

Effect of Attributes of Three Stakeholders on the Outcome of the Village-based Rural Tourism Project in Korea

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농촌관광사업의 Stakeholders의 특성이 사업성과에 미치는 효과

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국문초록

본 연구는 농촌관광사업의 Stakeholders간의 관계 측면에서 참여주민의 특성이 개발기관과 주민조직의 특성과 어떤 관계가 있으며, 이 세 요소가 개발 성과에 어떤 인과관계가 있는지를 밝히는데 있다. 참여주민의 특성으로 사회와 참여주민에 대한 가치체계, 즉 사회자본의 요소들인 신뢰, 규범, 공동체의식 및 네트워크에의 참여를, 개발기관의 특성으로 지원내용과 지원만족도를, 그리고 주민조직의 특성으로 주민조직의 경영역량인 기획, 조직, 지도력, 통제를 측정항목으로 설정하였다. 구조화된 설문지를 이용하여 45개 마을에서 227명의 농촌관광 참여자들을 대상으로 상관분석과 경로분석을 실시하였다. 경로분석 결과 사회자본이 사업성과에 미치는 직접적인 효과는 0.60으로 상당부분의 영향을 미침을 설명하고 있었다. 반면 개발기관의 지원특성은 주민조직의 경영역량과 유의성 있는 상관관계가 있었으나 사업성과에 직접적인 효과는 없는 것으로 나타났다. 이는 개발사업의 효과가 외부지원에 의해서가 아니라 주민 자체의 역량에 의해서 결정됨을 설명한다. 농촌관광사업이 효과를 얻기 위해서는 공동체의식, 주민과 개발기관간의 상호 신뢰감 조성 등 주민의식의 고양 필요하며, 특히 주민조직체의 경영역량 함양을 위해 제도적 지원이 강화되어야 할 것이다.

주제어: 마을단위 농촌관광사업, 사업성과, 경로분석, 농촌관광

I. Introduction

Community-based rural tourism is a salient issue in community development in Korea and it is rapidly becoming an alternative means to invigorate a rural society that is suffering from a

decline in economy, aging and decreasing population. In the beginning of the new millennium, saturation of mass tourism and increased environmental issues turned citizens' concerns to alternative tourism such as eco-tourism, nature tourism, or culture tourism, and former individual

farm tourism approach was turned to community-based rural tourism approach (Chung 2002). More than 300 villages implementing the “Village-based Rural Tourism Projects (VRTPs)” have been developed with the support of several central government agencies of Korea since 2001 (Song and Sung, 2005).

VRTPs as a kind of community development project have different characteristics compared to the former farm-based tourism such as “farm stay” or “farm holiday”. The former needs the participation or aggregate activities of community people, whereas the latter does not necessarily need it because VRTP’s marketing points are nature itself, community environment, people’s farming activity and their culture, which cannot be sustained without the active involvement of the people in the whole community.

Most community development projects, however, need governmental or external stakeholders’ intervention and assistance for social and economic viability of community people (Chung 2002) as the purpose of community development is to increase the economic, social, political, technological conditions of the community people through their capability improvement of the project management. In the past, however, large numbers of development projects permitted strong government/ stakeholders intervention of development project management. Growing awareness of the right of the citizenship has expanded the range of people participation in the development programs. Recent community projects of Korea are likely to select the development approach putting the emphasis of the people empowerment.

The rural tourism projects of Korea are basically community development projects. Its primary goal is economic development of the community. This economic development projects are based on the market orientation, which needs the management skills of the community people for the project activities.

In this context, understanding of the newly established relationships between community people and other intervening stakeholders is very important

to achieve the ultimate goal of community participation that is self-reliant initiatives, proper management of the development projects and the achievement of the project goals. The basic question that is being addressed is - Is there any contribution of community participation in the advancement of rural tourism projects in Korea?

It is generally attempted to aim at empirically analyzing the nature of community participation in rural development in response to rural tourism and the local people’s perception of the extent to which this community participation will contribute to the sustainable development at the community level in Korea. This study aimed to find out how the main stakeholders of Village-based Rural Tourism Project (VRTP) in Korea are related to each other and how their attributes influence on the project outcome, which the VRTP are major community development projects in Korean rural area.

II. Theoretical Background

1. Rural Tourism and Rural Development

Rural tourism can be simply defined as tourism that takes place in the countryside. It includes a range of activities, services and amenities provided by farmers and rural people to attract tourists to their area in order to generate extra income for their businesses. Compared to urban tourism, rural tourism provides attractions not readily available in urbanized areas (Lobo 2005), such as the rural life, art, culture and heritage at the rural locations. Therefore it is multi-faceted and may entail farm/ agricultural tourism, cultural tourism, nature tourism, adventure tourism, and eco-tourism.

The term ‘rural tourism’ is often called ‘green tourism’, which is matched with ‘white tourism’ linked to snow, and blue tourism linked to sea. The governments of France, Japan, England, Korea (MAF) use the term of ‘green tourism’ for this purpose.

Compared to conventional or mass tourism,

rural tourism has certain typical characteristics like; it is experience oriented, the locations are sparsely populated, it is predominantly in natural environment, it meshes with seasonality and local events and is based on preservation of culture, heritage and traditions.

2. Research Area on Rural Tourism

Research on rural tourism commonly deals with tourism planning and development, tourism marketing, tourism and rural development, tourism and sustainable development, economic and other effects of tourism (Dann 2006). In Korea, the topics are centered on the study of marketing, policy and impact of rural tourism.

Lee(2003) showed that the partnership between stakeholders of tourism projects is essential for the success of the project. Hong, Kim and Lee(2001) analyzed preference for the tourism based on the combination length of stay and the several attributes related to green tourism such as accommodation type and facilities, type of dining, season, type of activities, cost, and events composing green tourism conjoint alternatives. He identified the cost as the most significantly influencing attribute for the choice of green tourism. Tourism can be an important force that will drive development of disadvantaged rural areas. Rural communities with few other options for development may perceive tourism as a panacea for growth. While tourism can certainly be an important component of a sound development plan, this is not always the case. For example, Bontron and Lasnier(1997) noted that the local tourism impact varies greatly among rural regions and depends on a host of factors including work force characteristics and seasonality issues. Local support, however, is usually a necessary component for a successful tourism strategy, as noted by Bourke and Luloff(1995). Hence tourism strategies must be consistent with local goals and be sensitive to sustaining a community's character and traditions.

3. Value System of Participants

The concept of community participation is widely discussed within sustainable tourism. Hall (2000) adds that for tourism planning to be successful, the involvement and the participation of the residents in the area is pertinent. Cooke (1982) argues that residents view tourism more favorably when they perceive themselves as being able to influence decisions and outcomes related to development. Causal relations have been built up by researchers between the degree of a community's involvement and the success of tourism development (Hall 1994; Mason & Cheyen 2000; Simmons 1994; Tosun 1998; Ying & Zhou 2007). For McIntosh and Goeldner (1986 cited from Timothy 1999), community participation in tourism can be examined from at least two perspectives: in the decision-making process and tourism benefits sharing. Participation in the former generally refers to empowering local residents to determine their hopes and concerns for tourism (Timothy 1999), while the latter are usually realized in ways of increasing incomes, employment, and education of locals etc. (Brohman 1996; Echter 1995; Pearce, Moscarde, & Ross 1996). Until now, most of the relevant research is mainly focused on community's participation in the decision-making part, especially the process of planning (Gunn 1994; Inskip 1991; Keogh 1990; Lewis 1998; Marcouiller 1997; Murphy 1985), and a number of process models have been built (Reid, Mair, & George 2004), yet little concern has been directed to the relationship between dimensions of community in tourism.

Value system of the project's participants includes their belief and attitude towards community and society. Social norm refers to unwritten but commonly understood formulae for both determining what patterns are expected in a given social context, and defining what forms of behaviors are valued or socially approved. In this study, it was measured at three dimensions: trust of community norm, trust of social norm, and

individual attitude for the community norm with reference to the scale of Park(2002), Cho(2003), and World Bank (2006).

Social trust refers to a sense of confidence that others will respond as expected and will act in mutually supportive ways, or at least that others do not intend to harm(Bullen and Onyx 1998). World Bank(2006) classified trust into three types: within established relationships and social networks, trust extended to strangers, and trust in the institutions of governance. In this study, six questions asking trust in government, society, and community were used with reference to World Bank(2006) and Cho(2003).

Participation in networks refers to involvement in networks of relationships between individuals and groups. It means social interaction within members of a group or community, and in relation with outside individuals or groups. In this study, three questions were on the relation within community and two questions on the relation with outside individuals or groups with reference to the scales of Bullen and Onyx(1998).

Sense of community refers to an individual's perception, understanding, attitudes, and feelings about the community and the individual's relationship to community people. It includes shared emotional connection, bond to the place, and cohesiveness of community. Ten questions were developed with reference to the indicators by Lochner et al.(1999).

4. Management Capability of Community

This refers to the levels of skills and/or knowledge in managing the selected development project implemented by the community people (Daft 2003). These are measured by perceived self- evaluation. Planning refers to the ends to be achieved and in determining appropriate means to achieve the defined ends (Daft 2003). The study identified project goals and annual plan of tourism project by key informant interview. The study also measured degree of informants' self-assessment using three questions that include

degrees of setting the goal and detailed plans, cooperation between leaders and members during setting plans and proper time schedule.

Organizing refers to the deployment of organizational resources to achieve goals (Daft 2003). The study identified the organizational type of tourism project by key informant interview and measured the degree of its self-assessment through two questions. Questions included deploying members to proper positions and establishing proper organizational structure.

Leading refers to the perceived performance of the rural tourism project leaders toward project members to motivate, communicate, direct, and provide clear vision to achieve their common objectives (Daft, 2003). It was measured using eight questionnaires.

Controlling refers to monitoring and evaluation. Monitoring is the timely tracking of the progress of an activity towards the achievement of an objective or target; and evaluation is the assessment of adequacy, relevance, efficiency, and effectiveness of the project input-output process. It was measured using three questionnaires: annual evaluation, monitoring, and feedback.

5. Institutional Support

The tourist industry is not without its proponents of further government support (Hughes 1984). A key motive behind government support for tourism in any country is tourism's ability to create employment opportunities and hence contribute to the overall economic and social development of a nation (Baum & Szivas 2008). In general local and central governments are the most important authorities in establishing tourism development policies (Bouquet & Winter 1987; Perce 1989). However, the types and the extent of its involvement vary from country to country, being influenced among others by the political, economic, and constitutional systems. The government involvement in tourism is largely determined by the level of socioeconomic development and the attractiveness of the investment in getting financial return.

Government is a major player in shaping the economy and its development in all countries. It measures ranging from active intervention to deliberate distancing or incompetent neglect. Stiglitz (2002) notes that “the purpose of economic activity is to increase the well-being of a local community or nation, the roles that the government can take very considerably and will, in turn, impact upon the complementary responsibilities of other stakeholders in the economic well-being of the locality. These stakeholders include individuals, retired or education organizations as well as the generators of wealth within both the public and private sector.

A key role of a number of these stakeholders and, frequently, one where the government takes a leading role is with regard to the enablement of individual wealth creation through work and also with regard to the wider social and individual benefits that purposeful engagement within the economy provides.

Table 1. The number of rural tourism villages developed by government financial support during 2001-2004

Arum village (01-02)	Green tourism village (02-04)	Traditional theme village (02-04)	Mountain village (95-04)	Sea experience village (02-04)	Cultural history village (03-04)	Total
MOGA	MAF	RDA	FS	MMAF	MCT	
HA						
23	76	45	113	31	31	309

* MOGAHA=Ministry of Government Administration and Home Affairs

MAF=Ministry of Agriculture and Forestry

RDA=Rural Development Administration

FS=Forest Service. This project was remodeled from mountain village development project which was a kind of integrated rural development programs.

MMAF=Ministry of Marine Affairs and Fisheries

MCT=Ministry of Culture and Tourism

Source: Korea Rural Economy Institute. 2005. Perspective of Korean Agriculture in 2005. Seoul: Korea Rural Economy Institute.

Institutional support refers to the services from the government sector and other stakeholder whose purpose is to achieve successful and sustained rural tourism of the selected community. Major supporters are enlisted as local government, central government, extension agency, consultancy group, training agency, marketing aid agencies, and so on. Social support level is composed of two dimensions: one is satisfaction level of supports, and the other is perceived support items. Level of support is calculated by the sum of the index of satisfaction level of supports that are converted into fifty point scale, and perceived support items converted into another fifty point scale, so its maximum point is one hundred points. Perceived Support Items refer to the number of items perceived by each community participant among seven social supports which is provided by Korean government. In some cases, community participants do not perceive whether some items are supported to them or not actually, thus, its perception is more effective to measure the extent of actual social supports. It was measured by the number of supported items among seven items provided by the support sectors.

6. Community-based Rural Tourism Projects in Korea

Rural tourism in Korea was initiated in the 1980s as a type of agro-tourism “farm holidays” or “farm stays.” A total of 322 farm holidays units and 286 farm stays units was established by 2002, with the financial support from the government reaching up to 167 billion Won (approximately 167 million US\$) (MAF 2004). Although some tourism farms failed in their operation, their experience prompted project authorities to reconsider the extent of government intervention, private and public sector partnership and more comprehensive planning strategy for successful rural tourism (Park 2001).

Lee(2001) studied on the case of Japan for the policy support system focused on the project subsidies and insists on the support of

governmental subsidies for the sustainable rural tourism. The Korean government has initiated village-based rural tourism programs by different departments since 2000 as a strategy to increase the income of rural residents, maintain rural traditional culture and to conserve natural resources. As a result of such efforts, 309 villages have been actively participating in rural tourism projects supported by the government supports as of 2004, and more than 100 villages are being added every year (See Table 1). Besides governmental initiatives, the Korean Farmers Cooperative has supported 153 Farm Stay Villages, 192 Holiday Farms, 66 Holiday Orchards, and 22 Holiday Pastures since 2001(Song and Sung 2005).

1) Arum Villages

Arum Village projects have been supported by the MOGAHA since 2001. Each project is provided financial support amounting to a maximum of 2 million \$US for community development including road construction and maintenance, tourism site conservation (i.e. historical or cultural heritages) and natural resources conservation. The projects expedite forward an integrated rural development. The central government provides only basic guideline; whereas the local government and community people carry out the planning, implementation, monitoring and evaluation of the project.

2) Green Tourism Villages

Green Tourism Village projects have been supported by the MAF since 2002. The projects are focused on increasing the rural people's income by agricultural experience, community festival, farm stay etc. Financial supports reaching up to \$US 200,000 per selected village are allotted for the development of tourism facilities, beautification of natural landscape, and building of infrastructure like road, drains, tap water, communication facilities etc. To these projects, MAF also established an "Urban- rural Linkage

Center" that will set up linkages among tourism villages and urban companies or organizations and encourage visiting the rural areas.

3) Traditional Theme Village

RDA has initiated Traditional Theme Village Projects since 2002. A \$US 200,000 budget was allotted for the village for the development of rural cultural attractions that centers on traditional food, rural life, landscapes, and so on. Each of the selected communities identifies a traditional culture that will be attractive to urban tourists.

4) Mountain, Sea Experience, and Cultural Heritage Villages

The FS and the MMAF have also made efforts to develop tourism resources in mountain and fishing villages whereas the Ministry of Culture and Tourism had focused on specific tourism resources development such as historically significant sites. The major characteristics of established rural tourism projects in Korea are summarized in Appendix Table 1.

7. Nature of Rural Tourism in Korea

The purpose of rural tourism project development in Korea focuses on 3 general aspects: First, it aims for the economic, social, cultural, political, and environmental development of the people in the rural community. It is expected to increase the income of rural residents, overcome the alienation of the isolated rural people and the aged, encourage succeeding indigenous culture, give the powerless empowerment by participating in the decision- making process for their own community development, and to maintain their nature and community environment. In summary, it intends to improve the quality of life of the people in the rural community.

Second, it aims to provide nature-based alternative tourism to citizens who are unwilling to select mass tourism which is already saturated aside from being harmful to the environment. Environment- friendly rural tourism is becoming

more popular to the citizens.

Third, from the government's viewpoint, it aims for the equitable development and sustainable management of nature and the countryside. The government is responsible for the equitable development of both civic and rural area.

Though the involvement of many departments in tourism projects may be debatable, tourism development in rural communities came up as a strong alternative to overcome income stagnation in rural sector. However, compared to other rural development projects, tourism development projects have several advantages.

First, the rural tourism project in Korea is fostering community-driven development projects. Though the projects are developed by top-down approach wherein the policies and guidelines are made and financial assistance is provided by the central government, most of the decision making process are co-managed by the community participants and local government. Community people themselves carried out the tasks of planning, implementation, monitoring and evaluation, and final decision of the project process. Furthermore, the Community people control over the project and hence responsible for the outcomes.

Second, the development process of the project induces voluntary and active participation of selected community people through competition against other villages and local governments by open application for the project.

Third, the content of rural tourism is mixed by personal business and common business. Common activities involve village festivals, cultural events, nature, and community environment conservation. Personal activities include selling of agro-products and souvenirs, and hosting farm stay. These separated activities may cause conflict in the sharing of revenues generated from the rural tourism activities. Some may have a free ride effect from the tourism without participating in common activities.

Fourth, there are well-established institutions for the assistance of rural tourism such in the

areas of marketing, training/education, finance, and consultancy. Such institution helps tourism participants develop their abilities for tourism operation.

Fifth, rural tourism in Korea emphasizes the network between the rural and urban. As a niche market, the tourism market for a specific area is limited, and also not well known to urban people. There are various institutions that provide linkages between urban/business organizations and rural tourism villages to attract rural tourism.

Sixth, the project policy emphasizes the connection between urban and rural residents. The government recognizes the limitation of rural tourism in that it is very difficult for rural community people to activate the market by themselves, and so encourages formulating connection between urban and rural people.

Lastly, rural tourism development is mainly focused on the efficient use of rural resources. Rural resources, as basic software of tourism development, include landscape, culture, historical site, legend, farm music, play, game, and life style. Such resources are prerequisites of rural tourism.

8. Research Model

The relationship of the variables affecting the outcomes of the VRTP to the community in terms of economic, social and environmental aspects is determined by the nature and degree of community participation as measured by the degree/extent of decisions on the control of the project in the area of planning, marketing, operation, and production technologies. In like manner, this is affected by the individual characteristics which include socio-economic factors (e.g., educational status, age, sex, length of residence, household size, length of membership of tourism project, gross annual family income, tourism marketing income, tourism marketing source) and psychological factors (e.g., perception toward tourism activities, attitude toward tourism activities), management capability of community (e.g., planning, organizing, leading, monitoring and evaluating, technical aspects), and institutional supports of government sector and non-government

sector including training/education, finance, legal/political support, personnel support, risk management and management consultancy etc. The conceptual framework of the study is shown in Fig. 4.

The main stakeholders of a community development (CD) project are community, development agency, and community organization involved in the project. Accordingly, project performances depend upon these main stakeholders' attributes and relationships. Based on this notion, the relationships among the three stakeholders and the outcome of community development project can be illustrated in Fig. 1.

One of the dominant factors to explain community characteristics in the aspect of the relationship among stakeholder of a community development is social capital. Social capital refers to socio-psychological characteristics, so called value system, of community participants. It is generally composed of trust, norm, participation in a network, and sense of community; and contributes to the production of desired socio-economic outcomes. Institutional support by development agencies is also an important component of community development to build social, economic, political, and technical capacity of the community. The capacity of a community organization influences directly on the output of CD project because it is the main body of operation of a CD project.

III. Methodology

1. Sampling Procedure

The research site included the whole rural communities developed for the rural tourism named "Green Tourism" and "Traditional Theme Village" which were established through the financial supports of the central and local governments before 2006. The study population composed of participants to the VRTP. Specifically, this target population consisted of tourism participants from 121 rural villages that have been operated before the year 2006 for two major government rural community development projects: "Green Tourism"

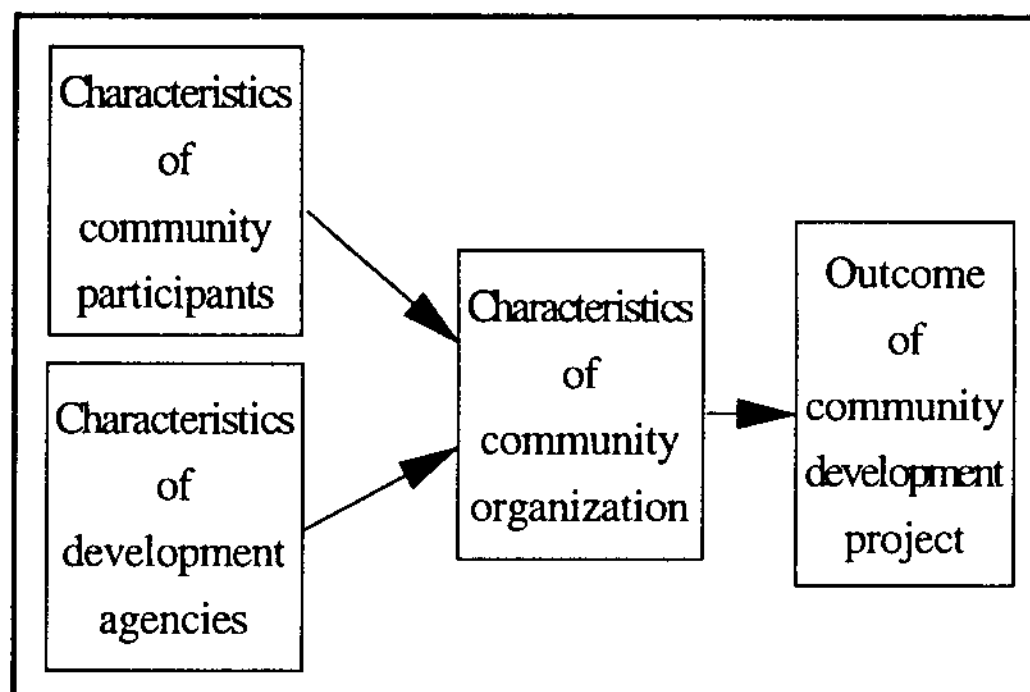


Fig. 1. Research model

and "Traditional Theme Village". The total number of participants of these projects was estimated at around 2,200 persons based on the collected data showing the average number of tourism development participants of 18.4 persons.

Information were collected both from primary and secondary sources. Adapted online survey of the participants was the source of primary data. As a downloadable e-mail survey, the structured questionnaire was sent to the project representatives or secretaries of the targeted tourism development villages with an attached file and with messages soliciting response to the survey and suggesting rewards for the response. If the person agrees to the terms of condition, that person prints or distributes the questionnaires to village tourism participants. At the same time, tourism development agents of the research site encourage them to reply and, in some cases, they directly distribute the self-administered questionnaires to the participants. In cases of returned questionnaires, the researcher compensated respondents for their efforts with some reward. Out of 2,200 VRTP participants from the 121 villages, 227 respondents (10.3%) from 45 villages (37.2%) sent back the accomplished questionnaire.

In addition, in-depth interviews were conducted with public and private rural tourism development agents, the president of the National Rural Tourism Association, and leaders of the groups who attended a training course on leadership for rural tourism development. Five villages were surveyed to verify the actual conditions of the

community development process through in-depth interviews with key informants. Secondary data were gathered from local and central government offices and related institutes including the Rural Development Administration, Korean Rural Economic Institute, National Statistic Office(NSO), and Ministry of Agriculture and Forestry, among others.

2. Measures

In this study for measuring value system of participants, it is composed of four components: social norm, social trust, participation in network, and sense of community. It is measured by the sum of values of the four components with equal weighted value. Each component is measured using the 5-point Likert scale which describes 1 = strongly disagree (SDA), 2 = disagree (DA), 3 = undecided (U), 4 = agree (A), and 5 = strongly agree (SA).

For measuring , it is composed of four general management components such as planning, organizing, leading, and controlling. It is measured by the sum of the values of four components with equal weighted value. The items of each component was measured using a five-point scale where 1=very poor (P), 2=poor (F), 3=moderate (M), 4=good (G), and 5=very good (VG).

Level of satisfaction for institutional support is measured using a five-point scale where 1=highly unsatisfactory, 2=unsatisfactory, 3=moderate, 4=satisfactory, and 5=highly satisfactory.

This refers to the extent of satisfaction on the VRTP outcomes in the economic, social, and environmental aspects. These were measured by rating the level of satisfaction that the respondents get either as 1=highly unsatisfactory, 2=unsatisfactory, 3=moderate, 4=satisfactory, and 5=highly satisfactory. Each factor is composed of six (6) economic items, six (5) social items, and five (5) environmental items among total sixteen (16) items. Six (6) negative questionnaires were converted into reversed values in the statistical process.

3. Reliability test

Cronbach reliability test was performed to further stabilize the questionnaire. The questionnaire was pre-tested on participants from the Rural Tourism Leadership Workshop held at Chungcheong province on 16 -17 May 2006 (n=12). Reliability test of data from pre-tested questionnaires (N=12) was value system of participants (0.890), management capability (0.950), institutional support (0.894), and outcomes of VRTP (0.873).

4. Data Analysis

Descriptive statistics such as means, frequencies, percentages, and standard deviation was used to describe attributes of the respondents. Spearman rank correlation coefficient analysis was used to determine and measure the relationships among variables. This method is commonly used in analyzing ordinal data, and almost all of items of the research variables are composed of ordinal scale.

A path model is a diagram relating independent, intermediary, and dependent variables. Path analysis was used to explore causal relationship between independent and dependent variables using regression analysis. Path analysis techniques based on a series of multiple regression analysis with added assumption of causal relationship between independent and dependent variables.

The procedures in path analysis are as follows:

(1) Identify path coefficients among the independent variables and a dependent variable.

(2) Estimate t values referring to beta value/standardized error. t value is similar to the standard normal distribution, thus estimated values of the path coefficient can test null hypothesis (H0). The rejection area of null hypothesis is accepted by significant level(p<0.05).

(3) Measure the residual effect of extraneous variables. It is measured by the following equation:

$$e = \sqrt{1 - R^2}$$

Where R^2 = multiple determination coefficient.

(4) Modify path model after removing the independent variables which have no effect on the dependent variables.

The acceptable level of statistical significance was set at 0.05 and confidence level of 95%. Statistical significance indicates the likelihood that a result will happen by chance. It does not indicate a result's importance.

The data were coded and processed using the

Table 2. Socio-demographic characteristics of the respondents.

Characteristics	Category	Frequency	Percent
Sex	male	134	59.0
	female	83	49.0
Age	< 40	12	5.3
	40-49	56	24.7
	50-59	69	30.4
	60 and over	90	39.6
Educational attainment (Years)	0-6	67	29.5
	07-09	47	20.7
	10-12	86	37.9
	13 and over	27	11.9
Years of residence in the village	<5	19	8.4
	5-9	30	13.2
	10-19	52	22.9
	20 and over	126	55.5
Position of community organization	representative	19	8.4
	committee member	45	19.9
	general secretary	10	4.4
	member	153	67.4
Occupation	full-time farmer	108	47.6
	1 st class part-time farmer ^a	56	24.7
	2 nd class part-time farmer ^b	40	17.6
	non-farmer	23	10.1

^a: annual gross off-farm income is lower than agricultural one.

^b: annual gross off-farm income is higher than agricultural one.

Statistical Package for the Social Sciences (SPSS) computer program version 13.0.

III. Results

1. Socio-Demographic Characteristics of Respondents

Table 3 shows the socio-demographic characteristics of the respondents. More than half (59.0%) of the respondents were male and 41.0% were female. It was observed that in many villages, the females were mainly engaged in mainly food preparation for group tourists, accommodation, and operation of restaurants. Males were mainly engaged in physical works, general tourism business, and social relations. Women's participation was also active. These imply that tourism activities help activate social relationship within the community.

Majority of the respondents (70.0%) were above 50 years old. About 39.6% of the respondents were above 60 years old. This is close to the national average in rural areas, which is 40.3% in 2004 (NSO, 2006). Participants below 40 years of age comprised only 5.3% of the total number of respondents. A respondent wrote "I am 43 years old but I am the youngest resident in the village, thus I can not hear children's voice there anymore". In 2004, the National Statistic Office (NSO) reported that children below 5 years old comprise only 2.3% of the population in the rural areas in Korea. This shows that rural areas have already entered into an aging society, which generates lots of social issues such as labor supply, farming productivity, welfare of the aging, succession in farming, and conservation of farmland and other natural resources. 70.5% of the respondents finished higher than elementary school and 11.9% studied in college (13 school year and above).

In case of residence in the village, more than half (55.5%) of the respondents lived for 20 years or more in their communities and about 8.4% stayed at the respondent's village for less than 5 years.

Table 3. Mean and reliability test (N=227)

Variables	Items	Mean	S. D	
Value system of participants ^a (n=226)	Most people in this village keep social norms	3.39	0.74	Cronbach's $\alpha = 0.953$ Total mean=3.43
	Most people in this village cooperate to develop community	3.50	0.88	
	Most people believe voluntary service and charitable work as being honored	3.32	0.84	
	I think social norms are established well in Korea	3.15	0.81	
	I often work for this community	3.31	0.80	
	Most people who live in this village/neighborhood can be trusted	3.58	0.82	
	I trust my relatives and friends	3.64	0.89	
	I trust my central government officials	3.14	0.84	
	I trust my local government officials	3.26	0.78	
	I feel valued by society	3.20	0.67	
	Most people in this village are basically honest and can be trusted	3.53	0.78	
	I have many friends out of this community	3.78	1.06	
	I often go outside my local community to visit my family or friends	3.19	0.89	
	I often visit and chat with my neighbor	3.39	0.83	
	I have many friends out of this community	3.15	0.93	
	I often go out of community to do something	3.20	0.80	
	I expect to live on this community to this community	3.63	0.92	
	I feel affective attachment to this community	3.61	0.96	
	I think I can find out my identification at this community	3.48	0.86	
	It is very important to me to live on this community	3.56	0.91	
I feel at home on this community	3.62	0.91		
I feel this community is more comfortable than other communities	3.57	0.96		
I feel safe at this community	3.42	0.94		
I feel satisfactory about living at this community	3.56	0.90		
I think my community is a good place for me to live	3.39	0.84		
I feel this community has special meaning to me	3.51	0.86		
Management capability ^b (n=227)	Linage to goals	3.31	0.79	Cronbach's $\alpha = 0.946$ Total mean=3.28
	Cooperation between leaders and members during setting plans	3.34	0.81	
	Proper time schedule	3.31	0.79	
	Deployment of members at proper sectors/ department	3.27	0.77	
	Organizational structure to fit out project goals	3.26	0.84	
	Motivating people to do their best	3.44	0.86	
	Developing teamwork among members	3.49	0.99	
	Leading the members to increase quality of tourism	3.48	0.85	
	Reflection of member's opinions	3.21	0.75	
	Communicating effectively	3.33	0.83	
	Problem solving	3.19	0.80	
	Conflict resolution among members, community, and support sectors	3.25	0.75	
	Quick dissemination of new information to members	3.19	0.71	
	Annual evaluation of project	3.19	0.73	
	Monitoring of project activities	3.11	0.71	
Reflection of evaluation results in project next year	3.11	0.64		

Table 3. Continued

Variables	Items	Mean	S. D	
Institutional support ^c (n=227)	Financial assistance	3.16	0.80	Cronbach's α =0.886 Total mean=2.95
	Internet marketing	3.04	0.83	
	Network/linkage establishment between urban and rural people	3.07	0.79	
	Agro-products marketing	2.84	0.78	
	Education/training	3.00	0.88	
	Personnel support	3.08	1.05	
	Risk management support(insurances)	2.56	0.92	
	Political/ legal support	2.76	0.92	
	Management consultancy	3.03	0.89	
Outcomes of VRTP ^d (n=227)	Tourism has given economic benefits to our village	3.40	0.79	Cronbach's α =0.865 Total mean=3.30
	Tourism has increased income to may household	3.25	0.86	
	Tourism has created more jobs for my community	3.04	0.90	
	Tourism has increased incomes/taxes revenues for local government	3.03	0.82	
	Tourism has increased standard of living considerably because of tourism	3.23	0.82	
	Tourism has generated diversified cropping systems from rice-centered farming	2.90	0.80	
	Tourism has improved social viability in our village	3.59	0.85	
	Tourism has resulted in positive impacts on the cultural identity	3.62	0.91	
	Tourism gives us pride about our community	3.61	0.82	
	We suffer from disruption of our daily lives by tourists	3.26	0.93	
	Tourism has changed our communal spirits	3.34	0.97	
	Tourism has weakened social integration by conflicts for the sharing benefits	3.16	0.93	
	Improved environmental conservation in our village	3.54	0.83	
Tourism provides more parks and other recreational areas for local residents	3.41	0.77		
Tourism has resulted in traffic congestion, noise and pollution	3.19	0.96		
Construction of tourist facilities have destroyed the natural environment	3.43	0.92		
Tourism has increased wastes in our village	3.14	0.95		

a and b; 1=very poor, 2=poor, 3=moderate, 4=good, and 5=very good

c and d; 1=highly unsatisfactory, 2=unsatisfactory, 3=moderate, 4=satisfactory, and 5=highly satisfactory

Indicated during the in-depth interviews, several community leaders and development agents agreed that there were significant movements into the tourism development villages. Further research is needed to validate such claims.

The respondents were composed of 8.4% representatives, 19.9% committee members, 4.4% general secretaries, and 67.4% members of community tourism organizations.

2. Descriptions of variables

For the path analysis, there are four variables that are value system of participants, management capability, institutional support and outcomes of VRTP. The value system of participants consists of 26 items (see Table 3). Average mean for the variable is value system of participants (3.43), Management capability (3.28), Institutional support (2.95), Outcomes of VRTP (3.30). Cronvach's alpha is value system of participants (0.963),

management capability (0.946), Institutional support (0.886), Outcomes of VRTP (0.865). The highest score (3.64) among all of items is ‘I trust my relatives and friends’. The lowest score (2.56) is ‘risk management support including insurance’.

3. Relationship of the Outcome of VRTP and Related Variables

The outcome of VRTP refers to the perceived economic, socio-cultural, and environmental outcomes resulting from the project performance by the community participants. In this study, there were three participatory factors, one each for individual, organizational, and social factors. Table 4 shows the relationships between these three factors and the outcome of VRTP. Among the individual, organizational, and social characteristics, the institutional support was moderately and positively related to the management capability (Pearson’s $r=0.416$) at 0.01 significance level, whereas the value system of the community participants had high positive correlation at 0.01 level of significance (Pearson’s $r=0.535$).

In the correlation among the three factors and the VRTP outcomes, the value system of the participants was highly and positively related to the outcomes (Pearson’s $r=0.631$, $P<0.01$), and management capability of the community was highly and positively related to the outcomes (Pearson’s $r=0.568$, $P< 0.01$), whereas the

institutional support had moderate correlation at the 0.01 level of significance (Pearson’s $r= 0.295$).

These results imply that the outcome of the project performance was highly related to the value, belief, and attitude of the participants to make an aggregate effort to achieve their individual and communal goals. Management capabilities to perform development activities were also highly related to the institutional support. From this point of view, the establishment of community mastery of the development process needs strong social support for their capacity building. Without building their own capacity, government efforts to afford them autonomy would probably bear no fruit.

4. Causal relationship among stakeholder’ attributes and outcome of VRTPs

SPSS 13 analyzed the path model through multiple regression analysis in order to test the causation of the research variables(Fig. 1). Path coefficients were determined by path analysis of three groups of variables:{I, II}; {I, II, III}; and {I, II, III, VI}, where: I=value system of participants, II=institutional support, III=management capability, IV=outcome of the VRTP. Table 5 shows the result of multiple regression of the four research variables.

The effect of extraneous variables was determined by the formula that was mentioned in the methodology. Fig. 2. shows that the causal effect of value system of participants was 0.6022(direct effect=0.488 and indirect effect = $0.423 * 0.270 = 0.1142$). The causal effect size of institutional support was 0.0856(indirect effect = $0.317 * 0.270$).

This result shows that value system of community participants, as the presence of institutional support from local and national government together with the management capability of the community people, contributes to the outcomes of the VRTP.

Table 4. Correlation among four variables (n=227)

Variables	①	②	③	④
① Perceived outcomes of VRTP	1			
② Management capability of community organization	.568**	1		
③ Institutional support	.295**	.416**	1	
④ Value system	.631**	.535**	.217**	1

* $p<.05$ ** $p<.01$

Table 5. Multiple regression analysis (N=227)

Dependent variable	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t
institutional Support (n=227)			
Intercept	58.746	-	
Value system	.191	.217	3.326***
Number of case		227	
R ²		0.047	
Adjusted R ²		0.043	
F		11.065***	
management Capability (n=226)			
Intercept	21.917	-	
Value system	.436	.423	7.584***
Institutional support	.287	.317	5.681***
Number of case		226	
R ²		.338	
Adjusted R ²		.332	
F		56.922***	
outcome of the VRTP (n=226)			
Intercept	14.706	-	
Value system	.356	.488	8.699***
Management capability	.191	.270	4.494***
Institutional support	.038	.059	1.107
Number of case		226	
R ²		.470	
Adjusted R ²		.463	
F		66.653***	

* $p < .1$ ** $p < .05$ *** $p < .01$

VRTP: Village-based Rural Tourism Project

IV. Conclusions and Recommendations

Based on the objectives of study, the following conclusions were drawn:

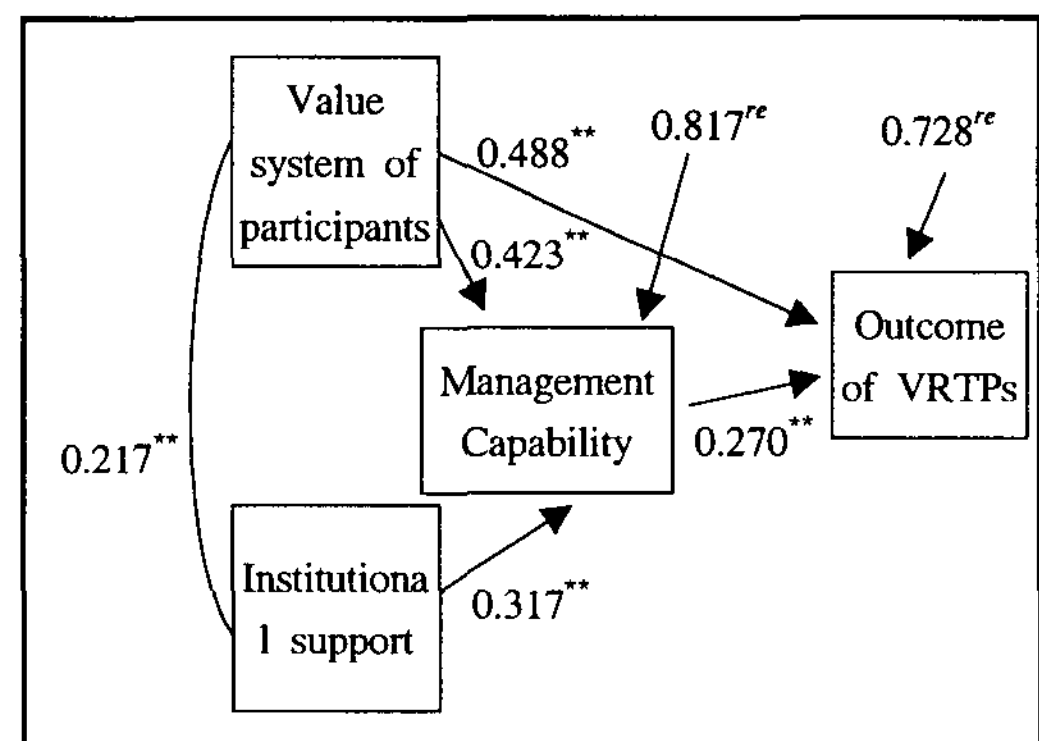
Many participants were old and women, which

reflected social profile of Korea, and they had sufficient educational achievement. Few residents moved into the tourism villages. Around half of respondents were engaged partly or exclusively in non-farming activities, thus, the rural societies are also diversified.

The path model (Fig. 2) shows that the effect size of value system of participants was 0.6022 (direct effect=0.488 and indirect effect=0.1142); management capability, 0.270 (direct effect only); and institutional support, 0.0856 (indirect effect only).

The value system of community participants as the presence of institutional support from local and national government together with the management capability of the community people contribute to the outcomes of the VRTPs

In a society where individualism and competition are dominant communal goals become difficult to achieve through cooperation because self-orientation of individual blocks aggregate efforts. The rapid economic development of Korea has changed its value. "We" was replaced by "I" in their mind, and individual competency rather than cooperation was preferred. Rural society has also been changed with social attributes and tendencies. Communal efforts have been replaced by



* $p < .05$ ** $p < .01$

^{re} Residual effect by extraneous variables.

VRTP: Village-based Rural Tourism Project

Fig. 2. Path model of the variables with VRTPs outcomes

individual competencies. Thus individual activities might have been encouraged in the rural tourism projects such as individual farm stays since late 1980s. The trials to communal efforts by the Village-based Rural Development Projects might be a very difficult task to achieve their goals as people's attributes had declined to individual actions. The spirit of community is now disappearing in the whole society of Korea.

Considering that communal activities depended upon collective actions by community people, behavioral norms are closely related to decide participation in organizational actions. Communal value system is important to build capacity building of community and further to achieve outcomes, because it boosts cooperative actions, and constructs trust among community members: trust and cooperation, both are driving force to achieve their communal development goals.

If there is no sufficient technical and managerial supports, decision making by community people are likely to be confronted by many difficulties because tourism is a job entirely different from agriculture. It needs skillfulness and many kinds of considerations. Even skillful mass tourism businesses have difficulty of surviving in their industries. Community people without the experience need capacity building to manage their activities. Institutional supports was likely not to come up to the expectation of the communities. The significance of organizations developing the communities is to help build their capacity. If there is a bottle neck which could hinder their efforts, it should be solved for the sake of the community and its people.

The Korean government has established partnership among stakeholders of VRTPs since its project initiation. It contributed greatly to advice and to consult the successful tourism building with professors, public and private sector experts and others. But the problem lies in that only a few sincerely takes care of community capacity building. A more practical approach is to support the community development organizer who will invigorate both the community and the support

institutions. An already established extension specialist will be a proper community organizer because they deeply understand the community people and could do educational approaches in general. Another source are the inner leaders of community. Some VRTP community leaders had their communities grown up very successfully. Some others will be private sectors of organizer. Their fluent experience will be useful to develop empowerment of the community. A close and continuous concern about them will be a key success factor.

It needs to include and verify other extraneous variables. In modified path model, there are large unaccountable/unexplainable variables to explain the cause of the outcomes of VRTP besides value system of participants, institutional support and management capability.

This indicates that these two dimensions of participation have causal relationships with other independent variables besides value system, management capability, and institutional support. It needs to connect to other independent variables. The socio-demographic and economic characteristics of participants will also be ways to explore the causal relationships to the outcomes.

As the questionnaires were collected by e-mail, this study has some restriction to apply in interpretation to whole VRTP in that the number of the respondents of each village was not balanced: some were 4 respondents and some others were 20. Further study will be followed to generalize the result.

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