultural and social effect in the process of cultural tourism turnover.

Bearing in mind the positive sides of cultural tourism, this type of selective tourism was developing in Montenegro from the beginning of modern tourism development. Today, the sector of cultural tourism in Montenegro is one of the most developed types of selective tourism, specifically in the coastal and the central region of the state.

The sector of cultural tourism hires a respectable number of the total number of employees in the tourism sector and has a positive influence on decreasing the level of seasonality in the destination.

The product of cultural tourism is one of the most competitive sub-products of the total tourism product of Montenegro. Because of that, this type of selective tourism should be researched from different aspects. In this study, the focus is on the influence of employees' working age in the organization on the perception of the importance of basic tourism policy types in the sector of cultural tourism.

The study has research delimitations such as choice of an independent variable. There are other socio-demographic variables which could be used in the research, but the used variable is very reliable for research problem. The study has presented all of the available literature, and none sources have been intentionally omitted. The sample size could be bigger, but the results will not significantly differ from the obtained results. Several statistical procedures could be used, but multivariate analysis of variance is the most reliable for this type of study ([Hair et al., 2014](#)).

The main aim is to find out any significant differences in terms of the influence of working age in the organization on employees' perception of the importance of basic tourism policy types in cultural tourism. Hypothesis 1 - There are significant differences in the employees' perception of the importance of basic tourism policy types in the cultural tourism, using in an organization the working age of respondents who have up to three years and respondents who have seven and more years of working experience in the organization.

In the next part of the study will be presented recent researches about cultural tourism and related tourism policy. The research methodology will be presented after that. The obtained results will be

presented in detailed in the fourth part of the survey and conclusion considerations will be presented in the last part of the paper.

LITERATURE REVIEW

The significance of tourism in the economic field of destination was the initial reason for creating tourism policy as a specific part of economic policy. Tourism policy helps destinations to advance their competence and competitiveness on the national and international level. It is a very strong development tool but also, a very complex tool.

Tourism policy had been evaluating during the time and today it is well-known as local tourism policy (Iorio and Corsale, 2014, Farmaki et al., 2015, Xing-Zhu and Qun, 2014, Di Pietro et al., 2014), regional tourism policy (Prideaux and Cooper, 2009, Costa et al., 2014, Coles et al., 2014, Raj, 2013), national tourism policy (Whitford and Ruhanen, 2010, Zhao and Timothy, 2015, Raj and Griffin, 2015, Ayikoru, 2015) and international tourism policy (Beech and Chadwick, 2008, Hall et al., 2015, Hall, 2011). Tourism policy can be classified from the aspect of different criteria. Above classification was based on territorial criteria.

The basic classification of tourism policy was made according to the criteria of the essence of tourism policy action. From that aspect, tourism policy could be classified as fundamental and supplementary tourism policy. Fundamental tourism policy is focused on general goals of development of tourism, and supplementary tourism policy is focused on specific goals of tourism development in the destination. (Vučetić, 2009)

Tourism policy is under the influence of many internal and external factors of a tourism destination. One of the internal factors could be the employees' working age in an organization in the sector of cultural tourism. This factor is usually connected with work experience (Robbins and Coulter, 2016, Zeng, 2015, Duerden et al., 2015). From the point of engagement length in the organization of the sector of cultural tourism, the employee could be a part-time employee (Griffin, 2016, Evans, 2015) and full-time employee (Mattel, 2016, Blancas et al., 2015).

Working age is very important characteristic of employees because the increase in working age increases the probability of employees' participation in well-paid job activities (Ferreira Freire Guimarães and Silva, 2016). Percent of working-age in labor force is different between female and male from country to country. In developed countries, the share of female employees is higher compared with developing and transitional countries (Ferrante, 2016).

Better work experience, i.e., higher experience in working age should give better job opportunities to employees (Sutherland, 2015). Today, European Union countries have increased the number of post-working age population because of the process of aging of the society (Katsoni, 2015), what directly influence the tourism sector and the sector of cultural tourism of European Union. The population has aged, and there are more and more people with working age experience without a job. This trend has influence in increasing voluntary job activities (Bernini and Cracolici, 2015) in all economy sector including the tourism sector and the sector of cultural tourism.

The U.S. population is also aging, and the proportion of the population with working age experience will decline from 62.7 percent (today) to 56.9 percent by 2060 (Schermerhorn, 2014). This trend will produce more people with less working age experience (Pearlman and Schaffer, 2013). Employees throughout working age have a higher quality of knowledge and skills (Banerjee et al., 2015), i.e., competencies, what is necessary to be successful in any job activities. That could be applied in any economy sector including the sector of cultural tourism. Employees in the sector of cultural tourism should have many different sorts of competencies including the ability to recognize basic tourism policy types. This means that employees in the sector of cultural tourism can be able to recognize even basic measures and activities of tourism policy which could influence on growth and development of destination of cultural tourism.

In this survey, classification into part-time and full-time employees is not useful. Therefore, employees in the sector of cultural tourism are classified into three groups: first group – employees up to three years of working in an organization; second group – employees

from four to six years of working in an organization; and third group – for seven and more years of working in an organization.

RESEARCH METHODOLOGY

Participants in the survey were employees in the sector of cultural tourism in Montenegro. A sample size is $n = 746$. The share of respondents by the working age in the organization is 36.3 percent of respondents up to three years of working in an organization, 20.6 percent of respondents from four to six years of working in an organization and 43.1 percent of respondents from seven and more years of working in the organization.

Independent variables were basic tourism policy types (TP), i.e., fundamental tourism policy (FTP) and supplementary tourism policy (STP). Dependent variables were working age in an organization (WAO), i.e., up to three years of working in an organization (WAO-1), four to six year of working in an organization (WAO-2), and seven and more years of working in an organization (WAO-3).

Employees from the sector of cultural tourism in Montenegro, could answer the question (How many years do you working in this organization in the sector of cultural tourism in Montenegro?) using one of the offered answers: strongly disagree ($j = -2$), disagree ($j = -1$), neutral ($j = 0$), agree ($j = +1$), and strongly agree ($j = +2$). The survey has been carried out online, and without influencing respondents' answers.

Data were analyzed by IBM SPSS Statistic software (Field, 2009), and by using statistical procedures factor analysis and multivariate analysis of variance (Lopez-Bonilla and Lopez-Bonilla, 2014). The main aim of the study is to find significant differences between dependent variable - working age in the organization and independent variable - basic tourism policy types.

RESULTS

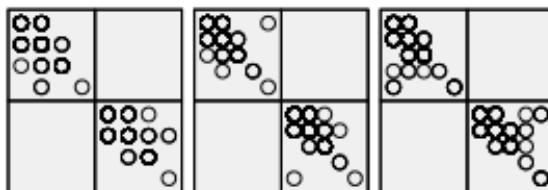
Minimum sample size with the middle impact of simple size on research results for F tests (Doane and Seward, 2011) and multivariate analysis of variance determine Pillai $V = 0.25$, Effect size $f^2(V) = 0.3333333$, α error prob. = 0.05, Power = 0.80 is $n = 70$.

Table 1. Descriptive

Variables		Mean	Trimmed Mean	Variance	Std. Deviation	Skewness	Kurtosis
FTP	WAO-1	1,1255	1,1886	,666	,81589	-1,142	2,387
	WAO-2	1,1234	1,1443	,475	,68911	-,287	-,427
	WAO-3	1,1495	1,1904	,553	,74335	-,753	1,132
STP	WAO-1	,9852	1,0720	,852	,92284	-1,053	1,481
	WAO-2	1,0974	1,1299	,572	,75641	-,439	-,336
	WAO-3	1,1620	1,2008	,574	,75741	-,627	,251

The above results indicate that there is no extreme value in the sample and that the assumption of normality of distribution is violated. This is usual for the social science research. None of the dependent variables in combination with independent variable has a Gaussian curve. All the data are skewed left. Out of the total number, fairly skewed of data has 33.3 percent, moderately skewed of data has 33.3 percent and highly skewed of data have 33.3 percent. All the combinations of the variable have a platykurtic flatness of data. This mean, that hypothesis H_0 (hypothesis of the normal distribution of data) should be rejected for all the working-age groups. Research sample size has no untypical points.

Figure 1. Matrix scatter plot of independent variables by groups of working-age in an organization



The above figure indicates that linearity of the variable is fulfilled. The minimum value of the maximum deviation with a significant

level of alpha .01 is .060. For Kolmogorov-Smirnov test results are for: respondents with up to three years of working in an organization – FTP has Sig. = ,269 and STP has Sig. = ,267; respondents from four to six year of working in an organization – FTP has Sig. = ,272 and STP has Sig. = ,247; and respondents from six and more years of working in an organization – FTP has Sig. = ,258 and STP has Sig. = ,238. Shapiro-Wilk test results are for: respondents with up to three years of working in an organization – FTP has Sig. = ,791 and STP has Sig. = ,821; respondents from four to six year of working in an organization – FTP has Sig. = ,808 and STP has Sig. = ,826; and respondents from six and more years of working in an organization – FTP has Sig. = ,805 and STP has Sig. = ,814.

All Spearman correlation results are with high value. They are for respondents with up to three years of working in an organization $r = ,617$, respondents from four to six year of working in an organization $r = ,682$, and respondents for six and more years of working in an organization $r = ,752$. The non-variable combination has characteristic of singularity or multicollinearity.

The results of Box's test have shown that Box's $M = 47,021$, $F = 7,803$, $df1 = 6$, $df2 = 3045433,087$, and $Sig. = ,000$. Levene's test of equality of error variances has shown that FTP has $Sig. = ,386$ and STP has $Sig. = ,526$. Robust tests of equality of means have shown that: FTP has – $Sig. = ,904$ for Welch and $Sig. = ,904$ for Brown-Forsythe; and STP has – $Sig. = ,043$ for Welch and $Sig. = ,031$ for Brown-Forsythe. The assumption of homogeneity of a matrix of variance and covariance is partially violated.

Table 2. Multivariate tests

Effect	Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared	
Intercept	Pillai's Trace	,683	799,197	2,000	742,000	,000	,683

TP	Pillai's Trace	,015	2,800	4,000	1486,000	,025	,007
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Results of multivariate tests confirm that there is a difference in employees' perception of the importance of basic tourism policy types from the point of employees' working age in an organization. Table 2 does not show which group of working-age it is in an organization and how high the significant result is.

Table 3. Tests of between-subjects' effects

Source	Dependent Variables	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
TP	FTP	,113	2	,057	,098	,907	,000
	STP	4,623	2	2,312	3,428	,033	,009

Results in the table 3 confirm that significant differences dependent on STP. Supplementary tourism policy explains 0.9 percent of the variance in the results of measuring employees' perception of the importance of working age in an organization in the sector of cultural tourism.

CONCLUSION

Using the Bonferroni's method of adjustment (Field, 2009), the main significant differences are less than ,025. In employees' perception of basic tourism policy in the sector of cultural tourism significant difference was manifested within supplementary tourism policy and between interviewed employees' groups from up to three years of working in an organization and for seven and more years of

working in an organization ($MD_{(I-J)} = ,17675$, $SD = ,06774$, $Sig. = ,025$).

A significant difference was shown between the youngest and the oldest employees' groups in interviewed organizations in the sector of cultural tourism in Montenegro. There are two basic reasons for this influence of working age in an organization on employees' perception about the importance of basic tourism policy types in cultural tourism.

Firstly, the majority of the youngest employees in an organization in the sector of cultural tourism are generally younger workers, and the majority of the oldest employees are generally older workers. It is usual, especially in the sector of cultural tourism, that the youngest employees have a weaker knowledge about tourism policy, compared to the oldest employees.

Secondly, the problem is more complex when it is about supplementary tourism policy because even the oldest employees do not have a clear picture what it is. The youngest employees usually do simple and work-intensive business activities. Besides that, work experience confers with the length of years in business.

Policymakers in the field of tourism policy, specifically in the field of supplementary tourism policy should bear in mind that employees from the sector of cultural tourism do not have enough education about specific tourism policy measures and activities. On the other hand, they should respect shown differences between the youngest and the oldest employees in the sector of cultural tourism, when they try to formulate an optimal set of specific measures and activities of tourism policy.

Research limitation is that the survey was conducted and analyzed in transitional tourism destination and maybe the results would be different in developed tourism destination, but not significantly different from the results of this study. Theoretical implication is the necessity of better theoretic clarifying the essence of supplementary tourism policy in the sector of cultural tourism. The practical implication is that employees should be better informed and trained about supplementary tourism policy by the policymakers and managers, specifically the youngest employees. Recommendation for future research is to use another socio-demographic variable of employees.

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