DETERMINANTS OF DECISION MAKING IN CHOOSING TOURISM DESTINATIONS OF INCENTIVE TRAVEL FOR MALAYSIAN COMPANIES TO ANDAMAN CLUSTER

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ABSTRACT

Title of Dissertation	Determinants of Decision Making in Choosing Tourism Destinations of Incentive Travel for Malaysian Companies to Andaman Cluster
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This study aims to 1) identify the travel behaviors in choosing incentive travel destinations of the Malaysian company executives and destination management company who travel to the Andaman Cluster 2) To examine antecedent influencing the perceived destination competitiveness of incentive travel of Andaman Cluster 3) determine causal relationship of factors influencing the tendency of decision making in choosing tourist destinations in Andaman Cluster for incentive travel for Malaysian Destination management company . The researcher defined the population for this research as a group of executives of the Malaysia company while the sample group totaling 400 subjects which were selected by Snowball sampling method. Data was collected by questionnaires distributed during July-October 2016 and Data was analyzed by Structural Equation Modeling: SEM.

Findings from the research suggested that activity based orientation and marketing utility had direct and positive influence on perceived destination competitiveness where perceived destination competitiveness showed direct and positive influence on intention to travel.

In addition, intention to travel was direct and positive influenced by incentive travel behavior, activity based orientation and marketing utility which is in harmony with the research hypotheses.

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INTRODUCTION

1.1 Tourism Development in Thailand

At the present, the tourism industry is the world's large and fastest-growing industry (Cooper & Hall, 2008; Ninemeier & Perdue, 2008). Meanwhile, the world's tourism industry growth rate has been continually growing and has become a global key industry which generates income at the 4th rank in the year 2011, where by international income deriving from international tourism has reached a value of a billion US dollars, increasing by 3.9 % from the year 2010, (UNWTO, 2012). Additionally, the World Tourism Organization has established the target that, by 2020, there will be 1,600million tourists travelling worldwide, annually, increasing from 943 million tourists in the year 2009 (UNWTO, 2001). Tourism has played an importance role in the Thai economic system for more 50 years and has brought massive amounts of foreign currency into the country.

Thailand is continually popular for foreign tourists. In the year 2015, the number of tourists was 29.88 million, an increase of by 2.66 million tourists, equal to 20.44% comparing with the previous year, (Ministry of Tourism and Sport, 2016). Thailand has many points of strength as regards tourist attractions, such as offering beautiful travel places, outstanding cultural activities, a wide variety of travel activities, travel worthiness, and safety, etc. This causes the economic system of the country to grow continually. For the preceding period, the tourism industry has been significantly growing, considered by number of tourists and generated income, which have continually increased. The income generated by tourism was totally 1.44 billion Baht, an increase of 23.53% compared with the previous year. The number of tourists increased from all regions, especially tourists from East Asia, with an increase of 66.50% (Ministry of Tourism and Sport, 2016). Top ten ranked tourist nationalities visiting Thailand are: China, Malaysia, Japan, Korea, Lao, India, United Kingdom, Russia, the United State of America, and Australia (Figure 1.1 and Table 1.1), with aggregated

number of 19,919,630 tourists, equal to 66.66%of total number of tourists, an increase from the previous year of 57.86% (Figure 1.1). This results from the high rate of expansion of this tourist group. In overview, for the last 5 years, tourists from China, Japan, and Malaysia have been the main markets, with Malaysian tourists comprising the greatest number, coming in the 1st rank in Asia.

Main market tourist in the year 2015

China	7,934,791
Malaysia	3,423,397
Japan	1,381,690
Korea	1,372,995
Lao	1,233,138
India	1,069,149
United kingdom	946,919
Russia	884,085
USA	867,520
Australia	805,946
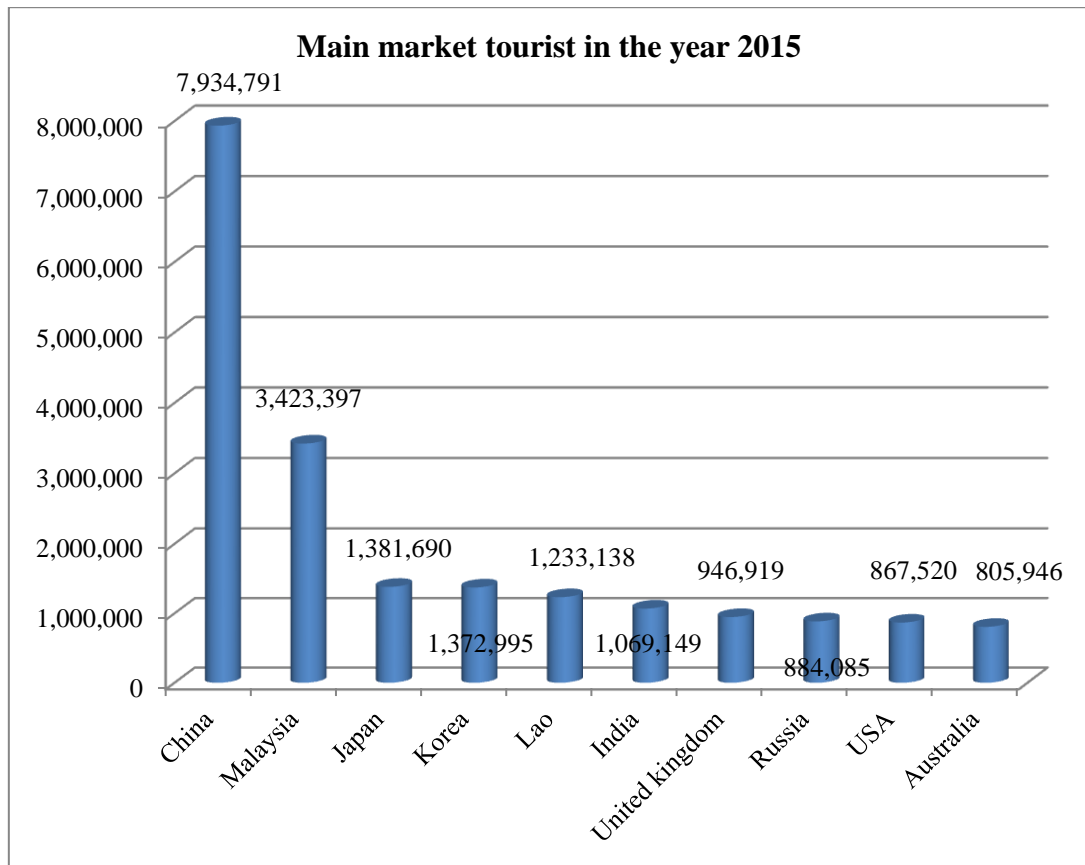
Figure 1.1 Number and Rate of Change Regarding Main Tourist Market in the Year 2015

Table 1.1 Comparison of Main Tourist Travelling to Thailand for the Year 2011-2015

Rank / Year	2011	2012	2013	2014	2015
1	Malaysia	Malaysia	China	China	China
2	China	China	Malaysia	Malaysia	Malaysia
3	Japan	Japan	Russia	Russia	Japan
4	Russia	Russia	Japan	Japan	Korea
5	Korea	Korea	Korea	Korea	Lao
6	India	India	India	India	India
7	Lao	Lao	Lao	Lao	UK
8	Australia	Australia	Singapore	UK	Russia
9	UK	UK	UK	Australia	USA
10	Singapore	Singapore	USA	Singapore	Australia

Source: Ministry of Tourism and Sport, 2016.

Table 1.1 compares the top ten countries of origin of tourists traveling to Thailand between 2011-2015. Malaysian tourists are the greatest number traveling to Thailand for the past five consecutive years. In 2015, 3.42 million Malaysian tourists travelled to Thailand (Ministry of Tourism and Sport, 2016). The population of Malaysia is 29.1 million, with a Gross Domestic Product (GDP) of 304 billion US dollars, and GDP per capita of 10878.40 US dollars per year in 2015 (World Bank, 2015). Malaysia is a leading exporter of electronic parts, oil palm, rubber, and natural gas (World Bank, 2013). 60% of the population are Islamic, 19% hold Buddhist, and 12% Christian, respectively. In the year 2015, 3.42 million Malaysian tourists travelled to Thailand.
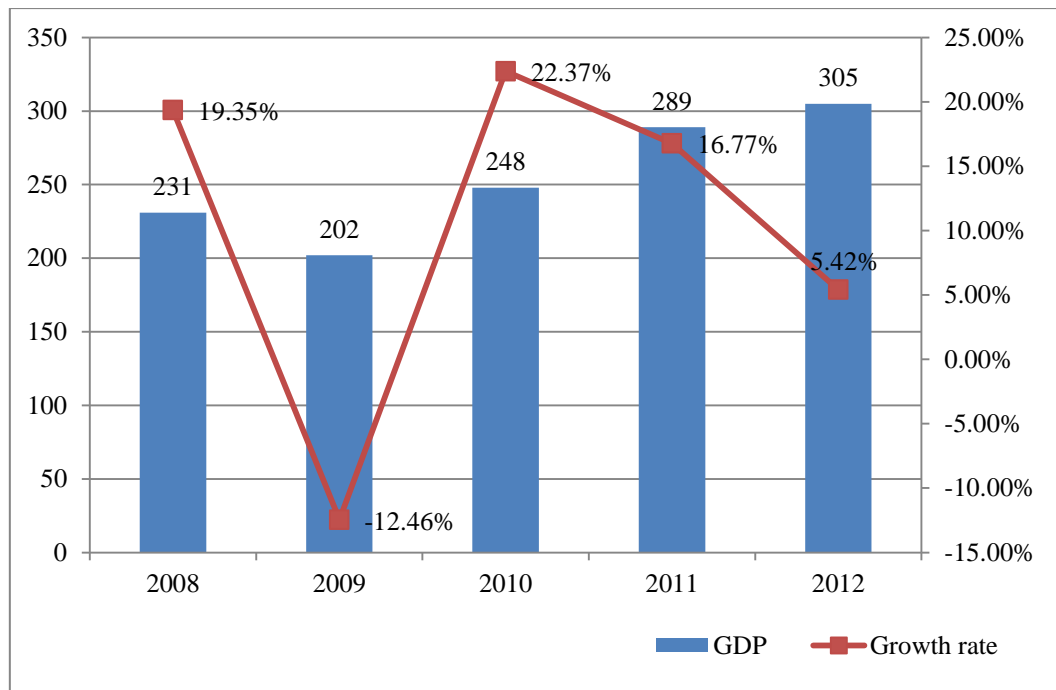
Figure 1.2 Gross Domestic Product and Growth Rate of Malaysia, Billions/USD
Source: International Monetary Fund, 2013.

Figure 1.2 shows the increasing gross domestic product in Malaysia, with over 10% per year, especially before the world economic crisis in 2009. After this crisis, Malaysia has been able to maintain the level economic development. The continued growth rate of Malaysia's economy will benefit the tourism industry, especially in terms of incentive-giving to staff to increase operational results in the future.

Currently, the tourist industry is a highly competitive businesses. Administering a business successfully depends on several factors, such as efficient management of capital, and quality of human resources, which are significant factors. Human resources are comparable to immense capital, as Danish and Usman (2010) stated that human resources are the most important of all resources within an organization, crucial to the overall performance of an organization, which any organization must constantly keep and invest, (Siripong Inthravadee, 1998). To retain staff for a long period of time,an organization needs to inspire staff to devote their effort to achieve business objectives. Inspired staff will behave with attentiveness, have clear direction, and be untiring when faced with obstacles (Mallika Tunsorn, 2001).

Additionally, job satisfaction also influences achievement, organization, and staff happiness. If staff work with high satisfaction, results will be positive as they willfully devote their physical power, intelligence, and spirit to the task. This will enhance the effectiveness and efficiency of a business. Developing morale, inspiration, and job satisfaction on the work, therefore, will be the key of work's efficiency. Apart from that, job satisfaction will also be a sign indicating the efficiency of work performance and leadership of management.

To encourage staff to work for the most benefit to an organization, executives must seek ways to inspire them to work responsibly and willingly, such as by offering incentives and hopes for remuneration based on work performance. Good forms of remuneration must be considered, that is, fair remuneration. How an organization remunerates staff who perform well will influence work rate and staff inspiration, (Flynn, 1998). Understanding how to inspire staff is a key challenge for executives (Bruce & Pepitone, 1999).

Offering incentives is a positive and efficient method for sales promotion which enables an increase in sales volume. The model of incentive utilized will influence the morale and inspiration of staff. However, the model of incentive employed should be carefully analyzed and considered, otherwise, it will possibly be useless. Anonymous (2002), said that giving incentives enhances staff work efficiency by 27%, and team work efficiency by 45%. Giving incentives can also make staff holding a bad attitude toward the organization rethink their attitude towards helping an organization be successful (Anonymous, 2002). Incentives can also help retain staff by giving incentives for best performing staff (Marks, 2001).

The first thing to be considered is the characteristic of the incentive, so as to effect and have value desired by staff. The characteristic of the incentive influences the creation of staff morale and inspiration, and should match needs and value as much as possible to their views.

There are 2 models of incentives: cash incentive, and noncash incentive, the later form has some other value, e.g. indicating fame and honor, or social status. A survey by the Aberdeen Group, a well-known Boston-based research firm, published in the website of Incentive Research Foundation, U.S.A., found that noncash incentives are the most suitable way to enhance sales efficiency (Incentive Research Foundation,

2013). Offering incentives and rewards are the preferred factors for employee motivation programs (Danish & Usman, 2010). Hakanen (1998) said that offering travel and tourism incentives are the best way to create inspiration.

Currently, there are several forms of tourism. Tourist groups have more varied demands, (Chengcheng, 2011), therefore, the purposes of travelling depend upon the characteristics of tourist groups, such as entertainment, study and research, learning about different cultures, etc.

Due to the growth of business sectors, meeting arrangements (Meeting, Incentive, Convention, Exhibition or "MICE"), mean travel and tourism with 4 purposes i.e. meeting arrangement (Meeting), incentive travel (Incentive), international meeting arrangement (Convention), and product fair and exhibition arrangement (Exhibition), which is a large part of the global travel and tourism industry, (Stolovitch, 2002; Weber, 2001). Several countries have invested to construct facilities for serving this tourist group.

Additionally, MICE industry also benefits businesses by urging and inspiring persons to improve their businesses for greater achievement, (Shinew & Backan, 1995). The MICE industry was started in 1896 by a group of businessmen, who realized its economic value and convened a meeting at Detroit City, Michigan State, (Gartell, 1991). Today, this group mostly consists of businessmen, academicians, company staff, and followers, who are quality tourists.

Income derived from MICE is 10.7% of that derived from tourism each year (National Statistical Office, 2011). It's said that MICE in the continents of Asia and Pacific is the global fastest developing industry, aiding economic development. For Thailand, MICE tourist groups traveled to Thailand at the number of more than 785,000 tourists in the previous year generating income of 56 billion Baht annually. This tourist group has spending behavior 2-3 times higher than that of normal tourists, (Thailand Convention and Exhibition Promotion, 2011), due to their sponsors mostly being companies, supporting costs of accommodation, travelling, and meal. This also means such tourists have additional spending money for discretionary purchases.

For these reasons, MICE business can generate massive income and bring great benefit to a country in terms of monetary value and nonmonetary value. MICE is a tourism business which generates high economic value added, and creates a large number of direct and indirect employment. Many Asian countries, such as Singapore

and Hong Kong, have realized the potential of this kind of tourism, therefore, they have developed various forms and procedures to attract MICE tourist groups to use their services (TCEB, 2011).

Thailand has also realized the importance of MICE industry as another channel for generating income. The Thailand Convention and Exhibition Bureau (TCEB, 2011) was established in 2004 as the main organization for taking care of convention and exhibition arrangements in the country; its mission is to promote and support the arrangement of conventions and exhibitions. The TCEB (2011) has foreseen that Thailand will obtain the benefit from MICE tourist groups by three aspects: 1) direct benefits obtaining from various activities of MICE such as hotel and destination management companies (DMC); 2) benefits relating to activities such as restaurants, travel agencies, banks, temporary workers; 3) benefits from activities related to types of noncash benefits such as technology and knowhow.
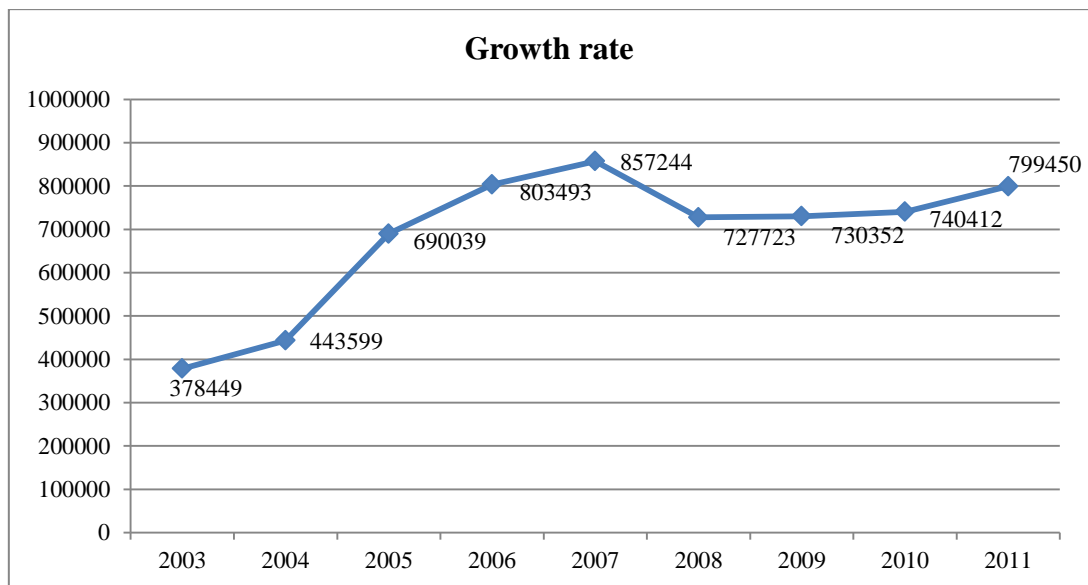
Figure 1.3 Number of MICE Tourists in the Year 2003-2011 (Person)
Source: Thailand Convention and Exhibition Bureau, 2011.

Figure 1.3 shows the average growth rate of MICE tourist group per year, which has continually increased between 2003 and 2011. The graph indicates that from 2003-2007,the growth rate of MICE tourist group continually increased, while during the

year 2007-2008, the number of tourists of this group sharply decreased, due to economic and political problems. However, in the year 2008, MICE came on track for growth again, as the number of MICE tourists travelling to Thailand expanded by 10.45%, and income derived from this MICE tourist group expanded by 3.07% when compared with the previous year. This data shows that MICE is a business with rapid recovery, consistent with overall economic conditions (Thailand Convention and Exhibition Bureau, 2011).

The Global Travel & Tourism Competitiveness Index Report 2015, under its Cultural Resources and Business Travel sub-category, ranked the competitiveness of ASEAN countries according to number of international association meetings hosted, with Singapore again topping the list in ASEAN and ranking 25th worldwide. It was followed by Thailand in 31st place, moving up two spots from 2013 (TCEB, 2011).
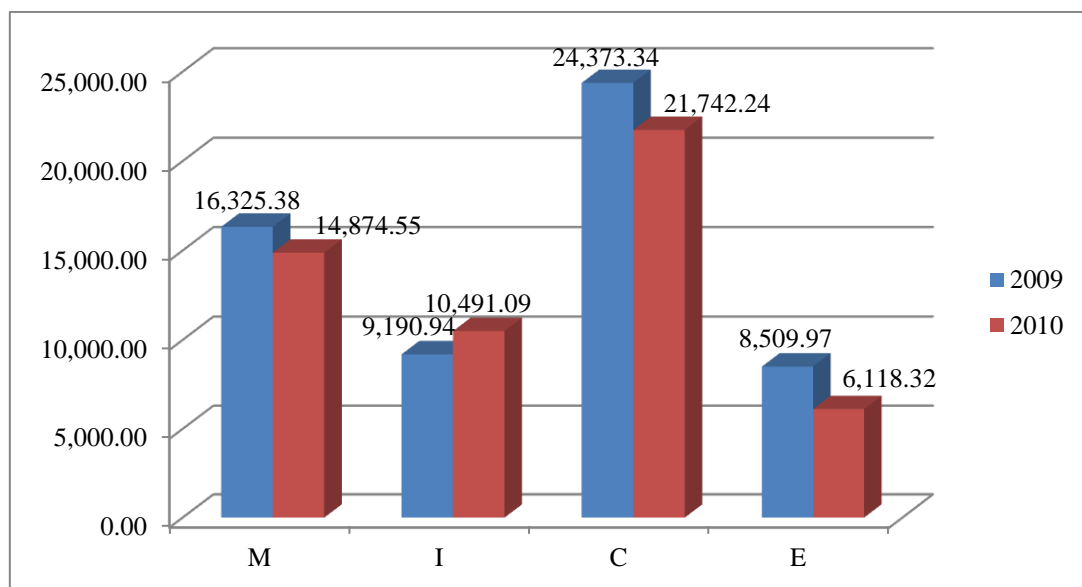
Figure 1.4   Income derived from MICE Business in Thailand from the Year 2009-2010
           (Million Baht)
Source: Thailand Convention & Exhibition Bureau, 2011.

Figure 1.4 shows the changing trend of MICE business, especially for Incentive Travel, where it slightly grew between 2009 and 2010, while the income derived from other MICE businesses such as meeting arrangement, international

convention arrangement, and exhibition arrangement decreased. The data indicates that this business should be promoted further by promoting general tourism together with corporate tours, which are another interesting target group that countries in the region have focused on. Promotion of Incentive Travel is very important as a preceding priority.

In the 2001, Incentive Travel was the fastest growing sector in the global tourism industry (Stolovitch, Clark, & Condly, 2002). It generated about $27 billion U.S. (The Incentive Research Foundation, 2005), due to quality tourists with high purchase power, where the main expenses such as travelling, accommodation, meal, or other travel activities costs are supported by organizations, companies, or working units.

Research conducted by the Incentive Research Foundation (2010) found that 71.4%of budget was spent on three main aspects: food and beverage at 29%, accommodation at 23.3%, and air travel at 19.1%. Tourists within this group are selected by their organizations because they are staff who perform work efficiently. Incentive Travel, therefore, is a strategy for inspiring staff in the organization.

Pizam and Holcomb, (2008) defined Incentive Travel as a way in which the company brings its staff to travel destinations for the purpose of urging them to improve and enhance work efficiency. The Incentive Research Foundation (2007) defined Incentive Travel as a tool used for the improvement and increase of productivity, or for reaching other business objectives.

Additionally, Incentive Travel will enhance the tourism industry of the destination country because it focuses on activities with different creative thinking by designing activities consistent with the needs of business groups or organizations. For this reason,this tourist group is considered as quality tourists with high purchase power. A study by Pijarinee Lochaikoon (2002), found that Thailand has the most potential for Incentive Travel when comparing the ability of three aspects of MICE business.

In appreciation of the importance of tourism, the government has organized the TCEB in supporting and taking responsibility for MICE, which shows development proficiency and sustainable profitability. Considering the growth rate above, Malaysian Incentive Tourists have become the most significant potential target to support and attract MICE among Andaman coast provinces in terms of economic development, domestic tourism expenditures, and extensive international relationships (Chalermpon Jamjan, 2011).

When considering the competitive advantages of being Malaysia's most popular destination, Thailand is found to be the first MICE destination among Malaysian tourists for consecutive years (Table 1.2). Thailand benefits from the 506 km. border with Malaysia, which facilitates short and convenient travel, as well as from the cultural similarities of Malaysia and the south of Thailand. Over the past few decades, Malaysian tourists have been the top ranked visitors to Thailand (Table 1.1). Thus, it has become a challenge for government and all concerned entrepreneurs in adjusting approach strategies to seek ways of maintaining Thailand as the most popular destination. In doing so, they need to analyze the situation, investigate policy, explore tourist demands from their behaviors, tourism objectives; activities; interests; related factors to those behaviors; and decision-making trends for tourism respectively.

In pursuing the above objectives, Thailand's tourism industry will need to accelerate competency and potential in creating value in tourism products and service quality of entrepreneurs in the accommodation service business. This will be productive in both business and macro levels. When local entrepreneurs improve competitiveness by adding value to tourism products, they can develop profitability from the overall growing tourism industry. Earnings per tourist can then be increased, promoting the competitive advantage in that area over competitors in other countries.

The Andaman Southern Province Cluster, located at the Andaman Sea coastline, India Ocean, consisting of Phang Nga, Phuket, Krabi, Ranong and Trang, has outstanding potential to be an international level coastal tourist attraction. Selling points include sand beaches, seaside, islands, and ecotourism activities such as diving and hiking. There are many well-known international tourist attractions such as Phang Nga Bay, Phi Phi islands, Similan Islands and Patong Beach. Furthermore, other tourist attractions in the region have the potential to be developed, increasing the variety of travel activities. Key infrastructure, e.g. two international airports (at Phuket and Krabi), as well as a modern international seaport and yacht park at Phuket and Krabi, supporting development to be a world class destination are already in place.

In 2008, the Thai government recognized the importance of the tourism and service business sectors as the main mechanism to enhance a sustainable and balanced

economic performance of the area. Therefore, it designated the Spatial Development Planning and Strategy Office, Office of the National Economic and Social Development Board (NESDB) to prepare the Andaman Southern Province Cluster Development Plan (2010-2013). The plan aims to consolidate and identify the Andaman Southern Province Cluster, consisting of Phuket, Phang Nga, Krabi, Ranong, and Trang, as Andaman Paradise, or the Emerald of the South. Phuket is a well-known tourist attraction, known as the Pearl of Andaman, as well as being a world-class service business center. Meanwhile, Phang Nga, Krabi, and Trang are ecotourism attractions offering world class diving locations, while Ranong is a health-focused attraction, having mineral water as a significant resource.

The researcher has reviewed the literature and found that Malaysia is a country with the economic potential of continued economic growth rate (World Bank, 2013), and Malaysians travelling to Thailand are the greatest number of tourists, with numbers increasing for several consecutive years. In 2012, the number of Malaysian tourists travelling to Thailand reached 2.49 million persons, generating income for the country in the amount of more than 49,794 million Baht (Ministry of Tourism and Sport, 2013). Malaysia has a border with Thailand, with convenient land, sea, and air transportation links not exceeding 2 hours to arrive at Phuket, Phang Nga, and Krabi. Additionally, the ASEAN Economic Community (AEC) opened up in 2015, leading to increased travel among the community nations.

Currently, the trend of travel and tourism has been emphasized on short-haul touring or travelling within the region, consistent with the Incentive Travel Buyer's Handbook (2008). The survey found that 37.2% of the persons who can choose their travel destination for Incentive Travel, desire short-haul travel, as it saves time and expenses. Incentive Travel is the fastest growing group in global tourism industry (Stolovitch, Clark, & Condly, 2002), and is expected to continue growing well in the future.

Incentive Travel can increase the number of days of stay, and results in increased income for Thailand and the Andaman Southern Province Cluster in particular, without temphasizing an increased number of tourists, but rather focusing on the quality of tourists, benefitting both income derived and cooperation in environmental protection. This group of tourists mainly give precedence to social

responsibility (IRF, 2005), which is consistent with the Andaman Southern Province Cluster Strategic Development Plan (2008-2013). This group of tourists considers tours by quality more than quantity, as well as benefitting natural resource protection. However, there is no government authority with direct responsibility similar to other countries such as USA, which really recognizes the importance of Incentive Travel.

The Andaman Southern Province Cluster (Phuket, Phang Nga, and Krabi) is a world class, well-known place, where its areas can support each other. Since the islands are located in an adjacent area, travel between them is easy. Additionally, there exists a variety of tourist attractions, enabling the creation of varied travel activities, together with high potential such as safety, international service standards, convenient transportation and facilities, etc. Furthermore, it is well-known to a large number of tourists for beautiful nature, sea and mountain scenery, as well as unique local culture (Office of Strategy Management for Andaman Southern Province Cluster, 2008-2013).

Currently tourism business must focus mainly on the customer. The successful business partly derived from the efficient management and value adding. When the customer base could be retained, the future competitiveness would be possible (Colman, 2007). In satisfying customers, their travel behaviors and favorite activities must be comprehended and implemented in marketing plan at its most possible benefits. Therefore, it's important to consider multidimensional viewpoints in implementing perceived destination competitiveness concept with destination planning in order to support incentive travellers. They were, for example, destination resource, destination management, human related factors, and destination image which could be applied for tourist support plan to gain utmost customer satisfaction.

For Andaman cluster, it lacked of concrete research on incentive tourism and supports from local government sectors. Most of the research focused on mass tourism. This research explored the antecedent factors of the customer's need. It's the study on the tourism decision-making behavior of the authority for incentive travel. It's reviewed through activity and marketing and perceived destination competeveness of the incentive tourism authority in travelling to Andaman cluster. It could be implemented in tourism planning of all concerned in the central and Andaman cluster tourism planning and policy.

Therefore, this research focused on the antecedent factors; activity based oriented, marketing utility and perceived destination competitiveness which affected the decision-making on incentive travel destination in Andaman cluster. The determinants of decision making in choosing tourism destinations of incentive travel for Malaysian companies to Andaman cluster were disclosed, with research objectives as follows:

1.2 Research Objectives

1.2.1 To identify travel behaviours in choosing incentive travel destinations of a Malaysian Destination Management Company in the Andaman cluster

1.2.2 To examine antecedents influencing the perceived destination competitiveness of incentive travel to the Andaman cluster

1.2.3 To determine the causal relationships between the factors influencing decision-making in choosing tourist destinations in the Andaman cluster for incentive travel using a Malaysian Destination Management Company

1.3 Research Questions

The researcher has brought research objectives as specified above to be a guideline in raising three research questions as follows:

1.3.1 What are the travel behaviors in choosing incentive travel destinations of the Malaysian company executives and destination management company who travel to the Andaman Cluster

1.3.2 What is antecedent influencing the perceived destination competitiveness of incentive travel of Andaman Cluster

1.3.3 What is causal relationship of factors influencing the tendency of decision making in choosing tourist destinations in Andaman Cluster for incentive travel for Malaysian Destination Management Company

1.4 Research Output

1.4.1 Awareness of the travel behaviors in choosing incentive travel destinations of the Malaysian company executives and destination management company who travel to the Andaman Cluster

1.4.2 Awareness of antecedent influencing the perceived destination competitiveness of incentive travel of Andaman Cluster

1.4.3 Awareness causal relationship of factors influencing the tendency of decision making in choosing tourist destinations in Andaman Cluster for incentive travel for Malaysian Destination Management Company

1.5 Research Outcomes

1.5.1 People who are in charge of planning and forming tourism policy could implement this research outputs to define appropriate factors development plan. It could be applied a tool of incentive tourism competitiveness development and competitive advantages against business competitors.

1.5.2 Occurrence of networks and coordination among the related associates.

1.5.3 Information for future related marketing research.

1.5.4 Recognition of persons related to the management of Incentive Travel.

1.6 Hypotheses

Hypothesis 1: Activity based orientation has a significant positive impact to perceived destination competitiveness.

Hypothesis 2: Marketing utility has a significant positive impact to perceived destination competitiveness.

Hypothesis 3: Perceived destination competitiveness has a significant positive impact to the intention to travel.

1.7 Definitions of Terms

Incentive Travel means reward or remuneration for achievement or the performance of work, normally given by a company or private entity to its staff who have succeeded in sales or work performance, in the form of touring or taking rest in the country or aboard. In some case, this tour may include reward in the form of travelling for participation in a meeting, seminar to urge or create inspiration, for presenting new products, or for training to enhance skills.

1.8 Operational Definition

1) Activity Based Orientation: Tourist activity can be for individuals autotelic value. The primary seems to be the theme of exploration resulting from human curiosity and the desire to subjugate the natural environment. The implementation of these plans to the individual a sense of competence, self-improvement, development, and thus is a source of strong emotional experience, of course, positive. The first group of factors are: escape from the world around them, experience and assessment of yourself, relaxation, prestige, return, strengthening family ties, making social interaction; in the second group are listed: news, innovation and learning, motivating factors for travel.

2) Marketing Utility: Marketing is a specific form of economic production and yet it Is at the same time both the process by which those values of the product are determined, which are to be distributed and one of the processes in economic distribution.Utility is the capability of treating the needs which exist in the production. It's the creation or the increase of the utility of the product or service which is the economic advantages, utility can also mean the satisfaction level of the consumers towards the products or services Marketing Utility is of course a part of marketing, and it is becoming an increasingly important part. It's related to the economic activities, both in logistics management and service level for the organization's customers. This is to raise the values of products and services of the sellers by creating the form of utility in term of marketing and innovation in order to construct the organization's competitive advantages

3) Perceived Destination Competitiveness: Consumer perception to "the ability of a destination to maintain its market position and share and/or to improve upon them through times and "the destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors proposed that destination competitiveness is "the ability of a destination to deliver goods and services that perform better than other destinations on those aspects of the tourism experience considered being important by perceptions of relative price levels, perceptions of safety/security, views about comfort levels and the aesthetic appeal of different types of tourism resources). Indeed, the importance of tourist's perceptions is such as to warrant separate recognition in a model of destination competitiveness

4) Intention to Travel: The relationship between attitudes and behavior. Intention is assumed as the immediate antecedent of behavior or behavioral intention is the immediate antecedent of actual behavior. Behavioral intention is the attitude interaction, subjective norm and perceived behavioral control (their own desired), come from beliefs, knowledge or previous information, which is used to measure the actual behavior of the consumers. Measuring the behavior intentions of loyalty, telling about positive things, giving recommendations to other people, repeat purchasing, buying more and buying at a premium price. The preferences and needs for consumers vary and change with different outlooks constantly. In order to sustain competitiveness, designing a memorable experience to attract tourists to their destination year after year should be a key mission for managers. Therefore, how to fully understand the purchasing behaviours of tourists with additional prediction of their future purchasing intentions would become the major issue for tourism proprietors.

CHAPTER 2

LITERATURE REVIEW

The literature review will intend to explore in-depth the concept and theoretical of A development model of strategic planning in promoting incentive tourism among Malaysian tourists to Andaman cluster (Phuket, Phang Nga, and Krabi) This chapter covers the background for the development of the proposed framework. Some theoretical viewpoints will be reiterated in the present chapter as follows:

2.1 Concept of MICE

2.2 Concept of Incentive Travel

2.3 Concept of the Incentive travel Behaviour

2.4 Concept of Activity based orientation

2.5 Concept and theory of Marketing Utility

2.6 Concept and theory of Perceived Destination Competitiveness

2.7 Concept and theory Intention to travel

2.8 Overview of Andaman Cluster: Phuket, Phang Nga, Krabi

2.1 Concept of MICE

The second-largest industry in the world after agriculture is business tourism, supplying 10.3 (in 2016) percent to worldwide GDP and up to 80 percent of various countries' economy, making it a vital sector of the overall tourism industry. Business tourism is one of the fastest growing segments of tourism industry and is anticipated to keep expanding with faster than typical growth in particular sectors, as proven by research in this field (McCartney, 2008). The interest in economic growth, since business tourism is an industry with high potential returns, and the public promotion of the destination of business tourism comprise the major causes for the swift expansion of this sector. Countries and cities are spending money to construct large convention centres and assembling infrastructure to draw foreign visitors. Minor as well as large scale

events for corporate meetings, international conferences, and exhibitions are being organised by them as a result.

From the aspect of demand, globalisation involves companies, business people and academics meeting to share and develop ideas, extend businesses overseas, or just as a reward for a good business result for both company tourism and clients. Using off-site workdays to motivate staff and improve their productivity is gaining popularity in the corporate world. Companies are also realising the benefits to their business when regional dealer conferences, incentive trips and focused business meetings are organised in exotic locations that offer sightseeing, recreation and shopping. As business relations with partner companies are improved, new connections are made and tourism providers are more motivated to improve their work performance.

The business tourism segment is known internationally as MICE, which stands for Meetings, Incentives, Conferences and Exhibitions, although some refer to it as BET (Business Event Tourism). MICE tourism is a new way of tourism that derives from the combination of tourism features and those of conferences and exhibitions (Zhou, 2011). The primary purpose of business tourism is group encounters, which involve travelling for business-type activities with presentations, workshops, seminars, exhibitions, banquets, association meetings and social events. Furthermore, visitors to such events are also engaged in leisure tourism activities such as sightseeing, shopping and entertainment, usually between or after business activities. However, MICE tourism uses general tourism's already-established platforms, including infrastructure, hotels, restaurants, museums, theatres, and other entertainment venues.

MICE tourism is embraced by more and more nations and cities all around the world. The most preferred business tourism destinations include the USA, Singapore and France, which were ranked the top 3 international meeting countries in 2016 (Business Tourism Trends Presentation, 2016). However, there is a new trend among developing countries and Far East destinations to invest in developing facilities and marketing strategies to enter the MICE tourism segment because of its high potential revenue. Nowadays, congresses are becoming larger and more important economically, meaning the emerging destinations are competing with well-established destinations such as the UK, winning based on lower prices and the novelty of the destination for the participants (Business Tourism Partnership, 2016).

According to Riddle (1999), business travellers' needs are efficiency and relaxation when it comes to selecting a destination for a MICE event. However, literature shows that there are some specific primary criteria to be considered. In order of importance, these criteria relate to the quality of meeting facilities, cost, accessibility and the image of potential locations (Law, 1996; according to Rogerson, 2005). The selection criterion of accessibility to the location was identified as being very important in the decision process, while the attractiveness of the location was identified as being usually of lesser significance for exhibition venues, despite the fact that some researchers identify image as being a prime pull-factor (Rogerson, 2005).

Hankinson (2005) suggests that event managers perceive destinations from a functional perspective, looking at the quality of the conference facilities, the choice of venues, and the quality of hotel accommodation and accessibility, forgetting about event participants' needs as leisure tourists outside work hours.

Business tourism is at the high end of the tourism spectrum because its customers are corporate personalities with high quality demands. According to Riddle (1999), business tourists are less cost-sensitive than leisure tourists, spending on average twice as much per day. Furthermore, she states that their purchase decisions are influenced primarily by their ability to use time efficiently within business travel schedules. They are also engaging in shopping and local touristic activities, including sports and cultural events, as long as the effort required is minimal and the risks are low.

A third of business travellers extend their business trips for pleasure when they can (Riddle, 1999). Such touristic activities improve the local economy in periods of the year that are not normally preferred by tourists.

This market segment is very susceptible and directly affected by the economic situation around the world, even with the substantial advantages that the MICE segment is able to provide for the financial maturity of the destination as well as the continuous trend of comparatively fast development. The catastrophe of 9/11 and the economic crash of 2008 are specifically highlighted as having a significant effect on various MICE activities, and on service providers and intermediates as well. When planning corporate events, firms are more cautious nowadays and try to save where possible. However, global travel for business events/incentives are maintained as an integral element of business travel accounts (Business Tourism Trend Presentation-August, 2016).

Business tourism is one of the most diverse and fragmented themes in the tourism industry, as throughout literature it has been divided into at least fifteen different categories of travel, including individual general business trips, training courses, product launches, and corporate hospitality and incentive travel (Rogerson, 2005). To simplify things, the Business Tourism Partnership Briefing (2003) divided the business tourism segment into five categories of events, as follows:

1) Conferences and meetings: Business Tourism Partnership Briefing (2006) corporate events tend to have lower numbers of attendees than other types of conferences, with the majority of events having less than 100 delegates. The duration of this kind of event has had a tendency of being shorter, from 1.6 days in 2001 to 1.1 in 2006. The top three preferred venue types are city centre hotels, purpose-built convention centres and unusual venues. For decision-makers, the choice of a destination for organising an event is influenced primarily by location, value for money and access. However, quality of service and quality of food are also considered to be very important. The same publication mentions the factors causing the most dissatisfaction: the understanding of an organiser's needs and the speed of service by venue staff (Business Tourism Partnership briefing, 2007).

The term 'national association' is used by Business Tourism Partnership Briefing (2006) to describe voluntary bodies of which membership is more related to a hobby or interest rather than a person's employment, e.g. political parties, charities, voluntary associations, religious groups. These kinds of events are held within the country, with a frequency of one main big meeting per year, but with some small meetings throughout the year. In the case of international associations, the meetings are held in commonly agreed locations. Therefore, some of the participants need to travel and find local accommodation. The average duration of a national or international association's meeting is between 2-4 days, with the number of participants reaching upwards of 1,000 in the case of national organisations or 15,000 in the case of international events, considering the fact that some delegates attend with partners (Business Tourism Partnership Briefing, 2006).

2) Exhibitions and trade fairs: Exhibitions are large scale events organised with the purpose of facilitating the meeting between buyers and sellers in a cost-effective manner (Tourism Partnership publication, 2006). Exhibitions are

usually large-scale events held annually, biennially or even every four years in the case of larger international shows. Based on their targeted market, there are three types of exhibitions: 1) Trade exhibitions are business-to-business events with participants from a certain trade sector; 2) Public exhibitions are business-to-consumer events aimed at attracting certain types of consumers; 3) Trade/Public exhibitions are a combination of the two above mentioned niches. The aim is to have a face to face encounter between the two.

3) Incentive travel: Incentive travel is individual or group travel to a unique destination as a reward for very good work performance or as a motivational tool for reaching higher targets. Organisations frequently use tourism rewards including vouchers, merchandise and cash bonuses. However, travel has been found to be the most effective motivator, albeit the most expensive (Tourism Partnership briefing, 2006). Companies also use these kinds of rewards as a way to gain the loyalty of their best tourism operators. These kinds of incentives are given just to those with higher levels of performance. The top users of international tourism as a reward tool are companies producing a product or service that has a high profit margin, including insurance corporations, financial service providers, and pharmaceutical companies, as well as information technology firms, automotive manufacturers/dealers, and computer hardware/software manufacturers. In 2006, the USA was the largest national buyer of international incentive travel, followed by European countries including Germany, France and Italy (Tourism Partnership Briefing, 2006).

Value for money, environment, and accessibility of travel, as well as business connections, highly-developed tourism infrastructure, and the 'wow' factor are the most influential factors affecting the choice of an incentive travel destination. Spain, France and Italy were the most sought after destinations for UK organisations in 2006, while North American organisations preferred travel to the UK, Italy, Ireland and France (Tourism Partnership Briefing, 2006). Some view incentive tourism as not an element of the business travel sector since its fundamental reason for existing is to compensate through entertainment exercises; no exercises concerning business are included. On the other hand, incentive tourism trips being combined with educational elements such as workshops, teambuilding sessions, or business meetings have been a

recent trend. The economic crisis has forced companies to curtail travel budgets, meaning incentives and business related meetings are shared. Because companies want to support the notion of a privileged group as a way of motivating their employees, the duration of such trips is typically about three or four days, while the groups tend to be very small. Notably, such events are commonly hosted in exclusive venues, with a key part of the incentive experience being the food (Tourism Partnership Briefing, 2006). Organisations providing products or services that generate large amounts of revenue, such as insurance corporations, financial service providers, and pharmaceutical firms, as well as information technology firms, automotive manufacturers/dealers, and computer hardware/software manufacturers, are the leading users of global tourism as a tool for reward. In 2006, European countries such as Germany, France and Italy were the largest state purchasers of global incentive travel in 2006, second only to the United States (Tourism Partnership Briefing, 2006).

Value for money, environment, and accessibility of travel, as well as business connections, highly-developed tourism infrastructure, and the 'wow' factor are the most influential factors affecting the choice of an incentive travel destination. Spain, France and Italy were the most sought after destinations for UK organisations in 2006, while North American organisations preferred travel to the UK, Italy, Ireland and France (Tourism Partnership Briefing, 2006). Some view incentive tourism as not an element of the business travel sector since its fundamental reason for existing is to compensate through entertainment exercises; no exercises concerning business are included. On the other hand, incentive tourism trips being combined with educational elements such as workshops, teambuilding sessions, or business meetings have been a recent trend. The economic crisis has forced companies to curtail travel budgets, meaning incentives and business related meetings are shared. Because companies want to support the notion of a privileged group as a way of motivating their employees, the duration of such trips is typically about three or four days, while the groups tend to be very small. Notably, such events are commonly hosted in exclusive venues, with a key part of the incentive experience being the food (Tourism Partnership Briefing, 2006).

4) Corporate events: The corporate events segment, as the Tourism Partnership briefing (2006) presents it, refers to all events that companies organise for tourisms and clients, overlapping with some of the other segments previously presented. Therefore, this sector of business tourism includes three niches focused on tourism and corporate clients: 1) Incentive travel-a motivational tool for a group of elite tourists, as presented in the previous section; (1) Client entertainment-a tool for improving relationships with senior corporate clients; (2) Staff entertainment-mostly used as a motivational tool and also a tourist loyalty enhancement for bigger groups of tourists.

5) Outdoor events: This segment does not only include business tourism events, but also sports and musical events. However, these could be associated or organised by corporations as well as attract, as an event destination, certain niches of MICE tourism. Tourism Partnership Briefing (2006) presents the following types of activities as being part of the outdoor events segment: Festivals, Music events, Agricultural shows, Sports contests, Charity events, and Craft events. The publication further explains that these events can last from one to three days and can attract up to tens of thousands of local, national and international visitors, which can involve considerable expenses from tourists' side. Therefore, the outdoor segment brings substantial benefits for local economies. However, it can also affect the environment of a region in a negative way because of the large number of participants and the resulting amount of litter on the streets.

2.2 Concept of Incentive Travel

The background of the study and research aim of the thesis was offered in the previous part chapter. The theoretical details and academic perspectives of the research are provided in this chapter, which assesses business travel and tourism, as well as the various distinctions that exist between leisure travel and incentive travel. Also considered in this chapter is the past of incentives and their use as tools of stimulation. Assorted books, articles, previous research and online sources were gathered to provide data and background for the theoretical discussion.

2.2.1 Definition of Business Travel and Tourism

Inclusive of all work-related travel, regardless of the distance or time period of the trip, business tourism is a varied as well as complicated segment of the overall tourism and travel field. The tourists or organisation, who also decides the destination, length and purpose of the trip, are responsible for funding. Business tourism takes place every day throughout the year, while leisure trips tend to be taken in the summer and during holidays. Travel for business tourism may be scheduled on relatively short notice and have a programme including large cities in developed nations, which is an additional distinction between leisure and business tourism (Swarbrooke & Horner, 2001, p. 11).

There are various distinctions in the interpretation of the terms, even though business travel and business tourism are often used interchangeably. Davidson (1994) offered the most regularly used definitions for business tourism by defining it as any travel by people concerning or related to their work. it symbolises one of the most traditional kinds of tourism as a result, with this way of travelling being used by men throughout history (Davidson & Cope, 2003, p. 158).

All the experiences of a business traveller or tourist, staying away from home for one night or more, comprise business tourism. Conversely, business travel concentrates on the act of moving from "A" to "B", inclusive of people who take business trips during daylight hours (Swarbrooke & Horner, 2001, p. 3).

A chief economic phenomenon globally is business tourism, with its primary concerns being meetings, conferences, and conventions, as well as exhibitions, training courses, product launches and incentive travel (Swarbrooke & Horner, 2001, p. 10). When it taking leisure time, some consider that there is a significant link between business and leisure tourism. Since people travelling for business become leisure travellers after finishing their work, visitor attractions are interesting for both groups of travellers wanting to enjoy leisure activities.

Business and recreation travellers utilise similar administrations, for example, transportation, diversion, and eateries. However, the main gathering of voyagers frequently requires extra administrations, for example, show settings, tradition focuses and secretarial administrations. As a rule, individuals going for business are additionally ready to pay more for their convenience and transportation since they request higher quality (Swarbrooke & Horner, 2001, p. 37). The supply side of

business travel and tourism can be parted into necessary, sectorial and discretionary supplies. Necessary supplies are transportation and settlement; sectorial supplies are particular to a specific business segment, for example, presentation scenes. Discretionary supplies are leisure time exercises, for example, bars and amusement. Having all these different supplies guarantees that the goal is reasonable for business trips (Swarbrooke & Horner, 2001, p. 37).

When it comes to business trips, a notable feature is customers are not the same as consumers in the process of considering the major distinction distinctions between business and leisure tourism. Customers who pay for tourism and actually travel as consumers include tourists, organisations and sponsors. Business trips are less flexible with respect to timetable, activities and budget as a result (Swarbrooke & Horner, 2001, p. 35).

There are a few expansive variables that impact the measure of business travel and tourism to a particular goal. Money trade rates, the modern structure, and administrative approaches are only a couple of them. They differ a great deal and either pull in or dismiss potential voyagers. The good thing is that the division is not influenced via regularity a considerable measure since the outings are done all year around. Just enormous occasions, for example, Christmas and Easter appear to be the slow periods (Swarbrooke & Horner, 2001, p. 27).

In order to include both business sectors, business travel and business tourism are used synonymously for this research. Because both terms are useful and relevant to the study, incentive travel as a whole and Lifestyle DMC, it is not necessary to divide their meanings.

2.2.2 Definition of Incentive Travel

Incentive travel has existed for more than 100 years, but it is still one of the least recognised and most poorly measured segments of the business travel market. Definition, and mostly classification, of incentive travel has led to numerous discussions. Scientists and field professionals are arguing whether it belongs to the leisure or business travel sector.

It is mostly due to the difficulties to answer the question of what exactly constitutes an incentive trip; it is hard to classify corporate events as incentive trips,

conferences or meetings (Davidson & Cope, 2003, pp. 158-160). For example, you may go for a three-day trip to visit a company's factory in another country and join a meeting with its managers. The trip involves a lot of incentive elements, but may still be described as a seminar. It is paid for by the tourists and therefore can be ranked as business travel, but in fact it includes only a little business. Thus, the subject is pretty complex and requires further consideration.

The notion of incentive travel often includes key words such as motivation, reward, and unique travel experience. The concept is well analysed and published. Incentive travel is seen as inside marketing that aims to get tourism providers excited about their work. One of the most common definitions is the one from SITE (The Society of Incentive and Travel Executives):

"Incentive travel is a global management tool that uses an exceptional travel experience to motivate and/or recognise participants for increased levels of performance in support of organisational goals" (Lassila, 2002, p. 13).

CEN (the European Committee for Standardisation) presents incentive travel as a managerial tool, as well, and adds that it should motivate people and give them recognition for their great achievements at work (Verhelä, 2000, p. 23). The Dictionary of Sociology (1998) defines trips in a slightly different way and sees them as a productivity improvement tool for individuals and groups (Lassila, 2002, p. 15).

These three definitions have a lot in common. To put it together, they all include the idea of incentive travel as a memorable and fun experience that is given to the tourists for their great performance at work. The trips have the aim of motivating them to reach various business objectives and continue personal growth. They should give recognition to the ones who get to travel and motivate the rest to work harder in order to win the reward next time.

Gee, Makens, and Choy (1997) introduce incentive travel as follows: "An incentive trip is a pleasure trip that is sponsored by a company… it is given to chosen employees as a bonus. ...an individual deserves the trip by achieving certain criteria set by the company" (Lassila, 2002, p. 29). This definition clearly puts incentive travel into the segment of business travel and tourism because of the fact that the trip is paid for by the company and is deserved by great performance at work. SITE not only presents incentive travel as a part of business travel, but also highlights the differences between the segments as follows:

1) The trip is paid for by the company or organisation
2) The tourist has won the trip by his/her performance at work
3) The trip is carefully planned
4) The traveller does not choose the destination
5) The trip is a unique experience
6) The traveller is considered to be a VIP client (SITE Global, 2013)

Pauli Verhelä sees the differences between leisure and incentive travel by the level of experience. Incentive trips are individually planned for the client companies, with the amenities being more high-level and exotic. The trips are not typical and have to be something special that an individual would not experience by him/herself. The activities included are often new and exciting for the travellers. (Verhelä, 2000, p. 23)

There are considerable measures for clarification that see motivator fly out as an instrument to pick up acknowledgment, regard and more noteworthy status at work and recreation time. It might be accepted that effective tourists have fulfilled their fundamental needs (mental, wellbeing and adoration) and are looking for fulfilment from somewhere else. The requirements associated with the motivator excursions are accomplishment, status, acknowledgment, training, oddity and experience. (Ricci & Holland, 1992, pp. 188-196)

Travel is thought to be superior incentive compared to money or other physical goods. For example, anyone can purchase a TV, making it a common act. A fantasy trip, on the other hand, is always individually planned and experienced, with memories from an incentive trip being so exclusive that they are not able to be duplicated or saved for reuse (Ricci & Holland, 1992, pp. 188-196). Incentive trips concern the emotional experiences and satisfaction more than financial benefits, as identified by the definition of Ricci and Holland (1992).

Incentive programmes normally have goals that are set right at the beginning. Leisure trips rarely have objectives, especially work-related ones. This, too, connects incentive travel to the business travel and tourism sector. Typical objectives of incentive programmes are facilitating communication and networking opportunities, fostering corporate culture and loyalty, and generating enthusiasm towards work. Tourists, as the winners of a programme, normally gain recognition, experience other cultures, meet new people and simply enjoy the rest. Other common objectives include increased sales, customer satisfaction and loyalty (Davidson & Cope, 2003, p. 160).

The incentive programmes last from a few months to several years depending on the objectives and the size of the reward. In America, typical incentive programmes are several years long, while in Europe they tend to be shorter. The length and destinations of the trips vary, as well. American companies prefer to travel outside their own continent for 5-10 day breaks, while European companies tend to plan trips for just a few days in neighbouring countries (Lassila, 2002, p. 12).

The incentive trips not only have cultural differences, but also vary by type. Typically, they are designed to motivate sales departments because their work is easy to measure in profits. However, there are also trips that are organised for the whole office when a specific target or objective is achieved. One more type of incentive travel is the trips provided to retailers, which are intended to strengthen the relationship with manufacturers and/or importers (Lassila, 2002, p. 77).

The biggest buyers of incentive travel remain, as they have always been: automotive, financial services, pharmaceutical and electronics companies. All of the businesses are highly competitive. Incentive programmes are effective in these sectors. It is also easy to measure the sales and profits in these business sectors compared to service-oriented companies (Ricci & Holland, 1992, pp. 188-196).

As it has been described above, incentive travel is strongly linked with lavish fun and resembles leisure travel in many ways. Nevertheless, it shares many similarities with holidays and short breaks that individuals take during their free time. Incentive travel has definite work-related purposes and, in general, symbolises active hard-workers and great achievements at work. It can be said that incentive travel uses leisure tourism to reward employees for good performance at work. Due to these aspects, incentive trips can be classified in the category of business travel and tourism.

2.3 Concept of the Incentive Travel Behaviour

A fascinating issue to examine, particularly for understanding leisure motivation, is the inspiration to act accordingly. The theory of incentive in a marketing context is explored in this chapter, followed by additional dialogue concerning the background of motivation within the context of tourism. The relationships that exist between tourist motivation and activities are also considered in this chapter.

The primary reasons for a particular travelling behaviour comprise motivation. They also hold an important position in comprehension of the decision making process by tourists and examining the ensuing fulfilment of tourists' anticipation (Snepenger, King, Marshall, and Uysal, 2006). There are an incredible number of meanings of inspiration. All in all, the term inspiration is essentially the procedures that answer the question concerning why and how individuals' conduct is actuated and coordinated. In this way, inspiration is considered as the inner variables that raise and control human conduct. Inspiration is portrayed as a main impetus that makes us move (Solomon, 2004, p. 114). Likewise, Romando (2007) detailed motivation as "internal drive" which alters conduct to act and provide guidance to subsequent behaviour. Motivation is the process that leads people to behave accordingly. The processes start when a need that a consumer wishes to satisfy becomes apparent, as stated by Solomon (2004). As further explained by Solomon, after a need has been triggered, a state of tension is present that moves the consumer to try to decrease or get rid of the need (Solomon, 2004, p. 114). He further offers that the objective is the end state sought by the consumer, while drive is the level of stimulation existing due to a difference between the consumer's current state and an ideal state. Desire is an expression of need generated from personal and cultural aspects.

Overall, a dynamic process of internal psychological factors, including needs, wants, and goals describe basic motivation theory. These factors create an uncomfortable level of tension inside human's minds and bodies (Fodness, 1994). These inner needs and resulting tension then stimulate to activate actions to satisfy the needs. Motivation, thus, can be seen as the inspiration to satisfy needs. According to Maslow (1943), human demands do not have ending points, but will raise other needs and demands once the present ones have been satisfied.

Furthermore, motivation is also explained by the term "motive". Both motive and motivation in general mean incentive or drive. However, motivation can be seen at a deeper level than motive. Gnoth (1997, p. 287) mentioned that "each motive has its distinct type of contents in the form of goals of behaviour" but "motivations contain results of situation-person interactions". He continued to explain that "the distinction between motives and motivations is important because it allows, on the one hand, categorisation of the energy that moves people to act (motives) and, on the other,

allows these motives to be expressed differently by different individuals" (Gnoth, 1997, p. 287).

Gnoth (1997, p. 291) also stated that motives were distinguished from motivations, "whereby the former refer to the generic energiser for behaviour". In fact, motivations involve targets or objects and refer to an interaction between motives and situations. Gnoth also stated that motivations are cognitive in nature.

According to Romando (2007), motivation is the basic and important desire to push or stimulate humans into action with their attempts in order to obtain what they want. His theory claims that there are three specific aspects of motivation, which include the arousal of behaviour, the direction of behaviour, and persistence of behaviour. He explained that "arousal of behaviour involves what activates human behaviour and direction of behaviour is concerned with what directs behaviour towards a specific goal. Persistence of behaviour is concerned with how the behaviour is sustained" (Romando, 2007).

2.3.1 Incentive Travel as an Tourism Motivation Tool

Generally speaking, incentive is an aggravation at work that might persuade tourists' behaviour, which may come from anything including a coffee machine or restful chair to a bus ticket and health card. When a person can satisfy their own needs, tourism is contented at work. Enhanced work execution and competence can be gained by a good environment (Ruohotie & Honka, 1999, p. 23).

A tourist can be motivated to continue performance based on incentive. Conversely, a reward is earned after work is done and is intended to satisfy current desires (Ruohotie & Honka, 1999, p. 22). Dependent on the company's objectives, incentive travel can serve as either an incentive or a reward.

The desire to work defines work motivation. For both employees and tourism, it is very significant. The personality of a tourist, the work itself, and working environment comprise the three main elements of work motivation. The most essential element for work motivation is the genuine appeal of the work (Ruohotie & Honka, 1999, p. 17).

Incentive travel should motivate employees and lead to enhanced performance, as previously stated. However, it is curious to consider why people might believe that employees do a better job when offered an incentive trip. For instance, the majority of U.S. corporations use incentive programmes to motivate employees. However, assessments

of whether such programmes really make employees perform better have been rare (Kerr, 1997, p. 15).

In research conducted in the USA, financial rewards are only viewed as a adequate motivation tool and may even have a negative effect if they are not seen to be large enough, while travel is seen as being more memorable and enduring (Lassila, 2002, p. 7).

The Society of Incentive & Travel Executives (SITE) describes travel incentive as a business tool that aims to change behaviour, improve profit, cash flow, tourism and customer engagement as well as various other business objectives. It is underlined that they must be properly designed and delivered in order to create a measurable and verifiable return on investment. The most typical objectives of travel incentives are increased sales, boosted productivity, retained customers, keeping top talents, and increased company loyalty and teamwork. SITE also states that non-cash rewards are two to three times more effective than cash rewards. This statement is proven by the results of a survey that affirmed that, for every dollar spent in travel, business benefits are 12.50\$ in increased revenue and 3.80\$ in new profits (SITE, 2013).

Davidson & Cope (2003, p. 159) confirm that incentive travel is widely recognised as a useful management tool that is considered to be rewarding and motivating for tourism. However, he also states that the effectiveness of the programme is mostly explained by the popularity of the trips among the winners.

The fact that incentive trips are popular and remembered longer can be explained by high-class entertainment, food, theatre and other fun activities that are included. Additionally, a chance to take a partner on the trip strengthens post-trip memories even more (Davidson & Cope, 2003, p. 167).

Based on the statements above, it can be suggested that the destination has to be inspirational and different from previous trips in order to organise a successful incentive trip. The amenities have to be high-class, the activities unique and travel companions pleasant.

All these arguments may definitely affect work performance and raise competition. Relying on these factors, incentive trips can be seen as a great motivation tool that has unique features. It is hard to get and impossible to repeat, not like money or bonuses.

2.3.2 Intensive in a Tourism Context

As the definitions and theories above illustrate, general human behaviour is both directed to, and results from, unsatisfied needs (Maslow, 1943). People do everything for a reason, although sometimes it is not easy to expressly determine that reason (Solomon, 2004). To understand motivation in tourism is to understand what motivates tourists to choose a certain destination. Pearce, Morrison and Rutledge (1998) defined tourist motivation "as the global integrating network of biological and cultural forces which gives value and direction to travel choices, behaviour and experience" (Allan, 2009). Why do some people choose to visit Thailand on their holidays, whereas others spend their leisure time travelling to Spain? Assuming that all tourists make decisions about their destinations for certain reasons, we can assume that those reasons are a function of their motivations. As Prebensen (2007) wrote in her research regarding travel motivations, "once an individual has the right motivation to travel, the type of holiday and destination is often decided based on his/her perception or value of the various options in the marketplace (Prebensen, 2007, p. 3). She also stated that "people go on holiday for many reasons and participate in the 'production' of the holiday in various ways". Motivation in a tourism context thus answers the question of what stimulates a person to travel. The answers will represent the main factors that influence tourists to purchase a particular tourism product. The answers can be split into three groups: leisure, business purposes, or both. To go further, John and Susan (2003) describe six main factors that motivate people to travel to a certain destination: physical, emotional, personal, personal development, status and culture. Specifically, individuals who have one, some or all of those six motives would choose a destination that can satisfy their motivations. For instance, physical motive is the motive for relaxation. Emotional motive might be the motive of nostalgia or longing for a certain place or enjoy the romance, etc. Personal motivation could be the need to visit friends and relatives or make new friends. Personal development motive might be the motive for increased knowledge. Motive for status includes the desire to obtain something such as exclusivity or fashion ability. Cultural motivation might be the motive for discovering new cultures.

People travel for all of the factors mentioned above just to satisfy their different needs, which in turn influences their choice of destination. Hence, motivations are the

factors that affect people's choices of destinations in different ways. Moreover, tourist motivation can be explained by a system of needs theories that McClelland (1965) has articulated.

According to these theories stated above, people can be stimulated to do something in general or to choose a destination in particular by their different needs. Generally, people who have a greater need for achievement than the need for affiliation, power, or uniqueness usually want to separate themselves from others and possess their own needs, goals, and desires. In other words, they have a tendency to do things differently from others because this group of people would like to take personal responsibility in order to obtain their own satisfaction from their achievements. Additionally, these types of individuals like to set goals for themselves in a way that the goals are neither so low that they can be easily achieved, or so high that they are impossible. Applied to the context of tourism, tourists who have a high need for achievement like to seek satisfaction and tend to avoid both low-risk and high-risk situations as a result, e.g. by choosing to travel alone or with other high achievers, to new places (not perceived as a destination with too high a crime rate). They desire a frequent and specific response concerning performance in order to enjoy the experience of making progress towards objectives (Prebensen, 2007, p. 8).

People who have a higher need for affiliation than other needs (need for achievement, power and uniqueness), want harmonisation in their relationships with others. In other words, they are susceptible to the attitudes, feelings, or circumstances of others. Similar to the need for belonging in Maslow's theory of needs, the need for affiliation is a kind of motivation that may affect people's behaviour and show itself in many different ways.

In tourism, the need for affiliation is often manifested in terms of need for social experience that is the need or want of meeting new people and having a good time with others, including friends and family. Individuals who have higher needs for power like to influence and control others by using their stated power. Therefore, they prefer to travel to places where they are well-known and / or where they think they can make others admire them. In other words, tourists with a high need for power "might prefer activities where they can influence others, overcome competitors, and win discussions as well as form opinions or attain authority" (Prebensen, 2006, p. 8).

This means tourists with a high need for power have a tendency to prefer activities that they think they can influence others by participating in such activities. For instance, individuals who have good water sport abilities might choose to travel to a place where competitions for water sport exist and engage in participation of such activities with the expectation that they will be the winners and become well known afterwards as a result.

Motivation is an incitement or "internal drive" that moves human needs into action in order to obtain their goals (Seaton, 1997, as cited in Sreyoshee, 2010). The goals will change after having been satisfied through actions, as Maslow's hierarchy of needs mentioned above. For instance, people who live in countries with a colder climate prefer to travel to the tropics because they want to enjoy different weather conditions not usually existent in their own countries. By contrast, people who live in the tropics may prefer to travel to colder areas to escape the heat where they live or enjoy snow. However, tourists may seek to satisfy not only one single need, but many distinct needs simultaneously.

The diversity in requirements may result in variation of motivations, but variation of motivations might result in similar actions, and vice versa. The Leisure Motivation Scale by Beard and Ragheb (Beard and Ragheb 1983). Ragheb and Beard (1983) has been considered to be the most efficient study in the field, as supported by Ryan and Glendon (1998). However, there have been many studies concerning the motivation of tourists. There are four motives or factors that can decide fulfilment received from leisure pursuits, as found by the Beard and Ragheb Leisure Motivation Scale. These four factors are intellectual, social, mastery/competence, and stimulus avoidance motives, usually comprising the 14 items detailed in the subsequent chapter. According to Beard and Ragheb (1983), intellectual motive can assess the degree to which people are influenced to engage in leisure activities involving mental abilities including learning, exploring, discovering, thinking and imagination (as cited in Ryan & Gledon, 1998, p. 173). This refers to social motive stimulates individuals participate in activities that would satisfy their needs of belongings, ego and respect from others (Maslow's hierarchy, 1943). The third motive, the competence/mastery motive would stimulate individuals to seek "to achieve, master, challenge, and compete" themselves.

Finally, the stimulus avoidance motive "assesses the drive to escape and get away from over-stimulating life situations. It is the need for some individuals to avoid social contacts, to seek solitude and calm conditions; and for others it is to seek to rest and to unwind themselves". This last motive component in Beard and Ragheb Leisure Motivation Scale implies the fact that some people want to escape their daily life to obtain something new and allow themselves to rest.

To date, there have been many studies where the Leisure Motivation Scale of Beard and Ragheb has applied for carrying out segmentation. For instance, in a research of tourist motivation, Ryan and Glendon (1998) reported a cluster analysis derived from this specific scale. Their research replicated the original scale and used an abbreviated version to undertake a gap analysis between important items and perceptions of the last holiday, and then based on this to undertake another cluster analysis concurrently.

Furthermore, there is another important theory about motivation known as "push and pull" motivations. Generally, tourists' motivation is explained through the definition of the term force that makes people to travel. The force or factor is divided into two groups: "push" factors (internal forces) and "pull" factors (external forces). According to the push and pull theory, tourists are pushed by motivation into the decision making of travelling and are pulled by destinations characteristics. The push motivation can be explained by desire for escape, rest and relaxation, prestige, health and fitness, adventure, social interaction, family togetherness, and excitement. In contrast, the pull motivation is determined by destination's attraction, for instance, beaches, national museums, or traditional culture.

Understanding the basis of tourists' motivations can help tourism organisations or companies to form good business policies and strategies to maintain and develop their own business. To understand motivation theory in a tourism context is to understand what motivates tourists to choose a certain destination. By doing so, tourism organisations can determine how to apply the knowledge to understand what aspect(s) of their location motivates tourists to come to visit, and in turn how to maintain and develop the location to attract more tourists. Otherwise, they may just develop without any plan or reason. This sometimes would lead to a problem of developing away from what customers (tourists) need and want.

In addition, understanding motivation and tourist motivation theories can help tourism organisations and companies understand scientifically what type of needs tourists have in order to better satisfy those needs. Firstly, understanding needs theories will help us understand what customers want the most during their stay (as the primary stage need), as well as what will be the next stages of their needs, so that we can plan how to meet all of their expectations and needs. This is better than just offering services and products without any order of priority. Secondly, the tourist motivations theories will help us identify what kinds of tourists are in which stages of the needs theories so that we can focus on how to satisfy the needs as they develop and evolve. The real-world practice sometimes is not exactly the same as what the theories analysed, however, by studying the theories we can understand the normal rules to follow in doing business in a tourism field.

2.3.3 Indicators of Incentive Travel Behaviour

Table 2.1 Literature on Incentive Travel Behaviour (ITB) Models and Indicators

Authors	Indicators	Factor
Prayag, (2008)	Cognitive destination image includes knowledge and information regarding the destination such as quality of life of people, socio-economic status, technology, communication technology, information technology, educational level, and modernization of the place or the country	1. Reason to join the trip
Hosany, Ekinci, and Uysal (2006)	the appealing scenery, history and development of the country or place, quality of the attractions, variety of the place to see and activities to do, quality of the accommodation and overall value for money	1. Reason to join the trip

Table 2.1 (Continued)

Authors	Indicators	Factor
Baloglu and Mangaoglu (2001)	a person feels about the place or the country such as like/ dislike the place, feel happy or unhappy staying or visiting the place, feel about how much people are trustworthy and friendly, as well as the impression on the place on people, safety feeling, and so on. The feeling can be varied from very favorable to very unfavorable	1. Reason to join the trip
Chatraporn Samoeijai (2007)	Decision-making process and thenature of activities of eachindividual in the assessment,supply, use and operations aboutproducts and services	2. Main purpose of travel
Thompson and Schofield (2007)	two functions of need for travel i.e. needs to relax including need to escape, to learn, to experience and so on as the first function while the need to socialize with people and learn about the different culture as the second function.	2. Main purpose of travel
Johar and Sirgy (1991)	the relationship between motivational factors and travel behavior	2. Main purpose of travel
Siriwan Saereerat (1998)	Analysis to understand the consumer behavior as research or finding about the behavior of buying or using of consumer by using the questions to help in the analysis to find the answer about consumer behavior, that is to say 6W1H. This study has applied the theory as framework for this investigation as follows:	2. Main purpose of travel

Table 2.1 (Continued)

Authors	Indicators	Factor
Schiffman and Kanuk (1994)	Behavior that is expressed by the consumer, including search, purchase, use, evaluation or consumption of products, services and various concepts expected by the consumer to be able to meet the needs of one's own. It is the study on the decision of consumer to use the available resources.	3. Expense for the trip
Adul Jaturongkakul (2003)	Various individuals who have buying capability or everyone who has money, willingness to purchase goods or services.	3. Expense for the trip

According to the above definitions, the researcher can conclude that consumer behaviour refers to the process that has occurred before and has a contribution. Or, it is the behaviour of deciding, purchase, use with willingness and evaluation of using products and services of individual. This is important to the purchase of goods and services both at present and in the future.

2.4 Concept of Activity Based Orientation

Activity generally is defined as "the state or quality of being active"; "lively action or movement"; or "a specified pursuit in which a person partakes" according to The Free Dictionary (2010). Based on these definitions, tourist activities can be seen as tourists' behaviours of choosing to visit destinations and/or participate in various kinds of recreations. Hence, activities in a tourism context can be understood both as those activities that exist at the destinations, and tourists' action of choosing certain destinations for their vacations. Additionally, since tourists' activities have taken place during their vacations, the activities will have taken place as leisure activity. This refers to the activities without any compulsion. Leisure activities, hence, have been described as "non-work pursuits" that people participate in without obligation (Beard & Ragheb, 1983).

The present study will investigate the relationships between tourists motivation in choosing a destination and activities at the destinations that tourist participate in order to understand the impact between the two concepts. Specifically, the affect of tourists' motivation on their behaviour of choosing certain destinations (purchase action) and the impact of activities at the destinations and tourists' motivation will be measured and explained. Concurrently, the relationship between tourists' attitude and motivation will be examined as well.

The present thesis will focus on the relationship between tourists' motivations and choice of destination to understand the impact of motivation on activities in a tourism context since tourist activities are an important factor to explain the relationship between the tourists' motivations and choice of destination (Moscardo, Morrison, Pearce, Lang, & O'Leary, 1995).

Activities are seen as the critical link between tourist motivations and destination choice. Moscardo et al. (1995). Tourists who have heard that a certain place away from their current location has similar types of activities that they like may be stimulated to discover the place to enjoy the activities, and to see a difference between those activities with the similar ones they have known or experienced before. For instance, individuals who like riding jet skis may prefer travelling to destinations which have beautiful beaches with big wave to enjoy the differences of the jet skis there and to compare with the waves at places that they used to play at before. Additionally, tourists who have heard about some exotic or interesting activities at a certain destination may like to visit the destination to experience how strange and exciting the activities would be. This illustrates the point that activities affect tourists' choice of destination through travel motivations. Specifically, activities create a motivation of travelling to a destination and the motivation turns into purchase behaviour known as choice of the destination. Therefore, there is a direct correlation between activities and motivation.

Returning to the six motives as proposed by John and Susan (2003), (e.g. physical, emotional, personal, personal development, status and cultural motives) and mentioned in the section of the motivation in a tourism context above, the impact between motivation and activities can be explained in a different way. Specifically, with physical motivation, individuals prefer to travel to destinations where have activities which can satisfy their

needs of relaxation, suntans and/or sex. As for emotional motivation, people might participate in activities that can satisfy their needs for enjoyment of romance (e.g. night sightseeing on a boat), fantasy and spiritual fulfilment or travelling. People who travel out of personal motivation might join in night clubs to meet and make new friends, or just search for economy by participating in promotion programmes which would pay participants (e.g. tourists bring tourist customer). Individuals who travel for motives of personal development and cultural prefer activities that might increase their knowledge, such as tours to discover local history, etc. With motivation for status, individuals have a tendency to participate in high class activities (e.g. joining in balloon tour) to satisfy their need for being admired.

An individual may choose one type of activities for certain reasons. One type of activities can meet different types of motives. For instance, an individual could choose a mountain climbing activity either to satisfy the need for relaxation or to loose weight, or sometimes both. By contrast, different types of activities and different destinations can meet the same motivations. Indeed, tourists who have the same motivations may choose the different destinations and different types of activities to satisfy their needs. For instance, individuals who would like to find out about the Asian culture may choose Malaysia or Thailand or any other Asian country to be their destination on their holidays. They may either participate in activities of traditional comedy opera or enjoy traditional culinary culture, or sometimes both to satisfy their purpose of discovering the country's culture. Therefore, the same motivations may lead to the choices of different types of activities. The relationship between motivation and activities in this stage is a positive relationship.

Similarly, a certain destination can meet a variety of needs. For example, travelling to the United States can meet purposes of visiting friends and looking for operating a new business, etc.

Furthermore, activities can be a factor that generates motivations. Specifically, some tourists' demands may generate at the destination that have not appeared before coming to the chosen destination. "The tourist might feel uncertain when deciding and choosing amongst various alternatives, which is especially true if the consumer is involved in the process" (Houston & Rothshild, 1978; Oliver, 1997; Svenson, 2005, as cited in Prebensen, 2007, p. 3)

Motivations may lead to purchasing behaviour, which is destination choosing behaviour. Individuals who have different motivations may choose the same destinations and participate in similar or different types of activities to satisfy their needs. Additionally, motivation could lead to activities. Individuals who have different motives may choose the same destinations and same or different type of activities to satisfy their needs. Prebensen (2007) mentioned in her study that "the fact that customers prefer the same types of activities could be the consequence of a deficiency in the range of activities offered at the destination. In the process of consuming or producing (Holt, 1995) a journey, tourists also experience novel situations, which might result in different choice patterns" (Prebensen, 2007, p. 10).

The relationship between motivation, activities and choice of destination is not as simple as a linear line. However, it is expected that tourists with similar motivations may choose the same destinations and participate in similar types of activities during their stay at the destinations. This is also the main purpose of the present study which is to measure tourists' motivation towards visiting Thailand.

2.4.1 Indicators of Activity Based Orientation

Tourist activity can be for individuals autotelic value. According to the theory Dember and Earl (1957) the primary seems to be the theme of exploration resulting from human curiosity and the desire to subjugate the natural environment. The implementation of these plans to the individual a sense of competence, self-improvement, development, and thus is a source of strong emotional experience, of course, positive (Winiarski & Zdebski, 2008, p. 52).

The first group of factors are: escape from the world around them, experience and assessment of yourself, relaxation, prestige, return, strengthening family ties, making social interaction; in the second group are listed: news, innovation and learning. R. W. McIntosh and Ch. R. Goeldner chose four primary motivating factors for travel, namely (McIntosh & Goeldner, 1986):

1) Physical factors-related to leisure, sports activities, a relaxing pastime. They reduce mental tension and other ailments related to work and life outside professional through physical activity,

2) cultural factors-expressing a desire to know the other parts of the world, their folklore, historical monuments, art, religion, tradition

3) Interpersonal factors-leaning to meet new people their ways of being, behaviour, visit friends or relatives,

4) The status and prestige of factors-including internal needs and overall development of the human personality. Make the journey allows you to broaden the knowledge of the various fields of science or gain recognition in their environment.

Very popular especially among economists for the idea VTC Middleton (1996), who singled in the six main themes of participation in tourism (Middleton, 1996, p. 17):

1) theme cultural, psychological, educational (e.g. participation in cultural events, the implementation of their own interests, touring),

2) theme physiological and related physical culture (the desire of rest, relaxation, tourist activity as a source of fitness and health),

3) social and ethnic motifs (such as travelling among friends, the desire to know the places related to family tradition),

4) motifs associated with fun and entertainment (they are satisfying all kinds of parks or public events),

5) religious motifs (e.g. visiting places of worship),

6) work-related motives (e.g. so-called: Tourism conference or directly related to their work).

According to this concept of the Activity based orientation the factors demotivating and vice versa. And can therefore be operated simultaneously in the three areas, however, with a particular focus on demotivators. Selected major tourist motivation factors are shown in Table 2.2.

Table 2.2 Literature on Activity Based Orientation (ABO) Models and Indicators

Authors	Indicators	Factor
Ricci and Holland (1992)	1) Incentive their employees, 2) seed and enhance result-Networking culture, and 3) stimulate profit growth through higher efficiency	1. Incentive scheme 2. Networking 3. Training and Developing
Ricci and Holland, (1992); Severt and Breiter (2010)	1) Appeal of the reward and the Incentive scheme, 2) Prestige gained from being rewarded both as participants or earners, 3) Good memories of the trip and Networking	1. Incentive scheme 2. Networking 3. Training and Developing
Ricci and Holland, (1992); Severt and Breiter (2010)	4) Recognition from top management in their Training and Developing and 5) Camaraderie with other top performers in the organization	1. Incentive scheme 2. Networking 3. Training and Developing
Severt and Brieter (2010)	1) Incentive Evaluability, 2) Separability, 3) Networking, and 4) Training and Developing	1. Incentive scheme 2. Networking 3. Training and Developing
Xiang and Formica, (2007)	1) Political Incentive c factors 2) Socio- Networking factors 3) Technological Factors and 4) The change of management of the Training and Developing itself	1. Incentive scheme 2. Networking 3. Training and Developing
Ricci and Holland (1992)	1) Full incentive marketing 2) Full service incentive house 3) Incentive Travel network houses	1. Incentive scheme 2. Networking 3. Training and

Table 2.2 (Continued)

Authors	Indicators	Factor
	4) Travel agencies with an Training and Developing	Developing
	5) Retail travel agencies and other service providers	
Kotler (1997)	1) psychological factors, intrinsic to the tourist, Training and Developing beliefs and attitudes; personal factors: personality, self image, wealth, lifestyle, occupation, age;. Incentive	1. Incentive scheme 2. Networking 3. Training and Developing
Kotler (1997)	2) cultural factors: the system of norms and values that influence an individual's way of behaving in society; 3) social factors: family, social classes and groups, opinion leaders Networking.	

In the presentation, the concept of indication of tourist behaviour factors worth mentioning that instead of the identification and measurement of selected, important from the point of view of the theory of travel behaviour factors, should be in the application of practical study and conceptual.

2.5 Concept and Theory of Marketing Utility

2.5.1 Definition of Marketing Utility

Marketing is a specific form of economic production and yet it Is at the same time both the process by which those values of the product are determined, which are to be distributed and one of the processes in economic distribution (Moriarty,

1923).Utility is the capability of treating the needs which exist in the production. It's the creation or the increase of the utility of the product or service which is the economic advantages (Ellis & Jacobs, 1977). Sometimes, utility can also mean the satisfaction level of the consumers towards the products or services (Hsieh & Chu, 1992).

Marketing Utility is of course a part of marketing, and it is becoming an increasingly important part. It's related to the economic activities, both in logistics management and service level for the organization's customers. This is to raise the values of products and services of the sellers by creating the form of utility in term of marketing and innovation in order to construct the organization's competitive advantages (Staude, 1987).

Marketing Unity is the best effort in adding value to the management of the company or organization in order to make aware of the true values of the products and service among the customers (Bloomberg, Stephen, & Hanna, 2002)

Marketing Unityin the logistics literature there has not been a careful distinction between the type of utility (time, place, form, or possession) That is, there has not been a linkage of specific logistics measures with the utility each provides. Therefore, there is no clear conceptual difference based on provided utility between logistics and marketing service activities (Emerson & Grimm, 1996). Normally, the utility could be categorized into 4 groups according to the different activities and production process which are form, possession, time, and place utility. (Bloomberg et al., 2002)

"Form utility" of a product is generated in the manufacturing process. . A firm creates form utility when it converts or transforms a setof inputs from their existing level of desirability to a higher level of desirability. Its meaning covers the use of materials throughout the whole process which customize the products according the customers' requirements (Bloomberg et al., 2002; Fawcett & Fawcett, 1995).

"Time Utility" is the product storage in the warehouse waiting to support the customers' readiness and to be delivered to the customers timely a required by the customers (Bloomberg et al., 2002). Time utility emerges from effective management of all value-added processes that in fluence when a product is available for purchase. (Alsyouf, 2006)

"Place Utility" is concerned with the product transferring from one place to another one by transportation. This is to facilitate the convenient purchase for the

customers, or it can be said that the customers can buy products and services even more conveniently (Bloomberg et al., 2002). Place utility is the basic matter to which the manager should pay attention. Knowing customers' requirements, expectations, and the time they're needed is also a must for the (Bowersox et al. 2002).

"Possession Utility" is the change of right or the product and service selling and transferring. The significance in creating value addition with Possession Utility is the necessity of providing the information to the customers in order to develop the perception and the image about the product purchasing capability. It firstly arouses the requirement, then the process which allows the customers to possess the products and the experience which leads to the pride of possession will be emerged (Bloomberg et al., 2002; Fawcett & Fawcett, 1995).

Another characteristic of Marketing Unity, which is the business activities involved in the flow of goods and services from production to consumption and activities involved in the creation of place, time, and possession utilities. (Converse & Huegy, 1946).The benefit of linking customer value to a discussion of utility creation is that this association clearly ties each economic utility to the activities that are responsible for its generation. By identifying the sources of value addition, a clear picture of the firm as a value-added system emerges. The creation of time and place utilities forms the operational and facilitative link between form utility on the one hand, and possession utility and consumer satisfaction on the other hand (Fawcett & Fawcett, 1995). It is also to generate the utmost advantages toward the value adding to the products and services with the principle of Marketing Utility. It's necessary to respond to be able to create the outputs according to the requirements of both consumers and manufacturers (Bloomberg et al., 2002).

2.5.2 Marketing Utility Perspective

Currently, customers are assumed to act according to a cognitive or rational model of decision making in which consumers assess the utility of a product based on perceptions of what is given and what is received (Sweeny, Soutar, & Johnson 1999)

The four types of utilities produced by the agricultural marketing system include time, place, form and possession (Drummond & Goodwin, 2011). The view on marketing management of each organization is different and has serious competition.

Nowaday, Marketing Utility activities are important and affects the company's effectiveness. Gaining profits and stimulating the perception with values and benefits of products and services are the important things which need to be implemented and adjusted to the current situation by the organization and the company (Shaw, Wilkinson, Rosenbloom, & Dimitrova, 2011). The perception of the product and service's values can be promoted by creating Utility for products and services (Gregson, 1997). According to the literature review, it's found that many analysts have categorized Utility in each aspect into more than 2 groups. The Utility related to the physical manipulation of the product can be categorized according to the involving customer attitude modification and involving post purchase activities (Ellis & Jacobs, 1977).According to Brown model(1990), A five-dimension convenience model, the perception can be divided into 5 dimenions which are Time, Place, Acquisition, Use and Execution dimension.

In tourism dimension, the increase of revenues is resulted from the creation of purchase and service opportunities for the customers by increasing their utility for the consumer (Hooper, 2015). Tourism products can be developed and created from the existing resources in form of Form Utility. They're the constant products which allow the customers to perceive the form and overall features. Storing produce to bridge the gap between harvest and consumption gives rise to time utility. It's possible by specifying and extending or managing the time to ensure the constraint, timely delivery and selling of both concrete and abstract tourism products to the customers. The product in form of service by personnel might be on time, convenient, and fast which is corresponded to the customers' needs (Hsieh & Chu, 1992). This factor is very important in tourism contexts, namely, the travelers will need to spend their times for something worth their expectations. This is the same as Place Utility which is related to the systematically allocation of the products and services. It facilitates the convenient purchase for the customers, especially in the tourist site, located the closet, will be able to satisfy the needs of customers better. Therefore, nthe creation of place utility needs the discreet logistic protocol in order to retain the level of the customers' requirements and the revisit (Hooper, 2015).

Possession utility is generated instantaneously at the moment a consumer exchanges something (usually money or currency) for products and services (Ortega, Colin, Waldron, & Wang, 2014). It can be done by creating satisfaction, stimulating

the needs of tourism, and building the sense of pride when receiving or possessing that product, as well as the revisit at that tourist destination.

2.5.3 Indicators of Marketing Utility

According to the literature review, many analysts discussed on Marketing Utility concept differently. Some focused on the production, and some talked about the logistics and the product transferring via marketing. However, the root of this concept has derived from the concept of implementing economic utility for the utmost benefits on marketing (Ellis & Jacobs, 1977).

The concept and factors of Marketing Utility are concluded in table 2.3 below.

Table 2.3 Literature on Marketing Utility (MU) Models and Indicators

Authors	Indicators	Factor
Brown (1990)	A five-dimension convenience model	1. Time dimension 2. Place dimension 3. Acquisition dimension 4. Use dimension 5. Execution dimension
Ellis and Jacobs (1977)	Categories of Utility: related to the physical manipulation of the product, Involving customer attitude modification, Involving post purchase activities.	1. Form utility 2. Time utility 3. Shopping utility (Place) 4. Location utility (Possession) 5. Image utility 6. Confidence utility 7. Facilitating utility 8. Customizing utility
Brunswick, G. J. (2014)	The economists treat marketing as a part of production by creates an elementary utility.	1. Time 2. Place 3. Possession 4. Information

Table 2.3 (Continued)

Authors	Indicators	Factor
Brunswick, G. J. (2014)	The transportation and handling of goods and services from the point of production to the point of consumption	1. Time 2. Place 3. Possession
Shaw et al. (2011)	Material resources are utilized as inputs in the manufacturing process and are subsequently transformed into goods or services for consumers.	1. Form utility 2. Time utility 3. Place utility
La Londe, Grabner, and Robeson (1971)	Marketing concept in terms of the utilities provided by the business enterprise in the product-service mix.	1. Form utility 2. Possession utility 3. Time utility 4. Place utility
Fawcett and Fawcett (1995)	Utility creation and value addition : Achieving customer success requires that the firm increase its ability to provide real value to customers.	1.From utilities 2. Possession utilities 3.Place and Time utilities
Woods (1996)	The component of value and Quality: What you sell and what yours customer will value and buy from you.	1. Form utility 2. Possession utility 3. Time utility 4. Place utility
Hsieh and Chu (1992)	Service business on the basis of Utility Creation	1. Resource Utility 2.Time and space 3. Space Utility 4. Form Utility

From the information above, it can be seen that the categorization of the perception on products and services are different depending on the application in each industry. However, many researches related to the logistic and utility marketing industries usually consider 4 main elements which are Form, Time, Place, and Possession utility.

The value adding activities of products and services can be performed via each of these elements and they are completely inseparable due to the continual connection on the value creation process. Possession utility cannot exist until a desirable product has been produced(form utility) and made available (place and time utilities) (Fawcett & Fawcett, 1995). In conclusion, value creation for the incentive products and services can generate the perceptions that can be categorized into 4 groups, based on the marketing activities of the Utility, which are form, time, place and possession.

2.6 Concept and Theory of Perceived Destination Competitiveness

The notion of destination competitiveness must be consistent with the notion of competitiveness in the international economics and international business literature. The literature on international competitiveness was critically reviewed with a view to developing a framework suitable for tourism research. Despite all the discussions on competitiveness, no clear definition or model has yet been developed. It has proved to be a very broad and complex concept, defying attempts to encapsulate it in universally applicable terms. It is a complex concept because a whole range of factors account for it. Competitiveness is both a relative concept (ie. compared to what?) and is multi-dimensional (ie. what are the salient attributes or qualities of competitiveness?) (Spence & Hazard, 1988).

Perspectives in various disciplines reveal that competitiveness is a multi-faceted concept. We can regard the notion of competitiveness as associated with four major groups of thought (Waheeduzzan & Ryans, 1996). These are: 1) comparative advantage and/or price competitiveness perspective; 2) a strategy and management perspective; 3) a historical and socio-cultural perspective; 4) development of indicators of national competitiveness From the literature on comparative advantage and price competitiveness comes recognition of the potential importance of destination price competitiveness in influencing visitor flows. Studies by tourism researchers indicate the price sensitivity of travellers is high in certain markets (Lee, Var, & Blain,1996). Empirical studies highlight the importance of levels of technology, exchange rates, government policies, industry competition, and the influence of multinational enterprises as factors influencing the price competitiveness of tourism firms (Dwyer, Forsyth, & Rao, 2002).

From a Strategy and Management Perspective comes a recognition of the importance of the firms resources in influencing the achievement and maintenance of sustainable competitive advantage. The basic premise is that the competitiveness of a nation stems from companies within that nation, so firm-specific factors that lead to competitiveness should be identified (Rumelt, 1984; Porter, 1985; Prahalad & Hamal, 1990; Barney, 1991; Grant, 1991; Waheeduzzan & Ryans, 1996; Narashima, 2000). In order to achieve competitive advantage, the focus should be the 'development and maintenance of meaningful assets and skills, the selection of strategies and competitive arenas to exploit such assets and skills and neutralising of competitors assets and skills" (Aaker, 1989, p. 105). Resources of the firm that are considered to offer competitive advantage include: the skills of the employees, assets, cash-flow, capital/investment, human, non-human and strategic), structure of the organization (flexibility, balance, and dynamic aspects), organization-environmental interface (source and positional advantage, organizational alignment, generic strategy, strategic planning, and customer-oriented offering), and many firm-specific variables (core competencies, imitability of products, information, intelligence system, value-added by the firm, and quality).Since the competitiveness of a destination must somehow be essentially linked to the competitiveness of its constituent firms, these variables must be recognised in a model of destination competitiveness.

From the literature on history, politics and culture comes a recognition that, just as the competitiveness of nations can be influenced by climate, morals, power of the state, cultural values and moral discipline, so too may destination competitiveness be influenced by such variables (Franke, Hofstede, & Bond 1991; World Economic Forum 2001).From the attempts to develop indicators of national competitiveness such as those developed by the World Economic Forum (2001) and WTTC (2006) comes a recognition of resident prosperity as the end result of competitiveness and the importance of consumer perceptions of competitiveness. That is to say, not all the influences on competitiveness are objectively quantifiable. In the tourism context an important distinction will involve the reality of the situation, as indicated in objective measures of competitiveness (e.g. measures of price competitiveness, crime statistics involving tourists as victims), and traveller's perceptions (e.g. perceptions of relative price levels, perceptions of safety/security, views about comfort levels and the aesthetic appeal of

different types of tourism resources). Indeed, the importance of tourist's perceptions is such as to warrant separate recognition in a model of destination competitiveness (Murphy, Pritchard, & Smith 2000).

2.6.1 Definition of Destination Competitiveness

Numerous definitions of competitiveness in the general literature were proposed but there seems to be no generally accepted statement of the term (Porter, 1990; Spence Hazard, 1988). Consequently, a large number of variables also appear associated with the notion of destination competitiveness. The factors could include objective measures such as visitor numbers, market share, tourist expenditure, employment, value added by the tourism industry, as well as subjective measures such as richness of culture and heritage, quality of the tourism experience, etc.

Researchers have proposed different definitions on destination competitiveness from various approaches. Buhalis (2000) and Crouch and Ritchie (1999) examined the definition in terms of the economic prosperity of destination residents, which is consistent with the view raised by World Economic Forum (Porter et al., 2001). This approach is specifically applicable to the international-level destinations. It is considered reasonable to examine destination competitiveness with the focus on economic prosperity, since the nations (destinations) compete in the international tourism market to foster the economic well-being of residents, as well as the opportunity to promote the country as a place to live, trade with, invest in, do business with, play sport against, etc. (Dwyer & Kim, 2003).

According to D'Hartserre (2000, p. 23), competitiveness is "the ability of a destination to maintain its market position and share and/or to improve upon them through time". Hassan defined competitiveness as "the destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors" (Hassan, 2000, p. 239). Dwyer, Forsyth and Rao (2000a) stated that "tourism competitiveness is a general concept that encompasses price differentials coupled with exchange rate movements, productivity levels of various components of the tourist industry and qualitative factors affecting the attractiveness or otherwise of a destination" (Dwyer, Forsyth, & Rao, 2000a, p. 9). Dwyer and Kim (2003) proposed that destination competitiveness is "the ability of a destination to deliver goods and

services that perform better than other destinations on those aspects of the tourism experience considered being important by tourists" (Dwyer & Kim, 2003, p. 375). Consequently, based on the major objective and perspective of this study, in this study, destination competitiveness is defined as "the destination's ability to create and provide value-added products and quality experience which are important to tourists while sustaining its resources and maintaining market position relative to competitors" (Dwyer& Kim, 2003; Hassan, 2000).

2.6.2 Perspectives on Destination Competitiveness

Destination competitiveness would appear to be linked to the ability of a destination to deliver goods and services that perform better than other destinations on those aspects of the tourism experience considered to be important by tourists. Dwyer, Forsyth and Rao (2000a) state that "tourism competitiveness is a general concept that encompasses price differentials coupled with exchange rate movements, productivity levels of various components of the tourist industry and qualitative factors affecting the attractiveness or otherwise of a destination. Competitiveness has also been defined as ---the ability of a destination to maintain its market position and share and/or to improve upon them through time (Hartserre, 2000, p. 23). Hassan (2000) defines competitiveness as "the destination's ability to create and integrate value-added products that sustain its resources while maintaining market position relative to competitors.

The most detailed work undertaken by tourism researchers on overall tourism competitiveness is that of Crouch and Ritchie (1999). To be competitive, a destination's development of tourism must be sustainable, not just economically and not just ecologically, but socially, culturally and politically as well. They focus on long-term economic prosperity as the yardstick by which destinations can be assessed competitively. Thus the most competitive destination is that which most effectively creates sustainable well-being for its residents.

In the view of the present authors, none of the models of destination competitiveness that have been proposed to date are entirely satisfactory. In our view they do not provide comprehensive treatment of the various issues surrounding the notion of competitiveness that are being explored in the wider literature and that must be taken into account in developing a comprehensive framework of destination competitiveness.

A model of destination competitiveness has been developed by the authors. This model is displayed schematically in Figure 1.1. The model brings together the main elements of national and firm competitiveness as proposed in the wider literature and the main elements of destination competitiveness as proposed by various tourism researchers, Crouch and Ritchie in particular. The integrative model proposed here contains many of the variables and category headings identified by Crouch and Ritchie (1999) but differs some important respects. Inherited and Created Resources are each allocated their own box, as is Supporting Factors and Resources. These three boxes are, in turn, grouped within a larger box. Together, these factors provide the various characteristics of a destination that make it attractive to visit and the foundations upon which a successful tourism industry is established. Together, they provide the basis for destination competitiveness.

Destination Management factors are those that can enhance the appeal of the core resources and attractors, strengthen the quality and effectiveness of the supporting factors and resources and best adapt to the situational conditions (Crouch and Ritchie 1999). The category includes the activities of Destination Management Organizations, Destination Marketing Managemen, Destination Policy, Planning and Development, Human Resource Development and Environmental Management.

The model contains a separate box for Demand Conditions. This category comprises three main elements of tourism demand-awareness, perception and preferences. Awareness can be generated by various means including destination marketing activities. The image projected can influence perceptions and hence affect visitation. Actual visitation will depend on the match between tourist preferences and perceived destination product offerings.

Situational Conditions are forces in the wider environment that define the limit, or influence the potential of destination competitiveness. These forces can moderate, modify or mitigate destination competitiveness by filtering the influence of the other groups of factors and thus may be positive or negative in their influence on competitiveness.

The box representing Destination Competitiveness is linked backwards to the various determinants of competitiveness and forwards to one representing Regional/ National Prosperity indicating that destination competitiveness is itself an intermediate goal toward a more fundamental aim of socio-economic well-being for residents. Each

of these objectives is associated with a set of indicators. Indicators of Destination Competitiveness are many and varied and comprise both subjective attributes (destination appeal, scenic beauty) as well as those that are more objectively determined (destination market share, foreign exchange earnings from tourism). Indicators of National/Regional Socio-Economic Prosperity relate to key macroeconomic variables including productivity levels in the economy, aggregate employment levels, per capita incomes, rate of economic growth etc.

2.6.3 Indicators of Perceived Destination Competitiveness

2.6.3.1 In addition to Ritchie and Crouch's (2003) model and proposed components of tourism destination competitiveness, several studies have specifically examined the determinants of destination competitiveness. Based on Ritchie and Crouch's work (Crouch & Ritchie, 1999; Ritchie & Crouch, 2003) and other related literature, Dwyer and Kim (2003) proposed their model of destination competitiveness and provide a list of items in determining the destination competitiveness:

1) Endowed resources-natural, cultural, historical resources

2) Created resources-infrastructure, activities, shopping, entertainment, festival, events

3) Supporting factors-general infrastructure, quality of service, accessibility, hospitality, market ties

4) Destination management-management organizations, marketing, policy, HR, environmental management

5) Situational conditions-micro environment, location, global environment, price, safety/security

6) Market performance-visitor arrivals, expenditure, contribution to economy, investment, price, government support

2.6.3.2 Dwyer et al. (2004) also further used the factor analysis to empirically reveal the underlying dimensions of destination competitiveness through surveying tourism industry stakeholders in both Australia and Korea-industry operators, government officials, and tourism research academics. A total of 83 compositeness indicators were presented in the survey and 12 factors were revealed. They are: destination management, nature-based and other resources, heritage resources, quality service,

efficient public service, tourism shopping, government commitment, location and access, E-business, night life, visa requirements, amusement parks.

2.6.3.3 Pike (2004) demonstrated the determinants of destination competitiveness from the sources of comparative and competitive advantage related to Destination Management Organizations (DMO). The research indicates that sources of comparative advantages include the following:

1) Natural resources: Location, landscape features and climate

2) Cultural resources: History, language, cuisine, music, arts & crafts, traditions and customs

3) Human resources: Skills and availability of the region's laborforce; industrial relations; industry service standards; and attitudes of locals

4) Goodwill resources: traveller's ancestral links to the destination; friends and/or relatives; novelty or fashion ability of the destination; level of previous visitation and satisfaction; and perceived value

2.6.3.4 Crouch and Ritchie (1999) A model of destination competitiveness has been developed by the authors. This model is displayed schematically in Figure 1.The model brings together the main elements of national and firm competitiveness as proposed in the wider literature and the main elements of destination competitiveness as proposed by various tourism researchers, Crouch and Ritchie in particular. The integrative model proposed here contains many of the variables and category headings identified by Crouch and Ritchie (1999) but differs some important respects.

1) Inherited and Created Resources are each allocated their own box, as is Supporting Factors and Resources. These three boxes are, in turn, grouped within a larger box. Together, these factors provide the various characteristics of a destination that make it attractive to visit and the foundations upon which a successful tourism industry is established. Together, they provide the basis for destination competitiveness.

2) Destination Management factors are those that can enhance the appeal of the core resources and attractors, strengthen the quality and effectiveness of the supporting factors and resources and best adapt to the situational conditions (Crouch & Ritchie 1999). The category includes the activities of Destination Management

Organizations, Destination Marketing Management, Destination Policy, Planning and Development, Human Resource Development and Environmental Management.

3) Situational Conditions are forces in the wider environment that define the limit, or influence the potential of destination competitiveness. These forces can moderate, modify or mitigate destination competitiveness by filtering the influence of the other groups of factors and thus may be positive or negative in their influence on competitiveness.

4) Prosperity indicating that destination competitiveness is itself an intermediate goal toward a more fundamental aim of socio-economic well-being for residents. Each of these objectives is associated with a set of indicators. Indicators of Destination Competitiveness are many and varied and comprise both subjective attributes (destination appeal, scenic beauty) as well as those that are more objectively determined (destination market share, foreign exchange earnings from tourism). Indicators of National/Regional Socio-Economic Prosperity relate to

The Dwyer & Kim's Integrated Model of Destination Competitiveness (Dwyer & Kim, 2003) displays a number of factors that are considered to impact tourism competitiveness, such as available resources (natural resources, cultural assets and heritage items), created resources (tourism infrastructure, available activities), supporting factors (infrastructure in general, quality of service, access to destination), and destination management factors. The model is substantially based on the Ritchie and Crouch (1999) model. The model brings together the main elements proposed in the wider literature on firm and national competitiveness and the main elements found in the tourism competitiveness literature. The model displays eight main themes: core resources (endowed and created resources); supporting factors and resource (general infrastructure, quality of services, accessibility); destination management factors (activities and functions); demand conditions (awareness, perception, and preferences); situational conditions (economic, social, cultural, demographic, environmental, political, etc.), and market performance indicators.

The integrated model of destination competitiveness retains a good deal of the Crouch & Ritchie framework but there are some significant differences. The distinction between inherited (endowed) and created resources, explicitly drawn in the integrated model, but not in the Crouch Ritchie model, seems to be a useful one, which has policy significance.

The integrated model explicitly recognizes Demand Conditions as an important determinant of destination competitiveness. The Crouch Ritchie model seems to neglect the demand side of competitiveness determination. Additionally, the integrated model does not provide a separate box for Destination, Policy and Development but subsumes this determinant type under Destination Management. Thus, in the integrated model Destination Management includes those factors that shape and influence a destination's competitive strength, as well as those that create an environment within which tourism can flourish in an adaptive manner. In the integrated model, the competitive (micro) environment and the global (macro) environment are included among the Situational Conditions. Moreover, the integrated model groups some of the elementary determinants of destination competitiveness differently than does the Crouch Ritchie model. The Crouch-Ritchie model lumps all infrastructure together under the label .superstructure and includes this among the Core Resources and Attractors. In contrast, the integrated model distinguishes between tourism infrastructure and general infrastructure and allocates only the former to Created Resources.

Table 2.4 Literature on Perceived Destination Competitiveness (PDC) Models and Indicators

Authors	Indicators	Factor
Cucculelli and Goffi (2015)	Sustainable tourism destination management; general infrastructures; events and activities; responsible tourist behaviour; local empowerment in the tourism sector; destination marketing; quality of environmental and natural resources; gastronomy; historical and artistic features; price-quality relationship; tourist accommodations; emphasis on maximising local economic development	1. Destination Resources 2. Destination Management 3. Human Related factors 4. Destination Image

Table 2.4 (Continued)

Authors	Indicators	Factor
Knezevic Cvelbar et al. (2015)	Economic based factors (macro-environment, general infrastructure, business environment); tourism-based factors (endowed resources, tourism infrastructure, destination management)	1. Destination Resources 2. Destination Management 3. Destination Image
Assaker et al. (2011)	Economy; environment; infrastructure; tourism	1. Destination Resources 2. Destination Management
Gomezelj and Mihalic (2008)	Inherited resources; created resources; supporting factors; destination management; Situational condition; demand conditions	1. Destination Resources 2. Destination Management 3. Human Related factors 4. Destination Image
World Economic Forum (2008)	regulatory model; business environment and infrastructure; natural, cultural and human resources	
Mazanec et al. (2007)	Heritage and culture; communication facilities; social competitiveness; education	1. Destination Management 3. Human Related factors 4
Gooroochurn and Sugiyarto (2005)	Price; economic openness; technological developments; structure; human development in tourism; social development; the environment; human resources	1. Destination Resources 2. Destination Management 3. Human Related factors 4. Destination Image
Heath (2003)	Foundations; building blocks; the cement; the roof	1. Destination Resources 2. Destination Management
Vengesayi (2003)	Intrinsic destination resources; activities; experience environment; supporting service; communication/promotion	1. Destination Resources 2. Destination Management

Table 2.4 (Continued)

Authors	Indicators	Factor
Enright and Newton (2004)	Attractions and businesses	1. Destination Resources 2. Destination Management
Dwyer and Kim (2003)	Resources; destination management; situational conditions; demand conditions; destination competitiveness; socio-economic prosperity	1. Destination Resources 2. Destination Management 3. Destination Image
Hassan (2000)	Comparative advantages; demand orientation; industry structure; environmental conditions	1. Destination Resources 2. Destination Management4
Go and Govers (2000)	Facilities; accessibility; quality of service; overall affordability; location image; climate and environment; attractiveness	1. Destination Resources 2. Destination Management 3. Destination Image
Dwyer, Forsyth and Rao (2000)	Travel cost, ground cost, price competitiveness; i.e. food and drink, accommodation, shopping, entertainment, airfares, taxis, public transport, etc.	1. Destination Resources 2. Destination Management 3. Destination Image
Crouch and Ritchie (1999)	Basic resources and attractions; destination management; supporting factors; tourism policy; planning; development	
Kozak and Rimmington (1999)	Primary factors; specific factors	1. Destination Resources

It can be concluded that the research finings from different studies regarding the determinants/indicators of tourism destination competitiveness share some common features. This study adopts the findings of the above research to develop the measurement scale of destination competitiveness.

2.7 Concept and Theory Intention to Travel

The preferences and needs for consumers vary and change with different outlooks constantly. In order to sustain competitiveness, designing a memorable experience to attract tourists to their destination year after year should be a key mission for managers. Therefore, how to fully understand the purchasing behaviours of tourists with additional prediction of their future purchasing intentions would become the major issue for tourism proprietors.

In current tourism literature, exploring tourists' visit intentions in engaging diverse types of tourism is one of the main foci (Lam & Hsu, 2006). In previous studies, intention had been defined as "a stated likelihood to engage in a behaviour'' (Oliver, 1997, p. 28) or "a buyer's forecast of which brand he will buy" (Howard & Sheth, 1969: 480). As Fishbein and Ajzen (1975) pointed out, intention is the individual's subjective probability that he or she will perform a specific behaviour. Tourist visit intentions can be viewed as an individual's anticipated future travel behaviour. The concept of visit intention has been considered a main factor highly correlated with actual behaviour. As Fishbein and Ajzen (1975) suggested, behavioural intention is considered to be the best predictor of human behaviour (Fishbein & Ajzen, 1975). In other words, having a better predictive technique and explanation of tourists' intention may be helpful in understanding their behaviour (Ajzen & Driver, 1992). Thus, the tourist's intention is viewed as a good and important indicator of the tourist's behaviour.

In the past, the study by Gitelson and Crompton (1984) was the first to reveal the importance of repeat travellers to destinations. They found that many destinations rely heavily on the visitation of repeat visitors. Similarly, Reichheld & Sasser (1990, p. 105) pointed out that "companies can boost profits by almost 100% by retaining just 5% more of their customers". Furthermore, by comparing the consumer

behaviour of first-time visitors and repeat visitors, the difference between these two types of tourists had been found significantly in their demographics and socio-economics from previous studies (Hu, 2003). For example, Oppermann (1997) revealed the significant difference between first time and repeat visitors and pointed out that repeat visitors tend to visit fewer destinations or attractions than first-time visitors although they stay longer. In addition, some studies have pointed out that repeat visitors tend to recommend through word of mouth (Petrick, 2004) and stay longer (Wang, 2004). Thus, from above description, it is easy to say that an enhanced understanding of tourists' intentions should be the one of main issues for tourism proprietors in order to successfully find the target market.

Tourist intention has been considered as an extension of satisfaction (Um, Chon, & Ro, 2006). In the past, repurchase intention is viewed as the heart of loyalty (Jarvis & Wilcox, 1977) and a probability of repeat buying behaviour (Moutinho, 1987). In current literature, the concept of tourist's intentions has received growing attention from several researchers. Since the 2000s, a number of studies (Kozak, 2001; Li, et al., 2010; Kashyap & Bojanic, 2000; Petrick & Backman, 2002; So & Morrison, 2003; Cole & Scott, 2004; Han, et al., 2009; Ha & Jang, 2009; Jang & Feng, 2007; Kim & Crompton, 2002) have explored tourist's intentions to predict and explain tourists' intentions to engage in diverse types of tourism or visit different destinations. An overview of above research demonstrates that tourist intention is considered a valuable concept in predicting future behaviour.

In the current literature, most works focused on exploring the tourist's visit intention or intention are based on the theory of planned behaviour (Li, et al., 2010). The theory of planned behaviour is one of most influential and popular conceptual frameworks to study people's intentions to do a specific behaviour (Ajzen, 2002). In the past, several studies have applied the theory of planned behaviour to predict and explain tourists' intentions to engage in diverse types of tourism or visit different destinations.

Most of them found it supported that the theory of planned behaviour can advance our understanding of tourists' intention and travel behaviour. In the next section, more detailed information of the theory of planned behaviour is discussed.

Indicators of Intention to Travel

Intention to travel comes from Theory of Reasoned Action (TRA)and Theory of Planned Behavior (TPB) that tell that the actual behavior can be predicted from intention which is directly related to the behavior (Ajzen & Fishbein 1975 as cited in Ajzen, 1991).TRA and TPB are the theories that explain the relationship between attitudes and behavior. It was done because of the difficulty of measuring the actual behavior. Intention is assumed as the immediate antecedent of behavior or behavioral intention is the immediate antecedent of actual behavior. Behavioral intention is the attitude interaction, subjective norm and perceived behavioral control (their own desired), come from beliefs, knowledge or previous information, which is used to measure the actual behavior of the consumers. Actual behavior of MICE tourists in this research will be assessed through their behavioural intentions. According to Zeithaml et al. (1996), measuring the behavior intentions of loyalty, telling about positive things, giving recommendations to other people, repeat purchasing, buying more and buying at a premium price. Opperman (2000) uses the intention to return of the destination to examine the value of previous experience in order to predict upcoming destination choices.

Table 2.5 Literature on Intention to Travel (ITT) Models and Indicators

Authors	Indicators	Factor
Jung and Yoon, 2011) McAlister, 1982 Jang and Feng, 2007)	Intention to visit and unfamiliar experiences is different from previous life experiences. The tourist who has a high level to a previously visited destination, while the tourist who has a high level of familiarity (low novelty level) will often return to the same destination.	Intention to visit
Dodds et al.(1991) Day (1990) Woodruff (1997) Zeithaml (1988)	in the International conference explores the relationship between hotel maid and Tourist loyalty.	Tourist loyalty

Table 2.5 (Continued)

Authors	Indicators	Factor
Oppermann and Chon, 1997; Zhang et al., 2006; Yoo and Chon, 2010; Mair and Thompson, 2009	In incentive travel, travel (leisure) is given as a rewar for the achievements/performance. Thus, the Tourist satisfaction is very influential in MICE tourism.	Tourist satisfaction

Behavioural intention is defined as direct antecedent of actual behaviour (Ajzen, 1991). Behavioural intention can be studied through the intention to revisit and intention to recommend (Severt et al., 2007). Several research based on the tourist's point of view which is related to behavioural intention was done by Alcaniz et al. (2009); Martinez et al. (2010), Qu et al. (2011), it examined the effect of overall image towards the behavioural intention. The result shows that overall image of destination significantly gives the positive effect on behavioural intention. The different result explained by Lai, Griffin and Babin (2009), image does not influence significantly on loyalty. This result shows the inconsistency effect of image on behavioural intention.

2.8 Overview of Andaman Cluster: Phuket, Phang Nga, Krabi

General condition of Southern Provinces on the Andaman Coast

2.8.1 Physical Aspect
2.8.1.1 Location and Territory

The territory of Southern Provinces on the Andaman Coast includes the area of Ranong, Phang Nga, Phuket, Krabi and Trang Provinces. It is located on the western side of the southern peninsula with the shape as area stretching linearly along the north-south. There is the zone adjacent to the coast of the Indian Ocean as long line of 878 kilometers. Its physiographic features are high mountain ranges adjacent to the coast with sinking and indented characteristics. There are Continental Island andBarrier Island scattered along the coast of the Andaman Sea. The said territory is

approximately 568-828 kilometers distant from Bangkok Metropolis along Highway No. 4 (Petchkasem Road). The total area is about 17,688.915 square kilometres or approximately 11,055,571.875 rai, accounting for 24 percent of the Southern Region. The administrative area consists of five Provinces, 34 Districts, 235 Sub districts and 1,716 Villages which covers both land and marine zones, including a variety of 412 islands in total. The area of Southern Provinces on the Andaman Coast totals 17,688.915 square kilometers which represents 24 percent of the entire Southern area. Such territory comprises:

1) Ranong Province has an area of 3,298.045 square kilometers.

2) Phang Nga Province has an area of 4,170.895 square kilometers.

3) Phuket Province has an area of 570.034 square kilometers.

4) Krabi Province has an area of 4,708.512 square kilometers.

5) Trang Province has an area of 4,941.439 square kilometers.

2.8.1.2 Topographical Features

The area of Andaman Coastal Southern Provinces stretches along the Andaman coast on the west of the country. It is located in the lowland on the west of the Southern Region. Terrain on the western side includes mountain ranges passing through from Ranong Province down to Phang Nga Province which are the origin of various rivers. Rivers and watercourses are not very long and flow mainly into the Andaman Sea to the west and southwest. The terrain arises from subsidence of the land,causing indented coastline with many bays and small islands. Due to such diverse and beautiful topographical features, so the area of Southern Provinces on the Andaman Coast is suitable for being developed to be natural tourist attractions in international level with the following details:

Phuket Province is characteristic of an island located along the coast with geological features similar to that of the mainland. Seventypercent of the province's area comprises the mountains stretching along the north-south directions and another thirty percent is plains. The western side of the island is characteristic of mountains. The northern and northeaster sides are characteristic of highland while the eastern side consists of plains. Phuket Province has a total of 9 small, creeks, brooks and canals. There are surface water sources as peat swamps, old mining sources and reservoirs of the Royal Irrigation Department. The eastern coastal area consists of muddy beaches,

mangrove forests and sprouting sand while the western side comprises splendid sandy beaches. Moreover, there are also a total of 32 satellite islands including Koh Nok, Koh Naka Noi, Koh Naka Yai, Koh Maprao and Koh Chi etc.

Krabi Province has the terrain mainly characterized by limestone mountainsas isolated and low mountains with limestone caves, hot springs and basins caused by the subsidence of ground interspersed with undulating slopes and foothill plains in the upper part of the area. The middle of the area includes major mountain range extending in the north to south directions namely Phanom Benja Mountain. Furthermore, the western side of the area is characteristic of narrow plain along the coastline with approximate length of 160 kilometers with the nature of sinking coast. As a result, the coastline has indented appearance with varying height. Some zones have the mountains adjacent to the coast such as Garose Mountain. Krabi has approximately 154 small and large islands. Only 13 islands are inhabited by people. Major islands include Koh Lanta and Koh Phi Phi which are ranked as gorgeous tourist destinations of the world.

Phang Nga Province has the topography mainly characterized by complex high mountain ranges and highland on the western side of the area by stretching along the north-south directions. Major mountain range is Phuket Mountain Range which is a continuation of Tanaosri Mountain Range. The middle of the area is characteristic of foothill plains with the height of about 20 -120 meters above mean sea level which are principally located in the area of Mueang Phang Nga District, Takua Thung District, Takua Pa District and Thai Mueang District. The area is characteristic of sloping from the east to the west into the Andaman Sea. There are also narrow plains along the coastlinewith approximate length of 239.25 kilometers. There are mangrove forests along the coastline almost throughout the area. Phang Nga Province comprises about 105islandsincluding Koh Yao, Surin Islands and Similan Islands, etc.

2.8.1.3 Population

The survey of population in the year 2011 reveals the following information:

Phuket Province includes a total population of 353,847 people, representing 3.94 percent of the Southern Region's people and representing 19.05 percent of people in Southern Provinces on the Andaman Coast.

Phang Nga Province has a total population of 254,931 people, representing 2.84 percent of the Southern Region's people and accounting for 13.73 percent of peoplein Southern Provinces on the Andaman Coast.

Krabi Province has a total population of 438,039 people, representing 4.88 percent of the Southern Region's people and accounting for 23.58 percent of people in Southern Provinces on the Andaman Coast.

2.8.2 Major Tourist Attractions of Provinces on the Andaman Coast: Phuket, Phang Nga, Krabi

2.8.2.1 Phuket Province

As for tourists who are enamored with white sandy beaches, clear seawater and convenience of travel, accommodation, restaurants, souvenir shops, professional tour companies, colorful shows and so on, undoubtedly nobody fails to think of Phuket, largest island of the country. The area of about 543 square kilometers of the island is surrounded by emerald seawater with finely white sandy beaches that are ideal for relaxation and favourable to doing enjoyable activities in the sea and seaside as well. Prominence of seaside and group of islands in Phuket arise from landscape as subsiding seacoast. The lower part of the area submerges beneath water. Only the pointed tops above the sea surface as group of islands appear which deserve being visited. As for the large island of Phuket, the western side is characteristic of indented bays paved with fine grains of sand such as Patong Beach, Kata Beach, Karon Beach, etc. The eastern side consists of mainly mangrove forests and muddy beaches while the southern side has beautiful coral reefs.

In addition to the large island, its surrounding small islands are also tourist attractions that should not be overlooked due to white sandy beaches, clear seawater such as Koh Racha, Koh Hey, Koh Maprao and so on. Aside from fascinating terrain that contributes to Phuket's growth into major tourist site, this place is also filled with cultural stories that are accumulated, shaped in the lifestyle of people. This is indicative of long period of prosperity since the early Christian era. At that time, Phuket was named "Talang." It was an island that was known by the navigators traveling between China and India as "Junk Ceylon". It has been both the port and trading centre. The outstanding product has been tin as the asset in the ground that has generated revenue for the city

successively during long time. Upon the arrival to visit Phuket, then you will know that this island is filled with meaningful value in terms of history, background and plentiful natural resources both on land and under water, including assorted tourist attractions and tourism activities that can cater for tourists in various forms throughout the year.

2.8.2.2 Krabi Province

Krabi Province is the land of gorgeous mountains, sandy beaches, islands, waterfalls and caves which are placed in the top rank of Thailand. It can be visited throughout the year. Apart from the landscape that attracts tourists from around the world, the long history of Krabi, including the hospitality and lifestyle of Krabi inhabitants bound up with gardening, crop farming are also another charm that makes Krabi Province be the holiday destination of tourists all along. Most famous activity in Krabi is rock climbing at Railay Bay with the shops that offer rock climbing services across the bay. Another activity of equal renown is canoe kayak paddling to skirt along the bay, the edge of mangrove forests or paddle out to the sea. As for people who are fond of the underwater world, Krabi has both shallow and deep diving sources available to be chosensuch as the area around Koh Poda, Koh Phi Phi, Koh Rok , Hin Muang , Hin Daeng, Koh Ha Yai, Hin Bida and so on.

2.8.2.3 Phang Nga Province

Phang Nga is the province fraught with numerous tourist sites both on land and underwater. This point is especially relevant to beautiful islands lying in lines inthe Andaman Sea to such an extent that Phang Nga has been labelled as the land of island forests. Moreover, there are also most dense and abundant mangrove forests in Thailand. Phang Nga is filled with interesting ways of life. This story is particularly related to diverse races of people including Thai, Chinese, Muslim and Thai Mai (ChaoLay) who live in notably old communities such as Koh Panyee, Koh Yao, Morgan Village in the area of the Surin Islands, community of miners at Takua Pa, etc. Additionally, Phang Nga is full of unique natural areas that are well-known throughout the globe such as the underwater world of the Similan Island, a variety of coral sources, shoal of small and big fish under the sea of the Surin Islands, Khao Tapu, Khao Ping Kan, Koh Phra Thong, etc. All these elements are invaluable resources that make Phang Nga be one of tourists' destinations always.
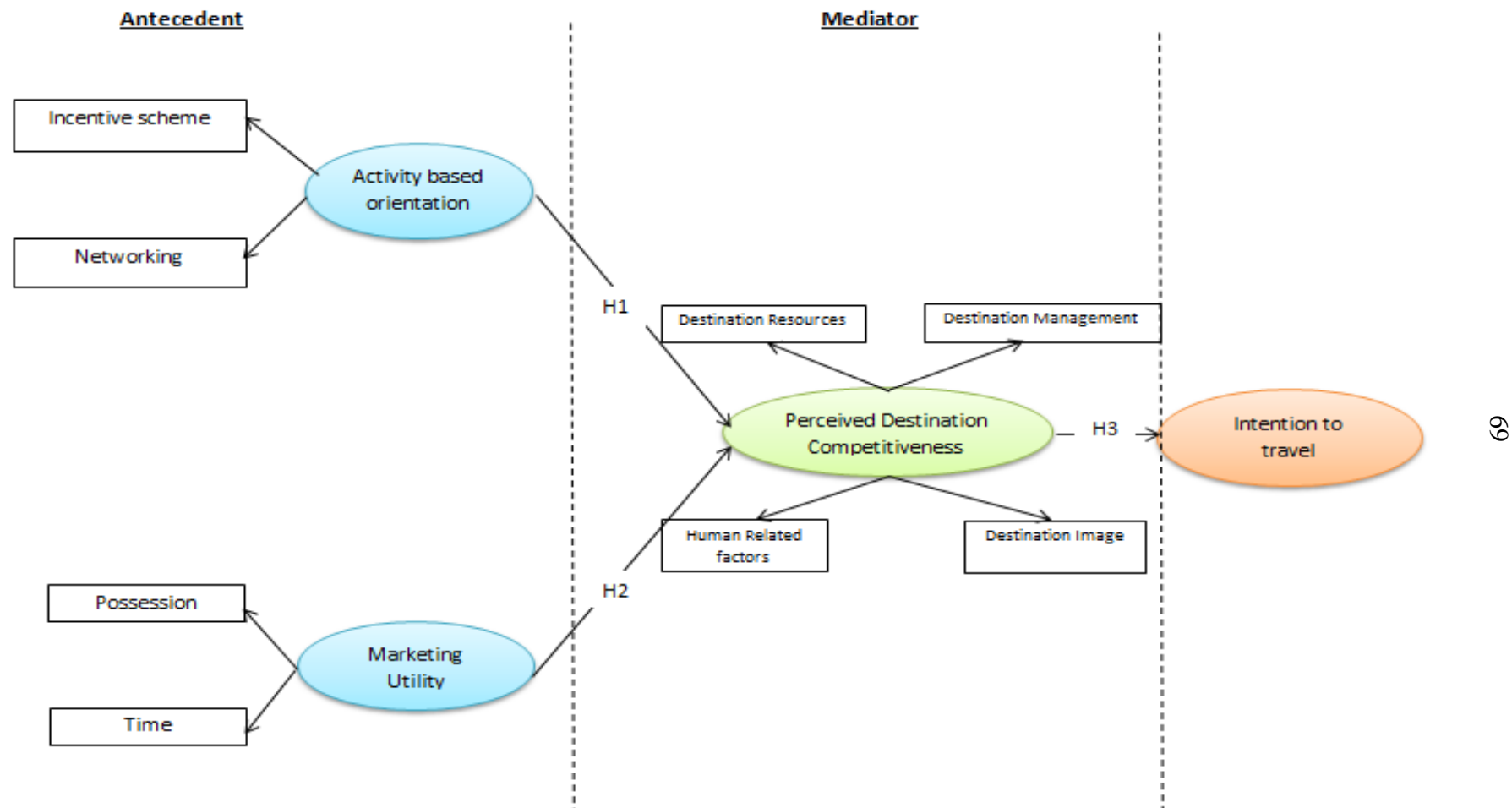
Figure 2.1 Conceptual Framework of the Study

CHAPTER 3

RESEARCH METHODOLOGY

The study aims to investigate the current situation and context of incentive travel in the Andaman cluster covering Phuket, Phang Nga, and Krabi Provinces. The causal relationships between the factors influencing decision-making in choosing tourist destinations in the Andaman cluster for incentive travel using a Malaysian Destination Management Company will be examined. The solution methodologies used to obtain an appropriate incentive travel model are divided into the following objectives:

1) To identify travel behaviours in choosing incentive travel destinations of a Malaysian Destination Management Company in the Andaman cluster

2) To examine antecedents influencing the perceived destination competitiveness of incentive travel to the Andaman cluster

3) To determine the causal relationships between the factors influencing decision-making in choosing tourist destinations in the Andaman cluster for incentive travel using a Malaysian Destination Management Company

3.1 Methodology

This is a quantitative research using questionnaire survey data from the target tourists and collecting data from Malaysians who travelled in the Andaman clusterand the Destination Management Company (DMC) in Malaysia via Destination Management Organization (DMO) 10, a company in the Andaman area experienced in taking care of MICE Malaysian tourists travelling in Andaman provinces.

Quantitative Data

To survey the opinions of the Malaysian staff and executives who travelled in the Andaman cluster and the Destination Management Company (DMC) at Malaysia via destination

Management Organization (DMO) 10, the company in the Andaman area experienced in taking care of MICE Malaysian tourists regarding travelling behaviour, perceived destination competitiveness activity and satisfaction. The process uses questionnaires as the tool to collect data and Google form and mail survey for the survey.

Populations: The populations are representative of the Malaysian staff and executives who travelled in the Andaman cluster and the Destination Management Company in Malaysia.

Samples: This research analyzed data by the structural equation modeling (SEM) technique using the samples by indicating the size as the number function of the parameter. The sample size should be large and contain variables at least 5-20 times or approximately 20 people per one parameter (Nonglak Wiratchai, 2005). The sample group sizes should have variables for analysis from 200 people, which is regarded as appropriate. This should be considered with the components required for analysis. In the case that there are 5 components or the component weight is over 0.6, there is no need to indicate the size of the sample group (Comrey & Lee, 1992). The A-priori sample size calculator for structural equation models at danielsoper.com was used to set conditions and variables at 5latent variables, 17 observed variables, probability level at 0.05 with basic sample size for the analysis at 148 (Figure 3.1).

Figure 3.1 A-priori Sample Size Calculator for Structural Equation Models
Source: Grace, 2006.

To receive the appropriate and accurate number for the analysis, the researcher set the size of the sample group at 350 people using non-probability sampling and snowball sampling techniques to gather information from the first company, ARS Co., which has 20 years of experience in welcoming Malaysian tourists to Andaman provinces. The company also suggested collecting data from the other 9 companies: Heritage Event, OMT, AMP, JET Tours, BIC, Edventage, Asia Mice Planner Asia Mice Planner and Oriental Event. Thus, to receive the appropriate and accurate proportion for the analysis, the researcher collected data from 350 samples as the population set in the quantitative data collection in accordance with structural equation modeling analysis (SEM).

3.1.1 The questionnaire asks for data from the informants, especially tourists in the corporate group who are Malaysians and travelled in Andaman provinces. This is a self-administered questionnaire and contains three main sectors: the first concerns general demographic information and decision of destination for incentive travel. The types of questions are checklist and filling the gap. The second sector surveys opinions in activity based orientation and marketing utility and the third sector surveys perceived destination competitiveness. The last sector contains open-ended questions that require suggestions.

3.1.2 The design of the questionnaire is according to the scope of the research, developing the questions from related ideas and theories, including similar research. The study is in the form of software to process the data and add more information. The questions are limited to conform to the objectives of the research and the scope of the idea which is appropriate to the samples who are the respondents.

3.1.3 Researching tools can be divided as follows:

Section 1 Demographic Data, the behaviour of respondents, factors affecting the decision to select the destination for incentive travel.

3.1.4 Section 2 Antecedent Activity (22 questions) including:

3.4.1.1 Activity based orientation

3.4.1.2 Marketing utility

3.1.5 Sector 3 Perceived Destination Competitiveness (19 questions)

3.1.5.1 Destination resources

3.1.5.2 Destination management

3.1.5.3 Human-related factors

3.1.5.4 Destination image

3.1.6 Sector 4 Open-closed questions requiring additional opinions. Scores are given for the factors affecting the decision to select the destination for incentive travel, decision tendency, and lifestyle. The 5-point Likert Scale was applied to interpret the scores as follows (Choojai Kuharatanachai, 2002):

$$\text{Class Interval} = \frac{\text{Highest score–Lowest score}}{\text{Number of scales}}$$

$$= \frac{5-1}{5}$$

$$= 0.80$$

1.00-1.80	average means the lowest level
1.81-2.60	average means the low level
2.61-3.40	average means the medium level
3.41-4.20	average means the high level
4.21-5.00	average means the highest level

The design and quality inspection of the research tool as the design of the questionnaire was according to academic principles and its quality must have content validity and reliability as follows: 1) Content validity, use IOC (Item Objective Congruence Index between questions and objectives (Suvimol Tiraganun, 2000), having three experts as the least number to make the exact judgment (Rowinelli & Hambleton, 1977); and 2) the questionnaire will receive precise answers no matterwho responds or when. The validity analysis uses Cronbach's alpha coefficient (Cronbach, 2003) and item-total correlation: ITC (Nikom Thanomsieng, 2007) from the experimental group of 30 people. There are no limits on thenumber of people doing the pre-test, depending on the convenience (Sirilak Suwanwongse, 2010).

3.1.7 The result of the quality test of the research tool as the questionnaire gave content validity due to IOC at 0.67-1.00 and higher that 0.50 in every question (Suvimol Tiraganun, 2007).Reliability due to Cronbach's alpha coefficient was0.7251 to 0.8799 and above 0.70 (Cronbach, 2003). Moreover, the IOC varied from 0.2211 to 0.7053, above the 0.20 criterion (Nikom Thanomsieng, 2007).

3.2 Content Analysis

Quantitative data uses descriptive statistics and statistical analysis including percentage and mean, and factor analysis by statistical methods to support the qualitative data and record and categorise figures according to the conceptual framework on the basis of the hypothesis of the independent variable that affects the dependent variable. Data will be recorded and collected for analysis using MPLUS Version7 (SEM-Structural Equation Model) by discriminant analysis into model analysis to find modelfit in compliance with the conceptual framework and hypothesis testing. Then, the model will be processed with Cronbach analysis and discriminant validity to determine fix value. In consequence, the result will determine if the alternative result has more than one in terms of theoretical conclusion and managerial conclusion. Furthermore, the suggestions will assist with future research. Data collection using a questionnaire is limited to test the results according to the scope of the theory of deduction.

3.3 Data Collection Process

The process of data collection for determinants of decision-making in choosing tourism destinations of incentive travel for Malaysian companies to the Andaman cluster included the following processes:

3.3.1 Collect data from documents, textbooks, theories and context regarding incentive tourism and also information from websites.

3.3.2 Collect data from Malaysian executives and representatives of destination management companies in Malaysia via Destination Management Organization (DMO) in the Andaman cluster for 10 companies including ARS, Heritage Event, OMT,AMP, JET Tours, BIC, Edventage, Asia Mice Planner, Asia Mice Planner and OrientalEvent during July-October 2016.

3.4 Data Analysis

3.4.1 A structural equation model analysis with measurement model represents the relationship between latent variables and observable variables. The structural model also presents the causal relationships between exogenous and endogenous variables which may be recursive and linear additive or non-recursive and linear additive. As a result, the structural model will reflect the factor analysis and path analysis.

Path analysis will analyze the path of independent variables to dependent variables by direct and indirect path analysis. Thus, the key of this analysis is to separate the size of the path from the direct and indirect method to compare the matrix. The research must study all theories related to the variables that affect the dependent variables to build the hypothesis or the relationship models between all variables (Nonglak Wiratchai, 1999).

Content analysis will be determined by analyzing the content in each objective to divide the topics and create topic groups according to the scope of the literature review.

Data will be using SPSS version 17.0 to analyze descriptive statistics applying frequency, percentage, demographic data, travelling behaviour and opinions regarding decision-making in choosing tourist destinations in the Andaman cluster for incentive travel of Malaysian tourists. The method involves the MPLUS program for structural equation model analysis (SEM). The relationship patterns of the causal structure affect the tendency of Malaysian tourists' decisions in choosing destinations in the Andaman cluster for incentive travel demonstrated by these indexes for example, $\chi2/df$, GFI, AGFI, CFI, TLI, PGFI, RMR, and RMSEA (Byrne, 2001; Kelloway, 1998; Silván, 1999)

3.4.2 Descriptive statistics include frequency, percentage, cross tabulation and standard deviation in cross tabulation to deduce information regarding travel behaviour and opinion in deciding to choose the destination in Andaman provinces by every Malaysian tourist group.

3.4.3 Structural equation model analysis (SEM) will study the causal structural relationship model of factors influencing the tendency to decide the destination for incentive travel of Malaysian tourists. This method analyses relationships of factors

using SEM and theory to check if the data match the relationship building according to the theory (Nonglak Wiratchai, 1999), while the statistics for the goodness of fit test are as follows (Byrne, 2001; Kelloway, 1998; Silván, 1999):

3.4.3.1 Chi-square statistic:χ^2: If the created model has the possibility (P) more than or equal to 0.05, it demonstrates that the model conforms to the empirical data. However, in reality, it is difficult to find this kind of model, Chi-square statistic/χ^2/ df will be applied instead.

3.4.3.2 Chi-square statistic/χ^2/df: If the result is less than 3, it demonstrates that the model harmonises to the empirical data (Hair et al., 2010).

3.4.3.3 Goodness of fit index (GFI) varies between 0-1.If GFI is close to 1 (above 0.90) this demonstrates that the tested model highly harmonises with the empirical data (Brown & Cudeek, 1993).

3.4.3.4 Adjusted goodness of fit index (AGFI) is the harmony index that has been improved with concern on the degree of freedom of the variables. The size of the sample group AGFI varies between 0-1 and a value closer to 1 (above0.90) demonstrates that the tested model highly harmonises with the empirical data.

3.4.3.5 Comparative fit index (CFI) compares the empirical data between the hypothesised model and the independent model. CFI varies between 0-1 and a value closer to 1 (above 0.90) demonstrates that the tested model highly harmonises with the empirical data (Hu & Betler, 1999).

3.4.3.6 Tucker-Lewis index (TLI) or non-normed fit index (NNFI) compares the consistency of the empirical data, calculating the change between the hypothesised model and the null model to degree of freedom by dividing the independence model, TLI varies between 0-1 and a value closer to 1 (above 0.90) demonstrates that the tested model highly harmonises with the empirical data.

3.4.3.7 Parsimony goodness of fit index (PGFI) demonstrates the consistency and complexity of the model and gives a lower index than normed indices. PGFI varies between 0-1 and has no standard to indicate a result which presents the model with economical consistency. If PGFI is close to 1 (above 0.50), then the tested model has economical consistency with the empirical data.

3.4.3.8 Root mean square error of approximation (RMSEA) does not change by degree of freedom. RMSEA lower than 0.05 means that the model has high

consistency with the empirical data or close fit. If RMSEA is simulated at not over 0.08,then the tested model has an acceptable consistency with the empirical data but if it becomes higher, the model has no consistency (Arbuckle,1995).

3.4.3.9 Root mean square residual (RMR) measures mean residual from the comparison of the size of variance and co-variance between demographic variables. The index will be more consistent when there are standard variables with RMR nearer to 0.A value less than 0.50 means that the model has consistency with the empirical data (Bollen, 1989).

CHAPTER 4

DATA ANALYSIS AND RESEARCH RESULTS

This research conducted this study the determinants of decision making in choosing tourism destinations of incentive travel for Malaysian companies to Andaman Cluster. The study aims to investigate the current situation and context of incentive travel in the Andaman Cluster covering Phuket, PhangNga, and Krabi provinces. A total of 350 questionnaires from Malaysian executives and destination management organization as the samples. Analyzed using SPSS and Mplus to analyze, the results were analyzed as follows.

    4.1 Analysis of Demographic Profile of Respondents.

    4.2 Analysis of tourist behavior of incentive traveling abroad.

    4.3 Reliability and Validity Analysis

    4.4 Exploratory Factor Analysis

    4.5 Confirmatory factor analysis

    4.6 Structural Equation Modeling

4.1 Analysis of Demographic Profile of Respondents

This part to analysis of demographic profile of respondents including gender age religion education position marital status and average annual income using percentage analysis method.

Table 4.1 Frequency and Percentage Demographic Profile of Respondents

Demographic Profile of Respondents		Frequency	Percent
Gender	Male	256	73.02
	Female	94	26.98
	Total	350	100.00
Age	20-30 years old	15	4.19
	31-40 years old	127	36.28
	41-50 years old	150	42.79
	51-60 years old	50	14.42
	above 60 years old	8	2.33
	Total	350	100.00
Religion	Buddhism	90	25.58
	Christianity	23	6.51
	Brahmanism/Hinduism	3	0.93
	Islamic	218	62.33
	Sikh	16	4.65
	Taoism	-	-
	Total	350	100.00
Education	Below Bachelor Degree	52	14.88
	Bachelor Degree	233	66.51
	Postgraduate	65	18.60
	Total	350	100.00
Position	Manager	221	63.26
	Head of Department	96	27.44
	Supervisor	33	9.30
	Marketing Executive	29	8.37
	Total	350	100.00
Marital status	Single	65	18.60
	Married	244	69.77
	Divorced/ widowed	41	11.63
	Total	350	100.00

Table 4.1 (Continued)

Demographic Profile of Respondents		Frequency	Percent
Average annual	Less than 10,000 MYR	-	-
income	10,000 -20,000 MYR	-	-
	20,001-30,000 MYR	-	-
	30,001-50,000 MYR	44	12.56
	50,001-100,000 MYR	86	24.65
	More than 100,000 MYR	220	62.79
	Total	350	100.00

From the table 4.1, it is seen that most of the samples were male counting at 256, calculated to be 73.02%, and 94 females which is at 26.98%. Most of the samples age lies between 41 to 50 years old, which was 150 people and calculated to be42.79%. Next would be at 31 to 40 years old, which had 127 people, and is at 36.28%. After 31 to 40 years old was 51 to 60, this group has 50 people, and was calculated to be at14.42%. The next two groups are at 20 to 30 years old that had 15 people, which is 4.19% and the group that had their age over 60, this group has 8 people, and is calculated to be at 2.33%.

Religions are varies from people to people. The religion that most of the samples believe is Islam, and the number of it is at 218 and calculated to be 62.33%. Next religion in line is Buddhism that had 90 people and calculated to be 25.58%. After Buddhism was Christianity that had 23 people and calculated to be 6.51%. The next two religions are Sikh that had 16%, which is 4.65% and Brahmanism/Hinduism that had the count of 3 people and calculated to be 0.93%.

Next is the education level and most of the samples' education level is bachelor degree, with the count of 233 people and calculated to be 66.51%. Next in line is postgraduate that had 65 people and calculated to be 18.60%. After postgraduate is below bachelor degree that had 52 people and calculated to be 14.88%. After education level is the employment position. Most of the samples are working as a manager, and the number of people working as a manager is at 221 and calculated to be 63.26%. Next position in line is the head of department that had 96 people and calculated to be

27.44%. After head of department is supervisor that had 33 people and calculated to be 9.30%. The last employment position is line is the marketing executive, which had 29 people and calculated to be 8.37% of the total samples.

Going on to the marital status, and most of the samples are married, counted at 244 people and was calculated to be 69.77%. Next in line is single that had 65 people and calculated to be 18.60%. After being single is divorced/widowed, which had 41 people and calculated to be 11.63%. Now come to the income level and most samples 'income level are more than 100,000 MYR, which was counted to be 220 which is 62.79% of the total samples. Next on the line lies between 50,001 to 100,000 MYR, this had 86 people and was calculated to be 24.65%. The last income level is between 30,001 to 50,000 MYR, and this had 44 people, which is 12.56%.

4.2 Analysis of Tourist Behavior of Incentive Traveling Abroad

This part to analysis of tourist behavior of incentive traveling abroad including using frequency and percentage analysis method.

Table 4.2 Frequency and Percentage Tourist Behavior of Incentive Traveling Abroad

Tourist behavior of Incentive Traveling Abroad		Frequency	Percent
Incentive Traveling abroad frequency	1-2 times	252	72.09
	3-5 times	98	27.91
	6-10 times	-	-
	More than 10 times	-	-
	Total	350	100.00
Duration of trip	1-2 days	93	26.51
	3-5 days	257	73.49
	6-7 days	-	-
	More than 7 days	-	-
	Total	350	100.00

Table 4.2 (Continued)

Tourist behavior of Incentive Traveling Abroad		Frequency	Percent
Accompanying person	Alone	168	47.91
	Friend(s) / colleague(s)	49	13.95
	Family (ies)	111	31.63
	Partner Business	23	6.51
	Total	350	100.00
Many people in group	1-5 persons	-	-
	6-10 persons	-	-
	11-20 persons	-	-
	21-30 persons	-	
	31-50 persons	75	21.40
	51-100 persons	244	69.77
	More than 100 persons	31	8.84
	Total	350	100.00
Many times to visited Andaman Cluster	This is my first time	47	13.49
	2-5 times	212	60.47
	More than 5 times	91	26.05
	Total	350	100.00
Approximately spend during the visit in Andaman Cluster	Less than 500 MYR	-	-
	500-1,000 MYR	37	10.70
	1,001-3,000 MYR	184	52.56
	3,001-5,000 MYR	99	28.37
	More than 5,000 MYR	29	8.37
	Total	350	100.00
Often to travel within 1 year for Incentive Travel purposed	1 time	272	77.67
	2-3 times	41	11.63
	4-5 times	37	10.70
	More than 5 times	-	-
	Total	350	100.00

Table 4.2 (Continued)

Tourist behavior of Incentive Traveling Abroad		Frequency	Percent
Information before traveling	Internet, Social media	142	40.47
	Exhibition	26	7.44
	Poster/Brochure/	5	1.40
	Friends and Family	83	23.72
	TV	42	12.09
	Travel Agencies or Tour Operators	52	14.88
	Others	-	-
	Total	350	100.00
Person have influences on trip selection	Owner	120	34.42
	Executive	111	31.63
	All Staff in the company	54	15.35
	Travel Agency	62	17.67
	Others	3	0.93
	Total	350	100.00

From the Table 4.2, the tourist behavior studies find out that most of the samples had incentive traveling abroad frequency approximately 1 to 2 times, counted at 252 people, which is 72.09%, and the tourists that had incentive traveling abroad frequency approximately 3 to 5 times are counted at 98 people and calculated to be 27.91% of the total sample size. The duration of the stays are varies from 1 to 5 days, and most of the samples stays between 3 to 5 days, which had the count of 257 people and calculated to be 73%. The rest are staying between 1 to 2 days with the count of 93 people and calculated to be 26.51 percent.

While our samples are traveling, most of them tend to come alone, or being a solo traveler and the count of that is at 168 people, calculated to be 47.91%. Aside from being a solo traveler, a lot of the samples also choose to travel with family members, with the counting of 111 people and calculated to be 31.63%. Next in line is traveling with colleagues that had the count of 49 people and calculated to be 13.95%. After traveling with colleagues is traveling with business partners that had 23 people and

calculated to be 6.51%. In all these samples, most samples usually travel in a group of 51 to 100 people and the count of people traveling in groups of 51 to 100 are at 244 people, and is 69.77% of the total sample size. Next is traveling in a group of 31 to 50 people, 75 people of all the samples travels this way, and calculated to be 21.40%. The last group is traveling in a group larger than 100 people that had a count of 31 people, which is calculated to be 8.84%.

Now when looking at how many times have they come to Andaman Cluster, most people have been here between 2 to 5 times, and the count of this is at 212 people, and is calculated to be 60.47%. Next is the group that had been to Andaman Cluster for more than 5 times, the number of people who had been at Andaman Cluster more than 5 times is 91 people, and calculated to be 26.05%. Last is coming to Andaman Cluster for the first time, the number is at 47 and calculated to be 13.49%. When coming to Andaman Cluster, most samples usually spend between 1,001 to 3,000 MYR, and the count of it is at 184 people, and is 52.56%. Next is spending at Andaman Cluster between 3,001 to 5,000 MYR, which has the count of 99 and is 28.37%. Next is spending of only 500 to 1000 MYR that had the count of 37 people, and is calculated to be 10.70% of the total sample size. The last group is a group that spends more than 5,000 MYR that had the count of 29 people and is 8.37% of the sample size.

Now taking a look at the tourist behavior on traveling, most people would like to travel once a year, and the count of this is at 272 people, and is calculated to be 77.67%. Next is the group that would like to travel between 2 to 3 times per year is 41 people, and calculated to be 11.63%. Last is a group that would love to travel between 4 to 5 times a year is at 37 and calculated to be 10.70%. Before traveling, most of our sample sizes do their research about a place on social medias and internet, and the count of this group is at 142 people, and is 40.47%. Next is doing their research based on their friends and family, which has the count of 83 and is 23.72%. Next is receiving their information from traveling agents and tour operators, which had the count of 52 people, and is calculated to be 14.88% of the total sample size. Next is a group that receives information on traveling attractions based on televisions, and the count of this is at 42, and is calculated to be 12.09%. Next group is a group that based their research based on traveling magazines, which had the count of 26 people and is 7.44% of the sample size. The last group is a group that based their information on

posters and brochures. This group has the count of 5 and is 1.40%. Last thing on their behavior is the reasons that affect their consideration of the place. Most of the samplesgo with what they think, without any influences, and the count of it is at 120, which is 34.42%. Next in line that affects the most is the executive, which has the count of 111 people and is 31.63%. Travel agencies also have a big effect on peoples' consideration of 17.67% with the count of 62. The last two are co-workers in the company that had the count of 54 and is 15.35%, and others that have the count of 3 and is 0.93%.

Table 4.3 Variable that Will be Used in this Chapter

Variable	Descriptive
TITD1	The Andaman cluster should be visited for incentive travel in next 2-3 years
TITD2	Andaman cluster for incentive trip would impress to other people too.
TITD3	The Andaman cluster should be recommended to family and friends as an incentive travel destination.
TITD4	The likelihood of visiting the Andaman cluster is high.
TITD5	New destinations other than Andaman cluster has been visited by company previously
TITD6	This trip has comparably bigger companions in the current visit.
TITD7	This trip has been very good experience.
TITD8	Very good Service quality in Andaman cluster.
TITD9	Overall impression of the Andaman cluster.
INS1	Entertaining performance is more preferable
INS2	Sun Sand & Sea destination makes more relax.
INS3	Accommodation nearby the beach is the must.
INS4	The awards dinner entertainment during the trip was energizing
INS5	Shopping is a must to do during traveling
NET1	Having party with friends and family during the trip is fun
NET2	The internet connectivity is very important for me.
NET3	Religious life should be concerned even when traveling.

Table 4.3 (Continued)

Variable	Descriptive
TRAIN1	Team building activity makes me feel motivated.
TRAIN2	Exploring new destination is a good practice.
TRAIN3	Learning how to cook Thai food is preferable
FORM1	Andaman night life is the must.
FORM2	Andaman Cluster has a variety of entertainment attractions such as Phuket Fantasea theme parks, Patong beach sport, Junceylon shopping centers, Central festival Department store etc.
FORM3	Incentive travel is proud to the opportunity the closed relationship with colleagues.
TIME1	Spending spare time for relaxing (i.e. watch a movie, read a popular book, traveling) is another good choice
TIME2	Local politics brings more concerns to travelers
TIME3	Optional tours should be taken when traveling.
PLACE1	Thai and Malaysia culture is closed.
PLACE2	Andaman cluster travel news should be followed before traveling.
POSS1	Incentive travel can increase job performance.
POSS2	Incentive travel makes my motivations on the job.
POSS3	The incentive trip made me feel that the company truly appreciates me.
RESO1	History and Cultural sites
RESO2	Exotic and unique local custom
RESO3	Uniqueness of tourist attractions
RESO4	Tour excursions
MANA1	Access to telecommunication facilities
MANA2	Tourist guidance and information
MANA3	Generates social improvements
MANA4	Generates pollution problems
HUMA1	Knowledge of the tourism industry by staff
HUMA2	Information technology used by staff

Table 4.3 (Continued)

Variable	Descriptive
HUMA3	New innovation of tour staff
HUMA4	Professional competence of tourism staff
HUMA5	Ability to communicated in other foreign languages of staff
HUMA6	Availability of training in managerial skills
IMAG1	Relaxing Destination
IMAG2	Reputation for local food
HUMA3	New innovation of tour staff
HUMA4	Professional competence of tourism staff
HUMA5	Ability to communicated in other foreign languages of staff
HUMA6	Availability of training in managerial skills
IMAG1	Relaxing Destination
IMAG2	Reputation for local food
IMAG1	Relaxing Destination
IMAG2	Reputation for local food
IMAG3	Reputation for services
IMAG4	Reputation for incentive travel
IMAG5	Personal safety and security
ITE	Incentive travel Behaviour
ITT	Intention to travel
ABO	Activity based orientation
MU	Marketing Utility
PDC	Perceived Destination Competitiveness

4.3 Exploratory Factor Analysis

Exploratory factor analysis (EFA) is the analysis to survey and indicate the common factor that is able to explain the relationship among variables by creating a new variable in the form of a common factor. The common factors will be grouped according to their relationship (Joreskog & Sorbom, 1996; Nonglak Wiratchai, 2005)

and delist the variables that cannot be grouped, using SPSS version 22 program to consider the suitability and relationship of the variables from Kaiser-Meyer-Olkin Measure of Sampling Adequacy, Commonality, and Principal Components Analysis. Then, continue to do the Orthogonal Rotation by using the Varimax method to cut out the relationship. The ratio of the variance of the observed variables diffuses in every factor with a statistical significance at equal to or greater than 0.5. This method is appropriate for the new common factor in the case that the factor contains a lot of variables, which is regarded as the primary step of the structural model development process. In this research, it divides factors appropriately for the factor analysis including Antecedent and Mediator factors.

4.3.1 Antecedent

The exploratory factor analysis of antecedent factors consists of the indicators from Activity based orientation ideas and the indicators from Marketing Utility, totaling 20 indicators. The analysis to consider the suitability of variables and grouping is as follows:

4.3.1.1 Kaiser-Meyer-Olkin (KMO) Regarding the relationship testing between the observed variables from 235 samples, the Bartlett's Test of Sphericity statistics is 5306.007 (p <0.05) representing the correlation matrix observed from the Identity Matrix with statistical significance at 0.5. This conforms to KMO that is 0.849; representing internal correlation and it can be applied in the structural analysis as seen in Table 4.4.

Table 4.4 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.849
Bartlett's Test of Sphericity	Approx. Chi-Square	5306.007
	df	190
	Sig.	0.000

4.3.1.2 Commonality

Commonality is the sharing the features of the variance of the variables that are explainable. If the result is closer to zero, it means that the variable variance cannot be explained or can be explained a little. If the coefficient is closer to 1, it is explainable. This research analyzed the factors by Principal Component that set Initial commonality to every variable to be 1. Thus, the commonalities of the variable observed from the research are over 0.5 for every variable, it is regarded that the variables can be analyzed by the next step.

Table 4.5 Communalities

Variable	Initial	Extraction
FORM1	1.000	0.804
FORM2	1.000	0.832
FORM3	1.000	0.844
TIME1	1.000	0.884
TIME2	1.000	0.734
TIME3	1.000	0.893
PLACE1	1.000	0.771
PLACE2	1.000	0.784
POSS2	1.000	0.951
POSS3	1.000	0.948
INS1	1.000	0.845
INS2	1.000	0.816
INS3	1.000	0.879
INS4	1.000	.826
INS5	1.000	.688
INS10	1.000	0.826
INS11	1.000	0.688
NET1	1.000	0.749
NET2	1.000	0.744

Table 4.5 (Continued)

Variable	Initial	Extraction
NET3	1.000	0.747
TRAIN1	1.000	0.872
TRAIN3	1.000	0.775

4.3.1.3 Total Variance Explained

According to the table of Total Variance Explained, we can see that the variables can be grouped into 7 components which the total collected variance of the extraction is 81.948. It is in accordance with the agreement of the factor analysis.

Table 4.6 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	7.654	38.271	38.271	7.654	38.271	38.271	3.584	17.920	17.920
2.	3.059	15.297	53.568	3.059	15.297	53.568	2.676	13.382	31.301
3.	2.060	10.300	63.869	2.060	10.300	63.869	2.628	13.140	44.441
4.	1.371	6.853	70.722	1.371	6.853	70.722	2.326	11.628	56.070
5.	0.945	4.725	75.447	0.945	4.725	75.447	1.837	9.187	65.256
6.	0.686	3.432	78.880	0.686	3.432	78.880	1.766	8.829	74.085
7.	0.612	3.059	81.938	0.612	3.059	81.938	1.571	7.853	81.938
8.	0.506	2.532	84.470						
9.	0.501	2.504	86.974						
10.	0.450	2.249	89.223						
11.	0.368	1.838	91.061						
12.	0.337	1.685	92.746						
13.	0.298	1.492	94.238						
14.	0.290	1.449	95.687						
15.	0.210	1.051	96.738						
16.	0.200	0.998	97.736						
17.	0.158	0.791	98.527						
18.	0.139	0.693	99.220						
19.	0.083	0.415	99.635						
20.	0.073	0.365	100.000						

4.3.1.4 Factor Loading

After the Rotation Component Matrix by Varimax, we found the observed variables with a factor loading of more than 0.6. Thus, a factor loading over 0.6 were not be applied in the relationship model analysis, to allow internal consistency by measuring the model as seen in Table 4.6. The observed variables can be categorized into 7 groups as follows:

Component 1 includes observed variables INS10 INS11 NET1 NET2 NET3

Component 2 includesobserved variables TIME1 TIME2 TIME3

Component 3 includes observed variables INS1 INS2 INS3

Component 4 includes observed variables FORM1 FORM2 FORM3

Component 5 includes observed variables POSS2 POSS3

Component 6 includes observed variables PLACE1 PLACE2

Component 7 includes observed variables TRAIN1 TRAIN3

Table 4.7 Rotated Component Matrix

Variable	Component						
	1	2	3	4	5	6	7
NET1	0.799						
NET2	0.842						
NET3	0.788						
INS10	0.869						
INS11	0.634						
TIME1		0.882					
TIME2		0.792					
TIME3		0.889					
INS1			0.882				
INS2			0.755				
INS3			0.892				
FORM1				0.792			

Table 4.7 (Continued)

Variable	Component						
	1	2	3	4	5	6	7
FORM2				0.775			
FORM3				0.728			
POSS2					0.883		
POSS3					0.879		
PLACE1						0.762	
PLACE2						0.768	
TRAIN1							0.839
TRAIN3							0.659

The exploratory factor analysis of the antecedent factors can group all 20 variables into 7 components called "Networking", "Time", "Incentive scheme", "Form", "Possession", "Place" and "Training and Developing".

According to the literature review, "Form", "Time" and "Possession" are the first latent factors in the second latent variable of the Marketing Utility. "Incentive scheme", "Networking" and "Training and Developing" factors are first latent factors in the second variables of Activity based orientation. These two main factors can be applied in the Confirmatory Factor Analysis (CFA) in a later step.

4.3.2 Perceived Destination Competitiveness

The exploratory factor analysis of Perceived Destination Competitiveness consists of 19 indicators and the factor analysis includes consideration of the suitability of the variables and the variable groups as follows:

4.3.2.1 KMO (Kaiser-Meyer-Olkin)

Regarding the relationship testing between the observed variables from the 235 samples, the Bartlett's Test of Sphericity statistics was 5306.007 ($p < .05$) representing a correlation matrix observed from the Identity Matrix with statistical significance at 0.5. This conforms to KMO that is 0.849; representing internal correlation and it can be applied in the structural analysis.

Table 4.8 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.942
Bartlett's Test of Sphericity	Approx. Chi-Square	8547.240
	df	171
	Sig.	0.000

4.3.2.2 Commonality

The commonality is the sharing features of the variance of the variables that is explainable. If the result is closer to zero, it means that the variable variation cannot be explained or can be explained a little. If the coefficient iscloser to 1, it is explainable. This research analyzed the factors by the Principal Component that set Initial commonality to every variable to be 1. Thus, the commonalities of the variable observed from the research are over 0.5 for every variable, it is regarded that the variables can be analyzed in the next step.

Table 4.9 Communalities

Variable	Initial	Extraction
RESO1	1.000	0.781
RESO2	1.000	0.928
RESO3	1.000	0.914
RESO4	1.000	0.876
MANA1	1.000	0.806
MANA2	1.000	0.844
MANA3	1.000	0.803
MANA4	1.000	0.798
HUMA1	1.000	0.806
HUMA2	1.000	0.888
HUMA3	1.000	0.920
HUMA4	1.000	0.803

Table 4.9 (Continued)

Variable	Initial	Extraction
HUMA5	1.000	0.829
HUMA6	1.000	0.917
IMAG1	1.000	0.756
IMAG2	1.000	0.845
IMAG3	1.000	0.885
IMAG4	1.000	0.859
IMAG5	1.000	0.845

4.4.2.3 Total Variance Explained

According to the table of Total Variance Explained, we can see that the variables can be grouped into 4 components, which the total collected variance of the extraction is 84.756. It is in accordance with the agreement of the factor analysis.

Table 4.10 Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	12.803	67.386	67.386	12.803	67.386	67.386	4.715	24.816	24.816
2.	1.415	7.445	74.831	1.415	7.445	74.831	4.435	23.343	48.158
3.	1.058	5.566	80.397	1.058	5.566	80.397	4.187	22.037	70.196
4.	0.828	4.359	84.756	.828	4.359	84.756	2.766	14.560	84.756
5.	0.516	2.713	87.470						
6.	0.375	1.976	89.446						
7.	0.317	1.669	91.115						
8.	0.300	1.580	92.695						
9.	0.210	1.103	93.798						
10.	0.204	1.073	94.871						
11.	0.182	0.959	95.829						
12.	0.149	0.786	96.616						

Table 4.10 (Continued)

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
13.	0.125	0.657	97.272						
14.	0.121	0.637	97.910						
15.	0.108	0.568	98.478						
16.	0.089	0.467	98.945						
17.	0.085	0.449	99.394						
18.	0.062	0.326	99.720						
19.	0.053	0.280	100.000						

4.3.2.4 Factor Loading

After the Rotation Component Matrix by Varimax, we found that the observed variables with a factor loading more than 0.6 wereUMA5, IMAG2, and IMAG5. They were not be applied in the relationship model analysis to allow internal consistency by measuring the model as seen in Table 4.3. The observed variables can be categorized into 4 groups as follows:

Component 1 includes observed variables HUMA1 HUMA2 HUMA3 HUMA4 HUMA6

Component 2 includes observed variables MANA1 MANA2 MANA3 MANA4 IMAG1

Component 3 includes observed variables RESO1 RESO2 RESO3 RESO4

Component 4 includes observed variables IMAG3 IMAG4

Table 4.11 Rotated Component Matrix[a]

	Component			
	1	**2**	**3**	**4**
HUMA1	0.813			
HUMA2	0.813			
HUMA3	0.813			
HUMA4	0.688			
HUMA5	0.543			
HUMA6	0.779			
MANA1		0.702		
MANA2		0.829		
MANA3		0.618		
MANA4		0.813		
IMAG1		0.765		
RESO1			0.748	
RESO2			0.817	
RESO3			0.842	
RESO4			0.749	
IMAG2				0.528
IMAG3				0.798
IMAG4				0.725
IMAG5				0.547

Due to the exploratory factor analysis, Perceived Destination Competitiveness can group all 19 variables into 4 components which are "Human-related factors" "Destination management" "Destination resources" and "Destination image". These four-factor groups would be applied in the Confirmatory Factor Analysis (CFA) in the next step.

This research has scoped the idea consisting of 4 measurement models: Activity-based orientation, Marketing Utility, Perceived Destination Competitiveness and Intention to travel. Before the structural equation analysis, it required the examination of the

model harmony by using Confirmatory Factor Analysis (CFA) which included Activity based orientation, Marketing Utility, and Perceived Destination Competitiveness to do the analysis. Moreover, the research applied Second Orders Factor Analysis Technique and Intention to travel factors by using the First Orders Factor Analysis Technique.

4.4 Confirmatory Factor Analysis

This part was to study confirmatory factor analysis (CFA) solution, the model that causal factors could affect the tendency in choosing a place in the Andaman cluster for incentive travel for Malaysian tourists. The objective of this CFA was to verify the adequacy of items for the factors and the number of dimensions underlying the construction in this empirical model (Bollen, 1989). Besides, it also identified the dependent variables that a confirmatory factor analysis (CFA) was conducted to examine the fit of the data to the empirical study (Jorgensen, Boer, & Laugen, 2006). This research used the First Orders Factor Analysis Technique and Second Orders Factor Analysis Technique with the estimation of weight factor determining the goodness of fit indices by using the Mplus Program. Moreover, the research was considered by the Chi-square statistics, RMSEA (Root mean square error of approximation), Standardized Root Mean Square Residual (SRMR), CFI (Comparative fit indices) and TLI (Tucker-Lewis index) consisting of 4 measurement models: Activity based orientation, Marketing Utility, Perceived Destination Competitiveness and Intention to travel.

4.4.1 Activity Based Orientation

From the analysis of the latent variables Activity based orientation, the researcher analyzed by using the Second Orders Factor Analysis technique to search for the factors affecting the activity based orientation from the causes and the factors that influenced the most and the least and reduced the deviation from the analysis by one factor. The second-order factor was the latent variable Activity based orientation. Moreover, the latent variables "Incentive scheme", "Networking" and "Training and Developing" were the First-order factors as shown in table 4.11.

The latent variable "Incentive scheme" consisted of indicators or observable variable INS1INS2INS3and the weight factor was between 0.654-1.000

The latent "Networking" consisted of indicators or observable variable NET1NET2NET3with the weight factor between 0.734-0.850

The latent Training and Developing consisted of indicators or observable variableTRAIN1TRAIN2TRAIN3with the weight factor between0.619-0.837 By analyzing the composition of factors in the Activity based orientation, it found that there were three first-order latent variables: Incentive scheme, Networking, Training and Developing with the factor loading ranging from 0.619-1.000 that was more than 0.30.

Table 4.12 Analysis Statistics of Confirmatory Factor Analysis the Model of Activity Based Orientation

Variable	Factor loading	S.E.	CR	AVE	R^2	Cronbach's Alpha
Incentive scheme	0.786	0.044	0.694	0.650	0.418	0.892
INS1	0.654	0.027				
INS2	1.000	0.000				
INS3	0.723	0.024				
Networking	0.808	0.047	0.685	0.634	0.418	0.893
NET1	0.800	0.016				
NET2	0.734	0.022				
NET3	0.850	0.012				
Training and Developing	0.647	0.050	0.619	0.548	0.418	0.820
TRAIN1	0.619	0.032				
TRAIN2	0.837	0.013				
TRAIN3	0.749	0.021				

Note: ** p-value< 0.01

From the information in the above table, the AVE, which was an index that identified the observable variables in each element group, could equally describe latent variables reliably with the discriminant validity. And also, the Average Variance Extracted

(AVE) measured the variance captured by the indicators relative to error measurement. The AVE value should be more than 0.50 and the composite reliability (CR) values for all constructs in the model were above the threshold value of 0.70 (Fornell & Larcker, 1981; Teo et al., 2009). The result from the analysis was that the AVE value was between 0.548-0.650 which meant the observable variables using to explain the first-order latent variable was reliable. The result found the composite reliability ranged from 0.619 -0.694 We can see from the result that the latent variables "Incentive scheme", "Networking" and "Training and Developing" had the CR value that did not pass the criteria. All the model of Activity based orientation variable were OK and Fit Confirm.

From the testing of Reliability of Activity based orientation variable, the result showed the Cronbach's Alpha ranging from 0.888 to 0.892 that was more than 0.70, greater than the standardized definition.

Figure 4.1 Confirmatory Factor Analysis the Model of Activity Based Orientation Variable

The consideration of the Goodness of fit of the model and empirical data had6 values of Index of Item Objective Congruence: χ^2/df, P-value, CFI, TLI, RMSEA and

SRMR with the criteria to consider from the Chi-square/ Degree of Freedom(χ^2/df) < 3 and P-value >0.05 (Hair., et al., 2010) considering the index of CLI , TLI < 0.90 , SRMR < 0.08 RMSEA < 0.08 (Hu & Bentler, 1999; Marsh, Hau, & Wen, 2004). The result of analysis had the consistency with empirical data as in the table 4.13.

Table 4.13 The Model Consistency Table of the Activity Based Orientation

Index	Result	Criteria	References	Result
Chi-squareχ^2/df	2.6312	< 3	Hair., et al., 2010	Good fit
P-value	0.0000	> 0.05	Hair., et al., 2010	Lack of fit
CFI	0.972	> 0.90	Marsh, Hau, & Wen, 2004	Good fit
TLI	0.966	> 0.90	Hu &Betler, 1999; Marsh, Hau, & Wen, 2004	Good fit
RMSEA	0.068	< 0.08	Hu &Betler, 1999	Good fit
SRMR	0.042	< 0.08	Hu &Betler, 1999; Marsh, Hau, & Wen, 2004	Good fit

From the result of the model consistency analysis by using the appropriate consistency index of the model under acceptable index values, it was found that the Chi-square/Degree of Freedom (χ^2/df) was78.936/30 or equal to2.6312which was less than 3 through the criteria set. When we considered the group index set at the level more than0.90, we found that the index CFI = 0.972, TLI=0.966passed acceptable criteria. At the meantime, RMSEA = 0.068andSRMR= 0.042could also pass the criteria set. Although the P-value index was 0.0000 (<0.05), we could use χ^2/df value in consideration instead. This did not meet the criteria set (<0.08), but was close to the set index including other indexes that were greater than the threshold set and it led to the conclusion that relationships of measurement models of the Activity based orientation developed harmoniously with empirical data at a good level.

4.4.2 Marketing Utility
From the analysis of the Marketing Utility variables, the researcher analyzed by using the Second Orders Factor Analysis technique to search for the factors affecting

the latent variable "Marketing Utility" in a holistic analysis that could help consider which factors affecting the latent variable "Marketing Utility" and which of them were the causes that influenced the most and the least and reduced the deviation from the analysis by one factor. The second-order factor was the latent variable "Marketing Utility". Moreover, the latent variables "Form", "Time" and "Possession" were the first-order factors as shown in table 4.6.

The latent variable "Form" consisted of indicators or observable variable FORM1FORM3 and the weight factor was between 0.569-0.854

The latent variable "Time" consisted of indicators or observable variable TIME1 TIME2 TIME3 and the weight factor was between 0.772-0.857

The latent variable "Possession" consisted of indicators or observable variable POSS1 POSS2 POSS4 with the weight factor between 0.951-0.960.

By analyzing the composition of factors in the Marketing Utility, it found that there were four first-order latent variables : Form, Time and Possession with the factor loading ranging from 0.569 -0.907which was more than 0.30.

Table 4.14 Analysis Statistics of Confirmatory Factor Analysis the Model of Marketing Utility

Variable	Factor loading	S.E.	CR	AVE	R^2	Cronbach's Alpha
Form	0.569	0.053	0.744	0.710	0.324	0.828
FORM1	0.831	0.041				
FORM3	0.854	0.041				
Time	0.907	0.056	0.549	0.671	0.822	0.888
TIME1	0.826	0.032				
TIME2	0.772	0.032				
TIME3	0.857	0.030				
Possession	0.729	0.050	0.917	0.913	0.531	0.954
POSS2	0.951	0.016				
POSS3	0.960	0.015				

Note: ** p-value< 0.01

From the information in the above table, the AVE, which was an index that identified the observable variables in each element group, could equally describe latent variables reliably with the discriminant validity. And also, the Average Variance Extracted (AVE) measured the variance captured by the indicators relative to error measurement. The AVE value should bemore than 0.50 and the composite reliability (CR) values for all constructs in the model were above the threshold value of 0.70 (Fornell & Larcker, 1981; Teo et al., 2009). The result from the analysis was that the AVE value was between 0.671-0.913and it found that the composite reliability ranged from 0.549-0.917, especially for the latent variable "Time", which had CR values less than the threshold due to low overall factor loading. Moreover, it may cause an extreme problem for interpretation of subsequent analysis (Farrell, 2009). The result also showed that these 2 first-order latent variables explained the latent variable "Marketing Utility", the second-order factor, not well enough. But it was considered to be close to the threshold set with the appropriate weight factor. What's more, this factor was also an important factor in the latent variable "Marketing Utility". When considering the value of other indexes, it was acceptable. All the models of Marketing Utility variable were OK and Fit Confirmed.

From the testing of the Reliability of Activity based orientation variable, the result showed the Cronbach's Alpha ranging from 0.828 to 0.954 whose value was more than 0.70, greater than the standardized definition.
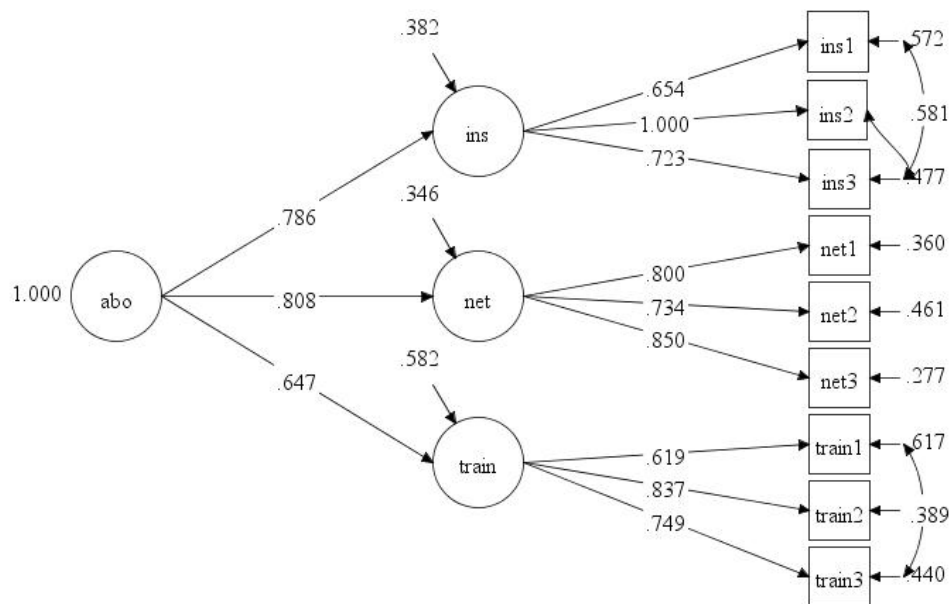

Figure 4.2 Confirmatory Factor Analysis the Model of Marketing Utility

The consideration of the Goodness of fit of the model and empirical data had6 values of Index of Item Objective Congruence : χ^2/df, P-value, CFI, TLI, RMSEA and SRMR with the criteria to consider from the Chi-square/Degree of Freedom(χ^2/df) < 3 and P-value >0.05 (Hair., et al., 2010) considering the index of CLI , TLI < 0.90, SRMR < 0.08 RMSEA < 0.08 (Hu & Bentler, 1999; Marsh, Hau, & Wen, 2004). The result of analysis had the consistency with empirical data as in the table 4.9.

Table 4.15 The Model Consistency Table of the Marketing Utility

Index	Result	Criteria	References	Result
Chi-square χ^2/df	1.858	< 3	(Hair., et al., 2010)	Good fit
P-value	0.046	> 0.05	(Hair., et al., 2010)	Lack of fit
CFI	0.995	> 0.90	(Marsh, Hau, & Wen, 2004)	Good fit
TLI	0.991	> 0.90	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit
RMSEA	0.050	< 0.08	(Hu &Betler, 1999)	Good fit
SRMR	0.011	< 0.08	(Hu&Betler, 1999;Marsh, Hau, & Wen, 2004)	Good fit

From the result of the model consistency analysis by using the appropriate consistency index of the model under acceptable index values, it was found that the Chi-square/Degree of Freedom (χ^2/df) was18.585/10 or equal to1.858which was less than 3 through the criteria set. When we considered the group index set at the level more than0.90, we found that the index CFI = 0.995, TLI =0.991 passed acceptable criteria. For group indexes less than 0.08, RMSEA = 0.050, SRMR = 0.011, all of them met the criteria. However, the P-value at 0.046 (<0.05) could not determine the goodness-of-fit of the model and it was a result of the complexity of the model (Anderson & Gerbing,1982). Nevertheless, the other goodness-of-fit statistics including χ^2/df, CFI, TLI, RMSEA, SRMR indicated an acceptable fitness of the model. In conclusion, the

relationships of measurement models of the Marketing Utility developed harmoniously with empirical data at a good level.

4.3.3 Perceived Destination Competitiveness

Perceived Destination Competitiveness variables had 4 latent variables including Destination resources, Destination management, Human related factors and Destination image. These latent variables were considered the first-order factors. The Second Orders Factor Analysis technique of variable elements of the Perceived Destination Competitiveness was used in a holistic way to help consider which factors and causes that influenced the most and the least as in table 4.15

The latent "Destination resources" consisted of indicators or observable variableRESO1 RESO2 RESO3 RESO4 and the weight factor was between 0.870-0.971.

The latent "Destination management" consisted of indicators or observable variable MANA1 MANA2 MANA4 and the weight factor was between 0.851-0.948.

The latent "Human related factors" consisted of indicators or observable variableHUMA1 HUMA2 HUMA3 HUMA4 HUMA6and the weight factor was between0.799-0.979.

The latent "Destination image" consisted of indicators or observable variable IMAG3IMAG4 and the weight factor was between 0.901-0.921.

By analyzing the composition of factors in the Perceived Destination Competitiveness, it found that there were four first-order latent variables: Destination resources, Destination management, Human related factors and Destination image with the factor loading ranging from 0.807 to 0.872, more than 0.30.

Table 4.16 Analysis Statistics of Confirmatory Factor Analysis the Model of
Perceived Destination Competitiveness

Variable	Factor loading	S.E.	CR	AVE	R^2	Cronbach's Alpha
Destination resources	0.851	0.014	0.852	0.841	0.724	0.954
RESO1	0.870	0.009				
RESO2	0.924	0.006				
RESO3	0.900	0.008				
RESO4	0.971	0.002				
Destination management	0.807	0.017	0.806	0.787	0.651	0.902
MANA1	0.948	0.004				
MANA2	0.851	0.012				
MANA4	0.859	0.011				
Human related factors	0.867	0.014	0.823	0.807	0.751	0.959
HUMA1	0.799	0.014				
HUMA2	0.880	0.009				
HUMA3	0.932	0.005				
HUMA4	0.892	0.009				
HUMA6	0.979	0.002				
Destination image	0.872	0.012	0.843	0.830	0.760	0.907
IMAG3	0.901	0.007				
IMAG4	0.921	0.006				

Note: ** p-value< 0.01

From the information in the above table, the AVE, which was an index that identified the observable variables in each element group, could equally describe latent variables reliably with the discriminant validity. And also, the Average Variance Extracted (AVE) measured the variance captured by the indicators relative to error measurement. The AVE value should bemore than 0.50 and the composite reliability (CR) values for all constructs in the model were above the threshold value of 0.70

(Fornell & Larcker, 1981; Teo et al., 2009). The result from the analysis was that the AVE value was between0.787-0.841and it found that the composite reliability rangedfrom 0.806-0.852. It showed that the first-order latent variables of the Destination resources, Destination management, Human related factors and Destination image could clearly explain the latent variable "Perceived Destination Competitiveness", the second-order factor. Thus, the research could express the reliability in observable variables of this measurement model that could describe specific latent variables with the discriminant validity. All the models of Perceived Destination Competitiveness variable were OK and Fit Confirmed.

From the testing of the Reliability of Perceived Destination Competitiveness variable, the result showed the Cronbach's Alpha ranging from 0.902 to 0.959whose value was more than 0.70, greater than the standardized definition.
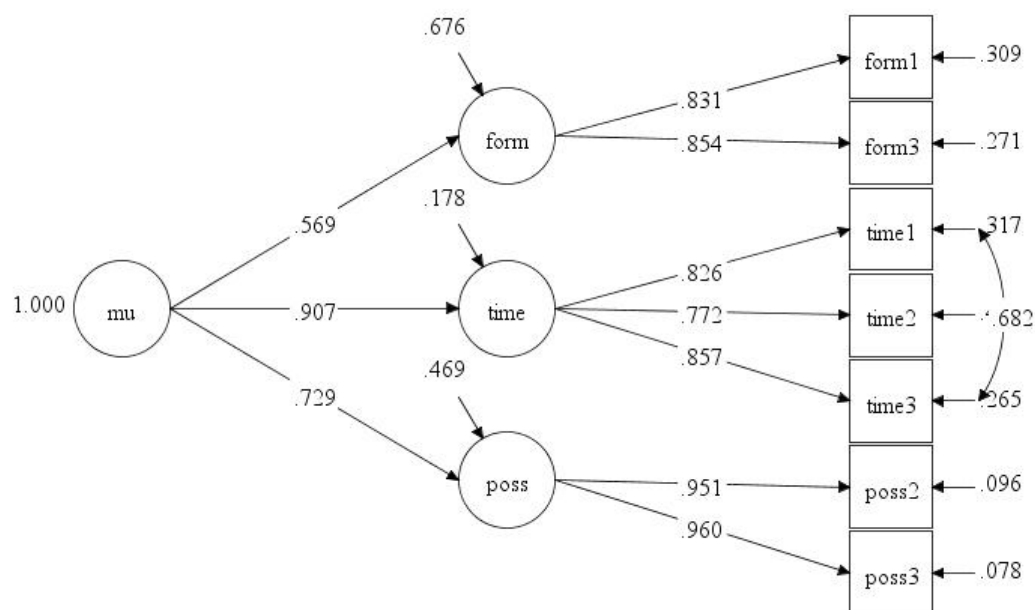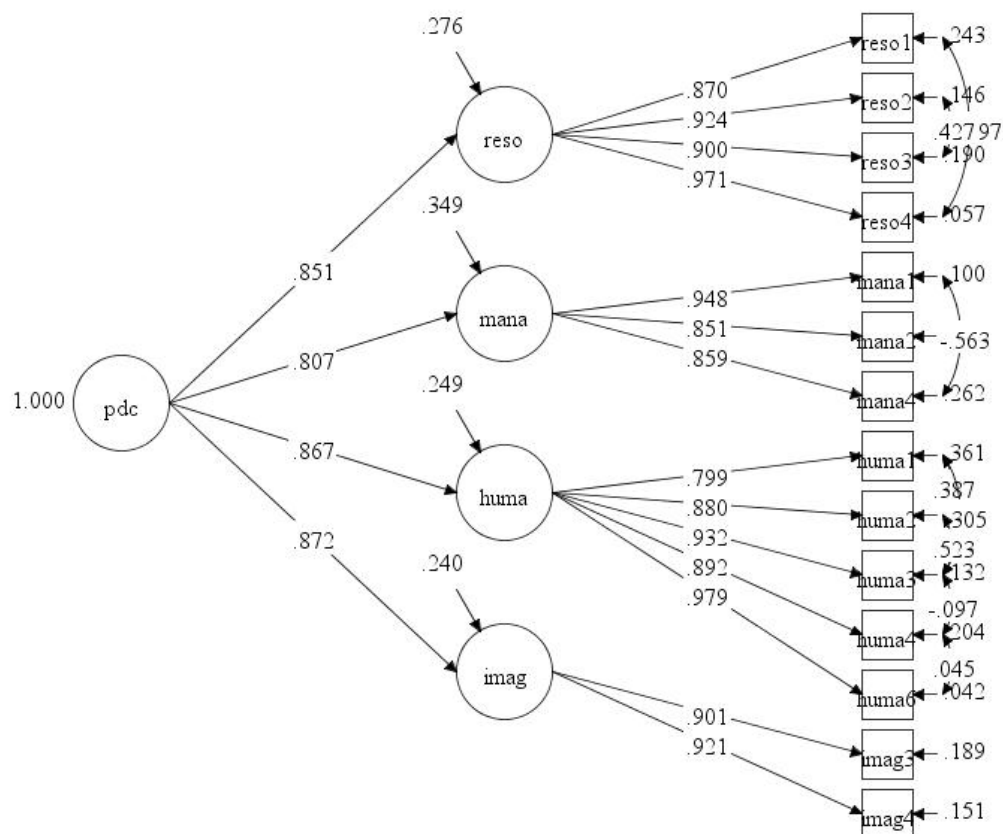

Figure 4.3 Confirmatory Factor Analysis the Model of Perceived Destination
Competitiveness Variables

The consideration of the Goodness of fit of the model and empirical data had6 values of Index of Item Objective Congruence :χ^2 /*df*, P-value, CFI, TLI, RMSEA and SRMR with the criteria to consider from the Chi-square / Degree of Freedom (χ^2 /*df*) < 3 and P-value >0.05 (Hair., et al., 2010) considering the index of CLI , TLI < 0.90, SRMR < 0.08 RMSEA < 0.08 (Hu & Bentler, 1999; Marsh, Hau, & Wen, 2004). The result of analysis had the consistency with empirical data as in the table 4.17

Table 4.17 The Model Consistency Table of the Perceived Destination Competitiveness

Index	Result	Criteria	References	Result
Chi-square χ^2 /*df*	2.629	< 3	(Hair., et al., 2010)	Good fit
P-value	0.000	> 0.05	(Hair., et al., 2010)	Lack of fit
CFI	0.977	> 0.90	(Marsh, Hau, & Wen, 2004)	Good fit
TLI	0.975	> 0.90	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit
RMSEA	0.068	< 0.08	(Hu & Betler, 1999)	Good fit
SRMR	0.032	< 0.08	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit

From the result of the model consistency analysis by using the appropriate consistency index of the model under acceptable index values, it was found that the Chi-square/Degree of Freedom (χ^2 /*df*) was218.235/83 or equal 2.629 which was less than 3 through the criteria set. When we considered the group index set at the level more than or equal to0.90, we found that the index CFI 0.977, TLI = 0.975 passed acceptable criteria. For RMSEA = 0.068and SRMR = 0.032, they also met the criteria. However, the P-value at0.000 (<0.05) could not determine the goodness-of-fit of the model and it was a result of the complexity of the model (Anderson & Gerbing, 1982). Nevertheless, the other goodness-of-fit statistics including χ^2 /*df*, CFI, TLI,

RMSEA, SRMR indicated an acceptable fitness of the model. In conclusion, the relationships of measurement models of the Perceived Destination Competitiveness variables developed harmoniously with empirical data at a good level as shown in the table 4.18.

4.3.5 Intention to Travel

Intention to travel variable had 9 observed variables including TITD1 TITD2 TITD3 TITD4 TITD5 TITD6 TITD8 TITD9. The studies using the first-order confirmatory factor analysis model. The first-order confirmatory factor technique of variable elements of the Intention to travel was used in a holistic way to help consider which factors and causes that influenced the most and the least as in table 4.17

By analyzing Intention to travel factors was factor loading ranging from 0.625 to 0.919, more than 0.30.

Table 4.18 Analysis Statistics of Confirmatory Factor Analysis the Model of Intention to Travel

Variable	Factor loading	S.E.	CR	AVE	Cronbach's Alpha	R^2
Intention to visit			0.626	0.557	0.931	
TITD1	0.625	0.035				0.391
TITD2	0.709	0.031				0.503
TITD3	0.831	0.025				0.690
TITD4	0.680	0.033				0.462
TITD5	0.760	0.027				0.578
TITD6	0.919	0.019				0.844
TITD8	0.717	0.030				0.513
TITD9	0.688	0.032				0.473

Note: ** p-value < 0.01

From the information in the above table, the AVE, which was an index that identified the observable variables in each element group, could equally describe latent variables reliably with the discriminant validity. And also, the Average Variance Extracted (AVE) measured the variance captured by the indicators relative to error measurement. The AVE value should be more than 0.50 and the composite reliability (CR) values for all constructs in the model were above the threshold value of 0.70 (Fornell & Larcker, 1981; Teo et al., 2009). The result from the analysis was that the AVE value was 0.557 and it found that the composite reliability ranged from 0.626. It showed that the observed variable could fine explain the latent variable "Intention to travel", the second-order factor. Thus, the research could express the reliability in observable variables of this measurement model that could describe specific latent variables with the discriminant validity. All the models of Intention to travel variable were OK and Fit Confirmed.

From the testing of the Reliability of Intention to travel variable, the result showed the Cronbach's Alpha 0.931 whose value was more than 0.70, greater than the standardized definition.
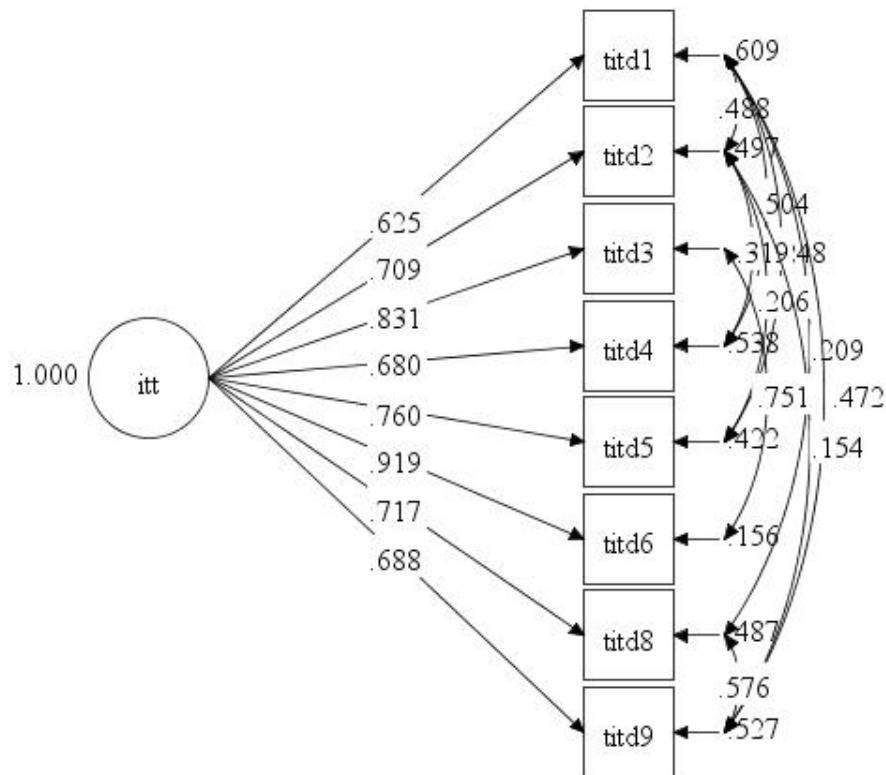
Figure 4.4 Confirmatory Factor Analysis the Model of Intention to Travel Variable

The consideration of the Goodness of fit of the model and empirical data had6 values of Index of Item Objective Congruence: χ^2/df, P-value, CFI, TLI, RMSEA and SRMR with the criteria to consider from the Chi-square/Degree of Freedom ((χ^2/df) < 3 and P-value >0.05 (Hair., et al., 2010) considering the index of CLI , TLI < 0.90, SRMR < 0.08 RMSEA < 0.08 (Hu & Bentler, 1999; Marsh, Hau, & Wen, 2004). The result of analysis had the consistency with empirical data as in the table 4.19.

Table 4.19 The Model Consistency Table of the Intention to Travel

Index	Result	Criteria	References	Result
Chi-square χ^2/df	1.935	< 3	(Hair., et al., 2010)	Good fit
P-value	0.036	> 0.05	(Hair., et al., 2010)	Lack of fit
CFI	0.996	> 0.90	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit
TLI	0.989	> 0.90	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit
RMSEA	0.052	< 0.08	(Hu & Betler, 1999)	Good fit
SRMR	0.020	< 0.08	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit

From the result of the model consistency analysis by using the appropriate consistency index of the model under acceptable index values, it was found that the Chi-square/Degree of Freedom (χ^2/df) was19.347/10 or equal to 1.935 which was less than 3 through the criteria set. When we considered the group index set at the level more than or equal to 0.90, we found that the index CFI = 0.996, TLI = 0.989 passed acceptable criteria. For RMSEA = 0.052and SRMR = 0.020, they also met the criteria. However, the P-value at 0.036 (<0.05) could not determine the goodness-of-fit of the model and it was a result of the complexity of the model (Anderson & Gerbing, 1982). Nevertheless, the other goodness-of-fit statistics including χ^2/df, CFI, TLI, RMSEA, SRMR indicated an acceptable fitness of the model. We can conclude that the relationships of measurement models of the Intention to travel developed harmoniously with empirical data at a good level.

4.5 Reliability and Validity Analysis

4.5.1 The Reliability Analysis

The data revealed show, the Reliability of the studied variables the model the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The result show the Cronbach's Alpha ranged

from 0.891 to 0.972 and in overall variables Cronbach's alpha 0.975> 0.70 which is greater than the standardized definition, therefore the questionnaire for this research is valid, the data revealed explain of table 4.20

Table 4.20 The Reliability Statistics of the Model the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists (All Measures on 5-Point Scales)

(n = 350)

Variables	Cronbach's Alpha
Activity based orientation	0.893
Marketing Utility	0.891
Perceived Destination Competitiveness	0.972
Intention to travel	0.936
Overall latent	0.975

4.5.2 The Validity Analysis

The results revealed this part to test validity analysis the model the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists for check the relationship of variable. The result of analysis shows by correlation coefficient scores range from (0.166) to (0.926), Correlation is significant at the 0.001 level. Thus, the construct validity in this paper was ensured and not havemulticolinearity, the data revealed explain result of table 4.21

Table 4.21 Correlation Test the Variables of the Model the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists

	TITD1	TITD2	TITD3	TITD4	TITD5	TITD6	TITD7	TITD8	TITD9	INS2	INS7	INS8	INS10	INS11	NET2	NET3	NET9	TRAIN3	TRAIN7	TRAIN9	FORM2	FORM4	FORM5	TIME1	TIME2
TITD1	1.000																								
TITD2	0.721	1.000																							
TITD3	0.513	0.585	1.000																						
TITD4	0.716	0.661	0.571	1.000																					
TITD5	0.610	0.650	0.656	0.524	1.000																				
TITD6	0.579	0.662	0.926	0.631	0.725	1.000																			
TITD7	0.558	0.517	0.523	0.539	0.486	0.571	1.000																		
TITD8	0.597	0.574	0.604	0.561	0.505	0.670	0.822	1.000																	
TITD9	0.709	0.610	0.565	0.490	0.522	0.632	0.655	0.816	1.000																
INS2	0.212	0.179	0.248	0.272	0.254	0.269	0.206	0.203	0.214	1.000															
INS7	0.398	0.360	0.383	0.401	0.355	0.415	0.372	0.364	0.380	0.654	1.000														
INS8	0.173	0.166	0.220	0.243	0.184	0.220	0.204	0.176	0.166	0.778	0.768	1.000													
INS10	0.148	0.214	0.239	0.249	0.212	0.272	0.329	0.319	0.277	0.376	0.482	0.408	1.000												
INS11	0.254	0.275	0.321	0.373	0.304	0.331	0.296	0.301	0.247	0.536	0.633	0.557	0.614	1.000											
NET2	0.243	0.240	0.293	0.281	0.266	0.322	0.370	0.354	0.310	0.340	0.476	0.397	0.716	0.545	1.000										
NET3	0.156	0.190	0.210	0.305	0.165	0.206	0.381	0.293	0.199	0.264	0.455	0.379	0.733	0.557	0.620	1.000									
NET9	0.284	0.240	0.264	0.322	0.244	0.276	0.355	0.376	0.341	0.321	0.586	0.431	0.652	0.680	0.671	0.614	1.000								
TRAIN3	0.467	0.559	0.530	0.498	0.473	0.576	0.487	0.464	0.417	0.075	0.303	0.105	0.158	0.231	0.291	0.229	0.272	1.000							
TRAIN7	0.702	0.618	0.647	0.707	0.511	0.716	0.666	0.681	0.609	0.273	0.422	0.191	0.292	0.348	0.373	0.263	0.351	0.518	1.000						
TRAIN9	0.578	0.544	0.523	0.537	0.519	0.581	0.495	0.550	0.514	0.140	0.346	0.155	0.235	0.310	0.377	0.250	0.366	0.666	0.627	1.000					
FORM2	0.671	0.563	0.577	0.867	0.446	0.634	0.558	0.605	0.531	0.220	0.386	0.220	0.229	0.308	0.290	0.268	0.320	0.483	0.745	0.546	1.000				
FORM4	0.660	0.482	0.543	0.567	0.460	0.592	0.746	0.732	0.612	0.204	0.313	0.132	0.240	0.272	0.328	0.217	0.371	0.456	0.731	0.542	0.596	1.000			
FORM5	0.684	0.650	0.671	0.684	0.602	0.741	0.611	0.641	0.618	0.268	0.394	0.200	0.216	0.314	0.324	0.205	0.323	0.557	0.808	0.667	0.710	0.746	1.000		
TIME1	0.237	0.235	0.327	0.379	0.271	0.351	0.267	0.243	0.163	0.103	0.280	0.196	0.194	0.227	0.263	0.198	0.214	0.311	0.327	0.338	0.393	0.253	0.348	1.000	
TIME2	0.265	0.313	0.308	0.299	0.274	0.346	0.252	0.289	0.215	0.091	0.189	0.080	0.145	0.206	0.281	0.157	0.172	0.258	0.323	0.382	0.336	0.313	0.355	0.635	1.000
TIME3	0.207	0.229	0.326	0.353	0.286	0.364	0.286	0.264	0.134	0.100	0.244	0.131	0.199	0.194	0.239	0.197	0.170	0.311	0.326	0.361	0.366	0.288	0.356	0.906	0.663
PLACE3	0.500	0.638	0.515	0.489	0.528	0.573	0.614	0.593	0.488	0.166	0.287	0.133	0.235	0.257	0.237	0.196	0.270	0.477	0.572	0.505	0.423	0.629	0.525	0.195	0.225
PLACE4	0.484	0.613	0.453	0.508	0.520	0.524	0.454	0.467	0.514	0.193	0.300	0.160	0.245	0.260	0.254	0.206	0.277	0.478	0.484	0.538	0.473	0.483	0.657	0.220	0.305
POSS1	0.326	0.359	0.394	0.468	0.265	0.453	0.342	0.363	0.259	0.145	0.298	0.145	0.172	0.252	0.142	0.185	0.227	0.304	0.490	0.350	0.440	0.400	0.521	0.366	0.316
POSS2	0.280	0.329	0.373	0.339	0.320	0.428	0.292	0.287	0.216	0.187	0.266	0.184	0.206	0.240	0.168	0.189	0.182	0.325	0.352	0.385	0.315	0.319	0.370	0.510	0.471
POSS3	0.284	0.339	0.349	0.350	0.317	0.397	0.264	0.266	0.210	0.188	0.276	0.212	0.205	0.246	0.157	0.179	0.205	0.272	0.331	0.351	0.311	0.289	0.340	0.530	0.491
RESO1	0.768	0.505	0.463	0.614	0.431	0.528	0.554	0.648	0.752	0.161	0.281	0.101	0.152	0.156	0.180	0.108	0.275	0.354	0.662	0.486	0.653	0.659	0.637	0.180	0.226
RESO2	0.825	0.605	0.514	0.623	0.494	0.580	0.580	0.646	0.763	0.135	0.286	0.100	0.123	0.163	0.201	0.086	0.272	0.419	0.680	0.537	0.654	0.739	0.709	0.234	0.272
RESO3	0.797	0.606	0.569	0.589	0.505	0.632	0.545	0.685	0.807	0.157	0.296	0.103	0.148	0.181	0.246	0.092	0.261	0.435	0.696	0.545	0.633	0.685	0.707	0.213	0.279
RESO4	0.789	0.654	0.602	0.636	0.543	0.667	0.599	0.672	0.755	0.207	0.401	0.206	0.188	0.228	0.275	0.156	0.308	0.439	0.739	0.561	0.680	0.702	0.759	0.282	0.305
MANA2	0.641	0.627	0.621	0.798	0.481	0.679	0.507	0.585	0.565	0.301	0.467	0.284	0.288	0.394	0.367	0.325	0.366	0.530	0.757	0.623	0.886	0.557	0.732	0.380	0.382
MANA3	0.556	0.659	0.590	0.727	0.486	0.650	0.506	0.553	0.516	0.316	0.467	0.250	0.316	0.418	0.384	0.344	0.400	0.553	0.678	0.588	0.671	0.538	0.665	0.331	0.330
MANA8	0.660	0.577	0.708	0.703	0.473	0.777	0.570	0.643	0.609	0.115	0.292	0.083	0.203	0.201	0.246	0.195	0.251	0.505	0.752	0.550	0.715	0.674	0.725	0.376	0.370
MANA9	0.510	0.583	0.674	0.675	0.386	0.739	0.502	0.563	0.482	0.277	0.395	0.250	0.257	0.328	0.327	0.272	0.319	0.556	0.631	0.554	0.638	0.541	0.615	0.384	0.423
HUMA1	0.608	0.453	0.430	0.577	0.436	0.475	0.797	0.619	0.484	0.162	0.280	0.127	0.233	0.226	0.283	0.237	0.302	0.409	0.643	0.478	0.555	0.794	0.574	0.258	0.255
HUMA2	0.603	0.485	0.539	0.620	0.485	0.578	0.828	0.695	0.560	0.187	0.282	0.162	0.216	0.241	0.249	0.213	0.278	0.495	0.719	0.532	0.650	0.779	0.670	0.325	0.289
HUMA3	0.620	0.484	0.514	0.647	0.461	0.561	0.828	0.699	0.554	0.198	0.317	0.171	0.218	0.254	0.259	0.210	0.294	0.456	0.769	0.502	0.691	0.797	0.682	0.299	0.252
HUMA4	0.587	0.497	0.586	0.665	0.472	0.652	0.670	0.678	0.542	0.138	0.265	0.115	0.191	0.173	0.244	0.197	0.257	0.471	0.719	0.487	0.707	0.731	0.666	0.344	0.305
HUMA5	0.639	0.584	0.637	0.667	0.451	0.704	0.617	0.681	0.580	0.140	0.276	0.089	0.181	0.185	0.222	0.164	0.233	0.560	0.750	0.557	0.673	0.725	0.723	0.377	0.322
HUMA6	0.624	0.533	0.552	0.693	0.463	0.617	0.782	0.692	0.560	0.210	0.331	0.183	0.231	0.244	0.285	0.225	0.292	0.491	0.757	0.535	0.735	0.745	0.716	0.343	0.296
IMAG3	0.581	0.594	0.590	0.740	0.522	0.651	0.491	0.528	0.481	0.294	0.394	0.205	0.300	0.361	0.312	0.263	0.363	0.528	0.624	0.615	0.690	0.570	0.686	0.340	0.316
IMAG4	0.759	0.625	0.612	0.649	0.619	0.680	0.667	0.688	0.672	0.249	0.360	0.189	0.244	0.307	0.346	0.214	0.369	0.492	0.784	0.586	0.675	0.768	0.785	0.338	0.353

Table 4.21 (Continued)

	TITD1	TITD2	TITD3	TITD4	TITD5	TITD6	TITD7	TITD8	TITD9	INS2	INS7	INS8	INS10	INS11	NET2	NET3	NET9	TRAIN3	TRAIN7	TRAIN9	FORM2	FORM4	FORM5	TIME1	TIME2
IMAG5	0.590	0.696	0.584	0.559	0.574	0.654	0.618	0.627	0.625	0.254	0.383	0.244	0.266	0.318	0.300	0.211	0.322	0.459	0.670	0.502	0.589	0.594	0.709	0.242	0.286
IMAG6	0.608	0.691	0.653	0.664	0.577	0.715	0.577	0.645	0.627	0.259	0.369	0.189	0.214	0.305	0.243	0.187	0.295	0.436	0.690	0.511	0.699	0.635	0.748	0.238	0.262
IMAG7	0.663	0.632	0.694	0.837	0.572	0.754	0.571	0.638	0.578	0.301	0.418	0.248	0.190	0.359	0.259	0.218	0.313	0.477	0.788	0.559	0.839	0.654	0.821	0.371	0.321
TIME3	1.000																								
PLACE3	0.201	1.000																							
PLACE4	0.258	0.583	1.000																						
POSS1	0.403	0.328	0.316	1.000																					
POSS2	0.546	0.323	0.279	0.543	1.000																				
POSS3	0.546	0.302	0.268	0.544	0.913	1.000																			
RESO1	0.149	0.416	0.471	0.294	0.227	0.203	1.000																		
RESO2	0.195	0.477	0.520	0.336	0.232	0.252	0.807	1.000																	
RESO3	0.181	0.460	0.499	0.323	0.197	0.210	0.784	0.903	1.000																
RESO4	0.250	0.462	0.497	0.398	0.243	0.271	0.726	0.895	0.873	1.000															
MANA2	0.358	0.431	0.539	0.430	0.406	0.395	0.585	0.582	0.577	0.637	1.000														
MANA3	0.325	0.487	0.579	0.415	0.375	0.365	0.470	0.475	0.485	0.557	0.801	1.000													
MANA8	0.386	0.516	0.461	0.454	0.389	0.373	0.660	0.674	0.673	0.690	0.648	0.628	1.000												
MANA9	0.403	0.550	0.511	0.459	0.457	0.423	0.452	0.474	0.489	0.516	0.723	0.743	0.730	1.000											
HUMA1	0.291	0.553	0.442	0.353	0.223	0.218	0.586	0.629	0.563	0.592	0.442	0.470	0.586	0.432	1.000										
HUMA2	0.332	0.591	0.467	0.409	0.305	0.276	0.648	0.690	0.625	0.657	0.555	0.481	0.645	0.539	0.814	1.000									
HUMA3	0.293	0.626	0.443	0.420	0.295	0.265	0.634	0.693	0.619	0.666	0.587	0.513	0.656	0.532	0.813	0.911	1.000								
HUMA4	0.349	0.552	0.457	0.446	0.336	0.326	0.612	0.686	0.631	0.696	0.613	0.548	0.764	0.625	0.682	0.772	0.807	1.000							
HUMA5	0.387	0.561	0.520	0.488	0.398	0.383	0.649	0.672	0.671	0.680	0.592	0.611	0.859	0.692	0.660	0.712	0.680	0.762	1.000						
HUMA6	0.349	0.558	0.496	0.485	0.337	0.326	0.629	0.701	0.636	0.717	0.624	0.568	0.734	0.590	0.789	0.862	0.912	0.877	0.766	1.000					
IMAG3	0.331	0.455	0.568	0.369	0.363	0.343	0.539	0.537	0.539	0.537	0.680	0.786	0.657	0.665	0.539	0.535	0.561	0.562	0.673	0.601	1.000				
IMAG4	0.327	0.557	0.487	0.439	0.342	0.332	0.682	0.796	0.765	0.793	0.646	0.579	0.693	0.548	0.663	0.737	0.757	0.712	0.673	0.773	0.603	1.000			
IMAG5	0.267	0.612	0.545	0.418	0.301	0.297	0.535	0.612	0.599	0.664	0.616	0.542	0.566	0.525	0.517	0.610	0.656	0.599	0.522	0.668	0.460	0.791	1.000		
IMAG6	0.206	0.677	0.588	0.413	0.274	0.253	0.578	0.617	0.619	0.651	0.681	0.624	0.640	0.572	0.497	0.588	0.643	0.613	0.613	0.654	0.598	0.730	0.831	1.000	
IMAG7	0.336	0.525	0.538	0.519	0.323	0.327	0.645	0.707	0.689	0.764	0.787	0.691	0.723	0.632	0.566	0.669	0.697	0.708	0.686	0.740	0.688	0.790	0.709	0.835	1.000

4.5.3 The Descriptive Statistics Analysis

The data revealed of table show the descriptive statistics analysis variables of the model the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The result standard deviations are all less than 1.5 (30% of mean); therefore, the data is not widely dispersed from the mean. The result show mean scores range from 3.946-4.623 and the Variance cores range from 0.298-0.640. And the measures of Skew ness and Kurtosis, the result show negatively skew ness scores range from-1.282 to-0.272 are and the kurtosis mesocratic scores range from -0.879 to 2.235

Table 4.22 Descriptive Statistics Analysis the Variables of the Model the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists

Variables	N	Mean	Variance	Skewness	Kurtosis	Min	Max	% with		Percentiles			
								Min	Max	20%	/60%	40%	80%
TITD1	350	4.543	0.345	-0.885	-0.213	3	5	4.86%	59.14%	4	5	4	5
TITD2	350	4.417	0.329	-0.355	-0.771	3	5	4.29%	46.00%	4	5	4	5
TITD3	350	4.54	0.363	-1.174	1.497	2	5	0.86%	58.86%	4	5	4	5
TITD4	350	4.534	0.346	-1.017	0.914	2	5	0.57%	57.71%	4	5	4	5
TITD5	350	4.511	0.376	-1.086	1.208	2	5	0.86%	56.57%	4	5	4	5
TITD6	350	4.557	0.35	-1.217	1.713	2	5	0.86%	60.00%	4	5	4	5
TITD7	350	4.543	0.391	-1.249	1.404	2	5	0.86%	60.57%	4	5	5	5
TITD8	350	4.506	0.41	-1.197	1.426	2	5	1.14%	57.43%	4	5	4	5
TITD9	350	4.517	0.37	-1.019	0.766	2	5	0.57%	57.14%	4	5	4	5
INS1	350	4.074	0.549	-0.836	1.506	1	5	0.57%	27.14%	4	4	4	5
INS2	350	4.169	0.62	-0.763	0.4	1	5	0.29%	37.43%	4	4	4	5
INS3	350	3.946	0.594	-0.917	1.802	1	5	1.14%	20.57%	3	4	4	5
INS10	350	4.28	0.573	-0.673	-0.443	2	5	1.14%	45.43%	4	5	4	5
INS11	350	4.234	0.591	-0.842	0.587	1	5	0.29%	41.14%	4	5	4	5
NET1	350	4.409	0.567	-1.071	0.393	2	5	1.71%	55.43%	4	5	4	5
NET2	350	4.363	0.523	-0.989	0.686	2	5	2.00%	48.86%	4	5	4	5
NET3	350	4.314	0.484	-0.565	-0.611	2	5	0.29%	44.57%	4	5	4	5
TRAIN1	350	4.371	0.405	-0.641	0.067	2	5	0.57%	45.14%	4	5	4	5

Table 4.22 (Continued)

Variables	N	Mean	Variance	Skewness	Kurtosis	Min	Max	% with Min	% with Max	20%	/60%	40%	80%
TRAIN2	350	4.529	0.341	-0.801	-0.349	3	5	4.57%	57.43%	4	5	4	5
TRAIN3	350	4.394	0.462	-0.734	-0.374	2	5	0.29%	50.29%	4	5	4	5
FORM1	350	4.54	0.374	-1.127	0.941	2	5	0.57%	59.71%	4	5	4	5
FORM2	350	4.583	0.317	-0.952	-0.107	3	5	3.71%	62.00%	4	5	5	5
FORM3	350	4.583	0.312	-0.921	-0.179	3	5	3.43%	61.71%	4	5	5	5
TIME1	350	4.377	0.521	-0.981	0.541	2	5	1.71%	50.29%	4	5	4	5
TIME2	350	4.277	0.64	-1.075	1.344	1	5	0.86%	46.00%	4	5	4	5
TIME3	350	4.417	0.495	-1.282	2.502	1	5	0.57%	52.00%	4	5	4	5
PLACE1	350	4.42	0.312	-0.272	-0.879	3	5	3.43%	45.43%	4	5	4	5
PLACE2	350	4.374	0.366	-0.401	-0.669	3	5	6.57%	44.00%	4	5	4	5
POSS1	350	4.42	0.375	-0.551	-0.61	3	5	6.57%	48.57%	4	5	4	5
POSS2	350	4.46	0.408	-0.77	-0.443	3	5	8.00%	54.00%	4	5	4	5
POSS3	350	4.409	0.413	-0.625	-0.599	3	5	8.57%	49.43%	4	5	4	5
RESO1	350	4.623	0.298	-1.078	0.141	3	5	3.14%	65.43%	4	5	5	5
RESO2	350	4.589	0.316	-0.978	-0.055	3	5	3.71%	62.57%	4	5	5	5
RESO3	350	4.554	0.396	-1.169	0.569	2	5	0.29%	62.57%	4	5	5	5
RESO4	350	4.56	0.366	-1.042	0.054	3	5	6.00%	62.00%	4	5	5	5
MANA1	350	4.489	0.398	-1.048	0.951	2	5	0.86%	55.43%	4	5	4	5

Table 4.22 (Continued)

Variables	N	Mean	Variance	Skewness	Kurtosis	Min	Max	% with		Percentiles			
								Min	Max	20%	/60%	40%	80%
MANA2	350	4.443	0.395	-0.75	-0.107	2	5	0.29%	51.43%	4	5	4	5
MANA3	350	4.571	0.331	-0.957	-0.085	3	5	4.29%	61.43%	4	5	5	5
MANA4	350	4.466	0.443	-1.037	0.61	2	5	0.86%	55.43%	4	5	4	5
HUMA1	350	4.589	0.345	-1.108	0.217	3	5	5.14%	64.00%	4	5	5	5
HUMA2	350	4.583	0.329	-1.008	0.017	3	5	4.29%	62.57%	4	5	5	5
HUMA3	350	4.574	0.342	-1.02	0.038	3	5	4.86%	62.29%	4	5	5	5
HUMA4	350	4.606	0.319	-1.088	0.186	3	5	4.00%	64.57%	4	5	5	5
HUMA5	350	4.574	0.336	-0.996	-0.009	3	5	4.57%	62.00%	4	5	5	5
HUMA6	350	4.6	0.331	-1.114	0.242	3	5	4.57%	64.57%	4	5	5	5
IMAG1	350	4.474	0.358	-0.742	0.003	2	5	0.29%	52.57%	4	5	4	5
IMAG2	350	4.611	0.295	-0.986	-0.081	3	5	2.86%	64.00%	4	5	5	5
IMAG3	350	4.534	0.317	-0.71	-0.527	3	5	3.43%	56.86%	4	5	4	5
IMAG4	350	4.529	0.323	-0.811	0.175	2	5	0.29%	56.29%	4	5	4	5
IMAG5	350	4.594	0.327	-1.336	2.235	2	5	0.86%	62.86%	4	5	5	5

4.6 Structural Equation Modeling

Structural Equation Modeling (SEM) has become one of the techniques for researchers across disciplines. Therefore, this section aims to study the model with the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourist. This model analyses the relationships among various constructs to see the relationships among various constructs, as shown in Figure 4.5 and Figure 4.6

4.6.1 Structural Equation Modeling Analysis before Modification.

The result from SEM analysis prior to modification did not meet the acceptable threshold levels, which is consistent with the previous studies conducted by Hair et al. (1998), Bollen (1989), Hair, Anderson, Tatham, and Black (1998). The results came out as

Chi-Square $= 3881.866$, df $= 651$, Sig. $= 0.000 < 0.05$, and X/df. $= 5.963 > 3$. The results of the SEM analysis were not a reasonable fit to the seven indices of the model. The data on the basis of a number include Comparative Fit Index (CFI) $= 0.792 < 0.90$, (TLI) $= 0.776 < 0.90$, Root Mean Square Error of Approximation (RMSEA) $0.119 > 0.08$, and Standardized Root Mean Square Residual (SRMR) $= 0.08$ $3 > 0.08$. In Summary, the SEM analysis before modification was not strong enough and resulted in Lack of Fit, as shown in Figure 4.6 and table 4.22. The modification indices also suggested an improved model fit by adding a path connecting reports modification indices in table 4.23
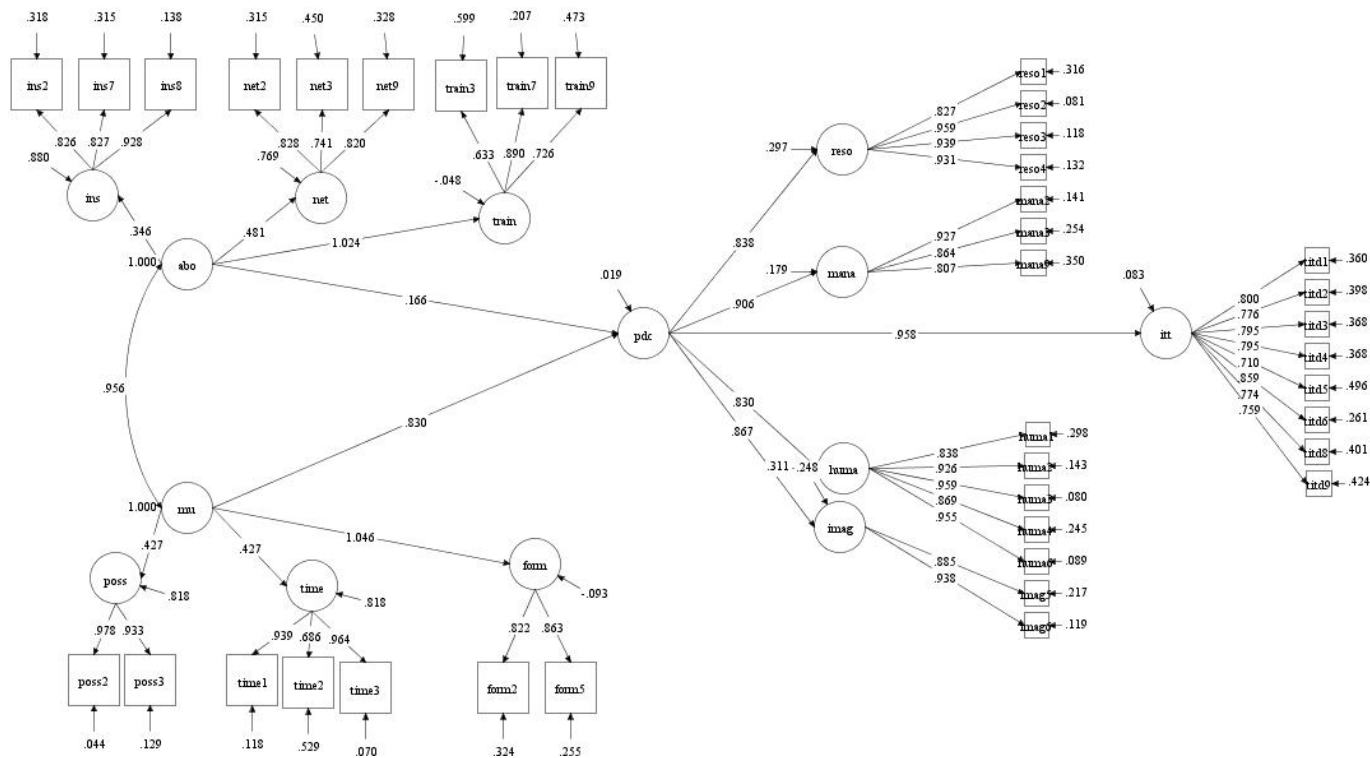
Figure 4.5 SEM Analyses the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists before Modification

Table 4.23 Fit Indices for Proposed the Model with the Causal Factors that Can
Affect the Tendency to Choose a Place in Andaman Cluster for Incentive
Travel for Malaysian Tourists before Modification

Index	Result	Criteria	References	Result
Chi-squareχ^2 /df	5.963	< 3	(Hair, et al., 2010)	Lack of fit
P-value	0.0000	> 0.05	(Hair, et al., 2010)	Lack of fit
CFI	0.792	> 0.90	(Marsh, Hau, & Wen, 2004)	Lack of fit
TLI	0.776	> 0.90	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Lack of fit
RMSEA	0.119	< 0.08	(Hu & Betler, 1999)	Lack of fit
SRMR	0.083	< 0.08	(Hu & Betler, 1999; Marsh, Hau & Wen, 2004)	Lack of fit

Table 4.24 The Modification Indices of SEM Analysis on the Causal Factors that
Can Affect the Tendency to Choose a Place in Andaman Cluster for
Incentive Travel for Malaysian Tourists

Variable	Path	Variable	Estimate	S.E.	Est./S.E.	p-value
TITD6	↔>	TITD3	999	999	999	999
INS3	↔>	INS1	0.568	0.036	15.679	0.000
RESO3	↔>	RESO2	0.493	0.060	8.262	0.000
HUMA2	↔>	HUMA1	0.395	0.048	8.163	0.000
MANA4	↔>	MANA1	-0.545	0.198	-2.754	0.006
TIME3	↔>	TIME1	0.690	0.054	12.722	0.000

4.6.2 Structural Equation Modeling Analysis After Modification.

Figure 4.6 SEM Analysis on the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists after Modification

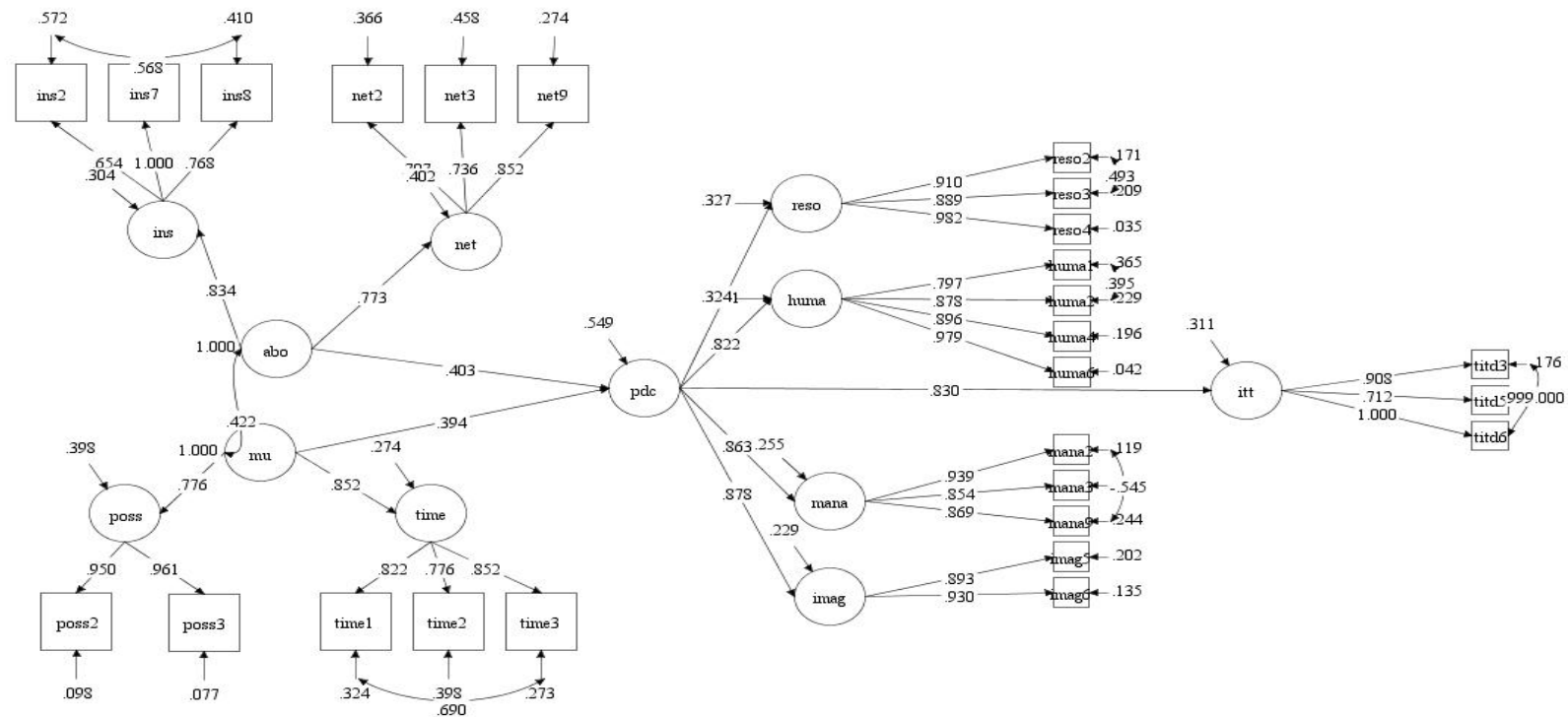The data revealed SEM analysis on the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The Chi-Square value is the traditional measure for evaluating overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariance matrices (Hu and Bentler, 1999). A good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007). The results were within acceptable threshold levels and consistent with the concepts by Hair, et al., (2010); Hu and Bentler (1999), Marsh, Hau, and Wen (2004) by Chi-Square (χ^2/df) < 3, P-value > 0.05, CLI, TLI < 0.90, SRMR < 0.08 RMSEA < 0.08. Furthermore, the results of the SEM analysis on the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists are demonstrated relatively a reasonable fit of the six index of model to the data on the basis of a number of fit statistics.

The Chi-Square value (χ^2/df) = 817.453/283 or 2.889, consistent with the concept by Hair et al. (2010), but P-value = 0.0000, which leads to Lack of Fit because a good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007).

Comparative Fit Index (CFI) = 0.942 > 0.90, consistent with the concept Marsh, Hau, and Wen, (2004). A good comparative Fit Index should more than 0.90. And a value of CFI more than 0.95 is presently recognized as indicative of good fit (Hu & Bentler, 1999)

Tucker-Lewis Index (TLI) = 0.934 < 0.90, consistent with the concepts by Hair et al., (2010); Hu and Bentler (1999); Marsh, Hau, and Wen (2004) is a measure of fit between the hypothesized model and the observed covariance matrix and a decent Goodness of Fit Index should more than 0.90.

Root Mean Square Error of Approximation (RMSEA) avoids issues of sample size by epresent the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix (Hooper, Coughlan, & Mullen, 2008). The result shows that RMSEA = 0.073 < 0.08, which meets the acceptable threshold levels and consistent with Hu and Betler's (1999) indicative of acceptable model fit.

Standardized Root Mean Square Residual (SRMR) represents the square root of the difference between the residuals of the sample covariance matrix and the

epresentsd covariance model. (Kline, 2005). The result shows that SRMR = 0.053 < 0.08, which meets the acceptable threshold levels and consistent with the concept studied by Hu and Betler (1999), Marsh, Hau, and Wen (2004) indicative of acceptable model fit.

The results in the table show SEM analysis with the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The results strongly suggest that each set of items epresents single underlying construct and provides evidence for discriminate validity or OK Fit. Overall, the data indicate an excellent fit for the testing model.

Table 4.25 Fit Indices for Proposed the Model on the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists

Index	Result	Criteria	References	Result
Chi-squareχ^2 /df	2.889	< 3	(Hair et al., 2010)	Good fit
P-value	0.0000	> 0.05	(Hair et al., 2010)	Lack of fit
CFI	0.942	> 0.90	(Marsh, Hau, & Wen, 2004)	Good fit
TLI	0.934	> 0.90	(Hu & Betler, 1999 ; Marsh, Hau, & Wen, 2004)	Good fit
RMSEA	0.073	< 0.08	(Hu & Betler, 1999)	Good fit
SRMR	0.053	< 0.08	(Hu & Betler, 1999; Marsh, Hau, & Wen, 2004)	Good fit

Table 4.26 Statistics Analysis of the SEM Model on the Causal Factors that Can
Affect the Tendency to Choose a Place in Andaman Cluster for Incentive
Travel for Malaysian Tourists

Variable	Path	Variable	Estimate	S.E.	Est./S.E.	p-value
PDC	→	ITT	0.830	0.020	41.666	0.000
ABO	→	PDC	0.403	0.059	6.798	0.000
MU	→	PDC	0.394	0.060	6.525	0.000

The data revealed of statistics for fit confirm model structural equation modeling
(SEM) analysis the model

Table 4.27 The Summary Coefficients Indirect Effect the Structural Equation Modeling
Analysis of the Model the Causal Factors that Can Affect the Tendency
to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian
Tourists

Variable	Effect	PDC	ITT
ABO	Direct Effects	0.403**	-
	Indirect Effects	-	0.334**
MU	Direct Effects	0.394**	-
	Indirect Effects	-	0.327**
	R^2	0.451	0.689

Note: **p< 0.01

The data revealed of summary direct effect and indirect effect the structural
equation modeling analysis of the model the causal factors that can affect the tendency
to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The
result found Activity based orientation the effect are 0.403and the second are The
Marketing Utility have influence to trend to decide incentive tourist are highest of the
total effect are 0.394 , and the model was able to explain influence to change at rate

45.10%. Furthermore, the result show Activity based orientation have indirect effect influence to Intention to travel at 0.334, and Marketing Utility have indirect effect influence to Intention to travel at 0.327 the total and the model was able to explain 68.90%.

From the graph, after analyzing the model with R-SQUARE, shows that the model can be used to define Perceived Destination Competitiveness at 45.10% as well as the intention to travel at 68.90%.

Table 4.28 Summary Hypothesized the Model the Causal Factors that Can Affect the Tendency to Choose a Place in Andaman Cluster for Incentive Travel for Malaysian Tourists

	Hypothesis	Result	Effect	Coefficients
H1	Activity based orientation has a significant positive impact to perceived destination competitiveness.	Accept H1	Direct	0.403**
H2	Marketing utility has a significant positive impact to perceived destination competitiveness.	Accept H2	Direct	0.394**
H3	Perceived destination competitiveness has a significant positive impact to the intention to travel.	Accept H3	Direct	0.830**

The data revealed summary hypothesized the model the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists of the structural equation modeling analysis provider explain hypothesis as follows;

The analysis result to the research hypothesis

From the above analysis result, the researchers can present their findings in response to research questions and research hypothesis with the following details: Based on the research question 2 "What is antecedent influencing the perceived destination competitiveness of incentive travel of Andaman Cluster," the researcher

has specified hypothesis no. 1, 2, and 3 to answer the research questions mentioned above as follows:

Hypothesis 1: Activity based orientation has a significant positive impact to perceived destination competitiveness.

From the experiment result, it is found that Activity based oriented has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05 perceived destination competitiveness has received path coefficient from activity based oriented equaled to 0.297 and it is a direct efficient equaled to 0.403. It can be described that it more importance is focused on activity based oriented, the occurrence of perceived destination competitiveness will be increased.

Hypothesis 2: Marketing utility has a significant positive impact to perceived destination competitiveness.

From the experiment result, it is found that Marketing utility (MU) has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05, perceived destination competitiveness has received path coefficient from Marketing utility (MU) equaled to 0.964 and it is a direct efficient equaled to 0.964. It can be described that it more importance is focused on perceived destination competitiveness (PDC), the occurrence of incentive travel behavior will be increased.

From the research question3 "What is determine causal relationship of factors influencing the tendency of decision making in choosing tourist destinations in Andaman Cluster for incentive travel for Malaysian Destination management company," the researcher has specified 1 hypotheses to answer the above research questions a follows:

Hypothesis 3: Perceived destination competitiveness has a significant positive impact to the intention to travel.

From the experiment result, it is found that perceived destination competitiveness has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05, and perceived destination competitiveness received Path coefficient from intention to travel equaled to 0.830, which is direct efficient equaled to 0.830 can describe that if perceived destination competitiveness (PDC) is more focused, the intention to travel will be increased.

It means that when incentive travel behavior is focused, Activity based oriented and marketing utility will create more intention to travel, especially on Activity based orientation which has the most indirect efficient.

CHAPTER 5

DISCUSSION CONCLUSION AND RECOMMENDATIONS

This research studied the determinants of decision-making in choosing tourism destinations of incentive travel for Malaysian companies to the Andaman Cluster.

The solution methodologies that can be used to obtain an appropriate incentive travel model can be divided into the following objectives:

1) To identify travel behaviours in choosing incentive travel destinations of a Malaysian Destination Management Company in the Andaman cluster

2) To examine antecedents influencing the perceived destination competitiveness of incentive travel to the Andaman cluster

3) To determine the causal relationships between the factors influencing decision-making in choosing tourist destinations in the Andaman cluster for incentive travel using a Malaysian Destination Management Company

The study aims to investigate the current situation and context of incentive travel in the Andaman Cluster covering Phuket, Phang Nga, and Krabi provinces in order To determine causal relationship of factors influencing the tendency of decision making in choosing tourist destinations in Andaman Cluster for incentive travel for Malaysian Destination management. A total of 350 questionnaires from Malaysian executives and destination management organization as the samples. The reliability and validity analysis the result show the Cronbach's Alpha ranged from 0.821 to 0.907 and in overall variables Cronbach's alpha 0.890 which is greater than the standardized definition and validity analysis. descriptive statistics analysis variables of the model the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. And analyzed using SPSS and Mplus to analyze the researcher conducted detailed analysis and conclusions as follow:

5.1 Conclusions

The researcher conducted detailed analysis and conclusions are as follow:

5.**1.1 Objective 1**: **To Identify Travel Behaviours in Choosing Incentive Travel Destinations of a Malaysian Destination Management Company in the Andaman Cluster**

5.1.1.1 From the study of all 350 samples, it was concluded that most of the population are male and most of them have an age range of 41 to 50 years old, and the least is over 60 years old. Most of the population believes in Islam, and Brahmanism/Hinduism is the least among the samples. The education level that most people have is bachelor degree, and the least is below bachelor degree. It was also concluded that most people are working as a manager, and the employment position that had the least people is marketing executive. Most of the samples are married, and the least are divorcedor widowed. Most people from the sample have their income of at least 100,000 MYR, and the lowest number is between 30,001 to 50,000 MYR.

5.1.1.2 From the study of the behavior of the samples, it concluded that most people would like to travel between 1 to 2 times a year, and next is between 3 to 5 times a year. Most of the time when traveling will have the duration of about 3 to 5 days, followed by 1 to 2 days. Most of the samples also have the habit of traveling alone, and the least is traveling with their business partners. While traveling, most of the time, the group will be around 51 to 100 people, and the least is traveling with more than 100 people in a group. From what the research had concluded, most of the tourists have been to Andaman Cluster between 2 to 5 times, and the least is coming for the first time. Most of them spend around 1,001 to 3,000 MYR, while the least of the samples spend more than 5,000 MYR per trip. In a 1 year time frame, most people travel once, and the least number is at 4 to 5 times a year. The information received was mostly from social medias and internet, and the least information are received from posters and brochure, and the thing that has the most effect on their consideration of the destinations is their opinions, and the thing that had the least effect are from other people, aside from executives, co-workers in the company, and travel agencies.

5.1.2 Objective 2: To Examine Antecedent Influencing the Perceived Destination Competitiveness of Incentive Travel of Andaman Cluster Path Analysis

5.1.2.1 Activity based oriented has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05 perceived destination competitiveness has received path coefficient from activity based oriented equaled to 0.297 and it is a direct efficient equaled to 0.403

5.1.2.2 Marketing utility (MU) has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05 perceived destination competitiveness has received path coefficient from Marketing utility (MU) equaled to 0.964 and it is a direct efficient equaled to 0.394

5.1.2.3 Perceived destination competitiveness has positive efficient towards perceived destination competitiveness (PDC) with statistical significant at level 0.05, and perceived destination competitiveness received Path coefficient from intention to travel equaled to 0.830, which is direct efficient equaled to 0.830

5.1.3 Objective 3: To Determine Causal Relationship of Factors Influencing the Tendency of Decision Making in Choosing Tourist Destinations in Andaman Cluster for Incentive Travel for Malaysian Destination Management Company

The data revealed SEM analysis on the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The Chi-Square value is the traditional measure for evaluating overall model fit and assesses the magnitude of discrepancy between the sample and fitted covariance matrices (Hu & Bentler, 1999). A good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007). The results were within acceptable threshold levels and consistent with the concepts by Hair et al., (2010); Hu and Bentler (1999); Marsh, Hau, and Wen (2004) by Chi-Square (x^2 / df) < 3, P-value > 0.05, CLI , TLI < 0.90 , SRMR < 0.08 RMSEA < 0.08. Furthermore, the results of the SEM analysis on the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists are demonstrated relatively a reasonable fit of the six index of model to the data on the basis of a number of fit statistics.

The Chi-Square value (x^2/df) = 817.453/283 or 2.889, consistent with the concept by Hair et al. (2010), but P-value = 0.0000, which leads to Lack of Fit because a good model fit would provide an insignificant result at a 0.05 threshold (Barrett, 2007).

Comparative Fit Index (CFI) = 0.942 > 0.90, consistent with the concept Marsh, Hau, and Wen, (2004). A good comparative Fit Index should more than 0.90. And a value of CFI more than 0.95 is presently recognized as indicative of good fit (Hu & Bentler, 1999)

Tucker-Lewis Index (TLI) = 0.934 < 0.90, consistent with the concepts by Hair et al., (2010); Hu and Bentler (1999); Marsh, Hau, and Wen (2004) is a measure of fit between the hypothesized model and the observed covariance matrix and a decent Goodness of Fit Index should more than 0.90.

Root Mean Square Error of Approximation (RMSEA) avoids issues of sample size by analyzing the discrepancy between the hypothesized model, with optimally chosen parameter estimates, and the population covariance matrix (Hooper, Coughlan, and Mullen, 2008). The result shows that RMSEA = 0.073 < 0.08, which meets the acceptable threshold levels and consistent with Hu and Betler's (1999) indicative of acceptable model fit.

Standardized Root Mean Square Residual (SRMR) represents the square root of the difference between the residuals of the sample covariance matrix and the hypothesised covariance model. (Kline, 2005). The result shows that SRMR = 0.053 < 0.08, which meets the acceptable threshold levels and consistent with the concept studied by Hu and Betler (1999), Marsh, Hau, and Wen (2004) indicative of acceptable model fit.

The results in the table show SEM analysis with the causal factors that can affect the tendency to choose a place in Andaman cluster for incentive travel for Malaysian tourists. The results strongly suggest that each set of items represents a single underlying construct and provides evidence for discriminate validity or OK Fit. Overall, the data indicate an excellent fit for the testing model

5.2 Discussion

5.2.1 The Research on the Determinants of Decision-Making in Choosing Tourism Destinations of Incentive Travel for Malaysian Companies to Andaman Cluster Can be Discussed According to the Hypotheses as following:

Hypothesis 1: Activity-based orientation has a significant positive impact to perceived destination competitiveness.

It showed that good activity-based orientation would result in higher perceived destination competitiveness. With high competition in tourism industry these days, tourists have changed travel behavior. Therefore, it is essential to explore their behavior to achieve the utmost satisfaction of travel groups. It is also important to build up motivation for incentive travelers to enhance the competitive advantages of tourist destinations through the development of interesting tourist activities. Diverse activities and continual development should be matched with the requirements of tourists, based on existing local resources. The natural gorgeous sea view of the Andaman cluster is the significant capital of this tourist destination which attracts many tourists, particularly Malaysian incentive tourists. However, this scenery might not be enough to draw them for a return visit. As environmental resources are gradually being depleted, marine tourism has become one factor which arouses revisits. Therefore, the existence of multiple activities should be publicized among incentive travelers-these could either be the indoor activities like entertainment, or outdoor activities like travelling along the beaches and islands of the Andaman cluster. These activities could be arranged through communities, cultures, and religious sites, which could provide interesting cultural experiences for travelers and help create a unique cultural identity for the destination. Doing this could also develop connectivity between family members and the local citizens to further assist the goal of sustainable tourism. Ritchie and Crouch (1993) also discussed that a carefully selected and well-executed program of destination management can serve to improve destination competitiveness. A broad range of activities and roles might be incorporated, according to the tourism attractions/resources they prefer to develop. Consequently, as Crouch and Ritchie (1999) discussed, it should be noted that destination management activities and programs could enhance the

appeal of core tourism attractions/resources, strengthen the quality and effectiveness of the resources, and adjust certain constraints that tourism attractions have in terms of location, safety, and cost.

These research findings are consistent with the literature, both theoretical and research studies, which explain that activity-based orientation of destination attractiveness appears to be growing in importance as travelers increasingly seek experiences that go beyond the more passive visitation practices of the past. In the Experience economy, work is theatre and every business a stage. Pine and Gilmore (1999) argue that customer experience rather than customer service is a hallmark of new economic growth: 'Experiences are a fourth economic offering [the others being commodity, good, or service, as distinct from services as services are from goods.' The challenge facing tourism destination managers is to develop activities that take advantage of the natural physiography of the destination, while remaining consistent with the local culture and its values. For example, a 'nature-based' destination should take the opportunity to strengthen its appeal by developing activities that build on this strength; a 'historical/cultural' destination should creatively identify and develop activities that reinforce the foundations of its appeal.

Hypothesis 2: Marketing utility has a significant positive impact on perceived destination competitiveness.

Marketing utility affects perceived destination competitiveness, successful tourism marketing could add value to the destination and satisfy customer requirements. The market could establish the advantages which would result in perceived destination competitiveness. Possession utility would create the sense of belonging of tourist destinations among tourists. It would also develop motivation from tourism and tourist destinations, which would create positive feelings toward destinations. For time utility, tourists could be conveniently provided with optional tours when needed. The Andaman cluster is equipped with many optional tour channels, on the internet, along the beach, and at hotels which are very convenient.

Hypothesis 3: Perceived destination competitiveness has a significant positive impact on the intention to travel.

It has been demonstrated that perceived destination competitiveness affects the intention to travel amidst the current higher competitive marketing competition. This

stimulated the competitiveness advantages to be built up over the competitors. To fulfill tourist expectations, the travel behaviors of each tour group should be surveyed to distinguish each destination, as it is important to know what they are looking for and how their behaviors may have changed. Consequently, studying perceived destination competitiveness needs to explore many aspects, such as destination image, destination management, human resources, and other natural resources. It is essential to understand the requirement of the incentive tourists. Regarding the decision-making process, it was found that tourists are aware of many aspects of the intended destination. They consider the reputation of services and food; the variety of choices, the quality of local food, and seafood. The provision of Halal food for Muslim travelers, who are the majority population of Malaysia, (Namkung & Jang, 2007), and the well-regarded quality of service in Thailand could also be implemented as part of a marketing plan for promoting local food and service quality among tourist destinations within the Andaman cluster. (Ritchie & Crouch, 2003) Natural resources help make a destination attractive to visit and build foundations upon which a successful tourism industry is established (Dwyer & Kim, 2003), while local culture and traditions are the main forces for attracting future visitors (Ritchie & Crouch, 2003). Any commercial relationship between subjects of production and consumption is established by specific communication technology, which affect the competitive position of a destination on the tourism market, depending on which and how well the target resources are managed.

Having standard telecommunications, such as high speed Internet, was a good supportive factor which could attract tourists as they could access tourism information resources. Good telecommunications facilitating easy and cheap communication are another selling point of the Andaman cluster.

According to the analysis, human-related resources were found to be one of the most important factors (Ramona, Roxana, & Gheorhe, 2008) in supporting enhanced productivity and quality at all levels within organizations. Human resources are an important issue for the tourism industry.

As for the perception of Malaysian incentive tourists toward the Andaman cluster, especially regarding managerial skill, it was found that tourism was managed by professional and skillful personnel with good information technology capability.

These factors affected the perception of incentive tourist competitors. Malaysian people were able to positively reinforce potential and support tourism within the Andaman cluster. However, personnel development consumes time and huge budget. Proficiency in the English language was considered the most urgent matter to be solved.

From the analysis, it was found that the destination resource which affected the perceived destination competitiveness among the incentive travel the most was tour excursions. This is because the Andaman cluster possesses diverse natural resources: internationally renowned beautiful mountains and sea locations, and unique cultural traditions. This creates many forms of tourism. Tourists are provided with many choices which draws them back for revisits. World-famous tourist destinations in the Andaman cluster include Phi Phi Island and the Similan Islands. They comprise the strength of the Andaman cluster which can be highlighted in a marketing plan.

Regarding destination management, it was found that high quality telecommunication facilities are very important for incentive tourists, who travel to the Andaman cluster. Incentive tourists perceive the telecommunication facilities in the Andaman cluster, especially the internet, in a positive manner. They find communication fast and convenient. The Internet has become a vital support to many complex and critical functions in the tourism and hospitality industry and it has contributed to significant innovations within the industry. Due to the appearance of the Internet, there have been many changes in the tourism subjects business.

Therefore, for this study, the relationship between Perceived destination competitiveness and the intention to travel have a common variance has a positive influence on tourists' perceived destination competitiveness. The study utilizes factor analysis to discover the underlying dimensions of Perceived destination competitiveness determinants, and tourist satisfaction to test the moderating effect of intention to travel on the relationship between them. Therefore, their satisfaction, commitment, loyalty, motivation and productivity are the antecedents of customer loyalty and visit intention. This confirms recent work on the "tourism images" economy that posits that clients look beyond the product itself, and even the help employees give when assessing a retailer (Hill, Self, & Roche, 2002).

Therefore, for this study, the relationship between Perceived destination competitiveness and the intention to travel have a common variance has a positive

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The findings imply that destination managers and marketers need to pay more attention to high-involvement tourists since their perceived destination competitiveness are more influenced by their reported quality of tourism experience. However, for the low involvement tourists, destination managers and marketer need to specifically focus on the en-route experience for this group in addition to their on-site experiences, since this en-route experience is the only factor that impacts the relationship between tourism experience and destination competitiveness for low involvement tourists more than high involvement counterparts. In real business practice, however, it is difficult to recognize the involvement level of the visitors on the destination site except the gender, which is the significant demographic difference between the two groups. Furthermore, both groups value the on-site experience as the most important component of the quality of their overall tourism experience. Therefore, tourism destination companies need to provide the best experience that could be offered to every tourist.

It can be concluded from the findings of this study that destination managers and marketers need to take a serious and integrated approach to provide a high-quality experience package to tourists, so that it will be guaranteed that tourists feel they receive a good experience from the very beginning stage of planning the vacation to the very end of the process of recall or reflecting the whole trip. In this way, tourists will feel the competitive edge of the destination and perceive this specific place a superior and more competitive destination choice.

These findings were consistent with previous research (Bamberg et al., 2003; Quintal et al., 2010; Han et al., 2011; Tsai, Pan, & Lee, 2011; Greenslade & White, 2005) and provided good empirical support in the applications that the theory of planned behavior can advance our understanding of tourists' visit intention and can be

applied to creative tourism. In addition, this study found that all the variables of attitude, subjective norms and perceived behavioral control had a significant positive influences on creative tourists' visit intentions, which was consistent with the general rule of the theory of planned behavior, as the more favorable the attitude and subjective norm with respect to a behavior, and the greater the perceived behavioral control, the stronger should be an individual's intention to perform the behavior under consideration (Ajzen, 1991).

However, examination of hypothesis three also indicated that factors influencing the tendency of decision making in choosing tourist destinations were statistically significant in examining tourists' intention to visit creative tourism attractions. The reason we found was that the correlations between some factors or variables were too high. Thus, the unique variances of motivation factors and perceived value were too small to be statistically significant to explain visit intention, although the correlations between perceived value and visit intention were high. Thus, we may conclude that without the experience variable in the model, the perceived value may be statistically significant in predicting tourists' visit intention.

5.3 Research Limitation

While this research adds to the current literature on incentive travel, there are some limitations. The limitation of this research is very much qualitative and involved only the incentive tourism business owners. As a result, the information may be unableto provide overall aspects of management in Incentive travel.

Despite the limitation in term of small sample size and focus only incentive travel therefore, researcher would like to recommend of further study as below;

Future studies may adopt different approaches by use quantitative method with larger sample size.

1) Future studies should focus on other aspects of MICE industry which is the meeting convention and exhibition industry.

2) It is also recommended that the research could cover stakeholders in other parts of Thailand to provide much more comprehensive of management in Thailand.

3) The researcher gathered the information of the travel behavior of Malaysian Executives and DMC during the period that Ringgit Malaysia rate was down and that affected the tourism and expenses. Therefore, the researcher needed to be aware of the limitation prior to the application of research result.

4) The limitation on gathering data from the questionnaire with the executives such as the CEO, Managing Director, Manager or General Manager. The executives had the obligation to make decision on what the researcher was studying. Thus, they were the most appropriate group to provide information. The limitation on this information should be considered before applying the result as it was the perspective of the executives who could make decision on the incentive travel.

5.4 Recommendations

The researcher provided two parts of recommendation, the recommendation for the management of research result usage and the recommendation for the further researches as the following details.

5.4.1 Managerial Recommendations

The study on Incentive travel in Andaman cluster discovered that there were small numbers of research regarding Perceived destination competiveness. Besides, there were few literature reviews about the method to create the customer relationship management capability leading to the performance as well as the creation of competitive advantages. Findings indicated that the factors were incentive travel behavior, activity based orientation and marketing utility that had the positive direct effects on perceived destination competiveness. Moreover, it was found that Perceived destination competiveness had positive effect on the intention to travel. Thus, the results could be applied to the management as follows.

5.4.1.1 Incentive travel behavior has the positive direct effect on perceived destination competitiveness

Thus, it is to alert the executives of the relevant agencies to tourism in the Andaman cluster who are responsible for tourism business management to give importance to the incentive tourist behavior of the Malaysian executives and Destination management company (DMC) in the development as the tool for upgrading perceived

destination competitiveness. The study on tourist behavior in various aspects should be conducted in order to respond to their need for the long-term competitiveness of Andaman cluster area. The information integration of former customer database and the special facilitation to specific customers should be considered as the travel behavior of the tourist changes all the time. To satisfy them is very important in order to create the loyalty and this is the heart of tourism. Perceived destination competitiveness would not be successful if incentive tourist behavior is not recognized.

Further, all relevant sectors to the incentive travel should pay attention to and be aware of the response of employee to the use of information technology by promoting and supporting them to develop the understanding of incentive tourist's behavior how it is different from the other group in order to respond to the customer's need for the long-term competitiveness of tourism business.

5.4.1.2 Activity based orientation has the positive direct effect on perceived destination competitiveness

Thus, it is to alert the Andaman cluster and the persons who are responsible for the policy setting to give importance to the activity based orientation and use it as the tool for perceived destination competitiveness. The local executives should set policy and plan that emphasizes on tourism activities to allow tourists to have activities that respond to community, society and culture as well as the activities to preserve environment through learning. For example, CSR activity (Corporate Social Responsibility) is one of activities that build the responsibility of organization to the society. The activities are both inside and outside organization that give significance and be are aware of the social impact and are beneficial for the tourism resources in the area to coexist happily and sustainably. Consequently, the relationship between business or employees and the customers and community is better via tourism activities. Thus, the executives should encourage the employee to be determined and aware of the importance of environmental conservation, creating activities to conserve environment, including award employee who are creative in environmental conservation. This is because the employees who have knowledge of environment-friendly would be able to instruct customers for the environmentally friendly service as well as to invite customers to participate in environmental conservation activities in order to respond to the need of customers who are aware of environmental conservation. Furthermore,

the executives should have the communication activities by creating the image concerning the environmental responsibility, organizing activities or being the sponsor for community to preserve the environment. The investment in environmental business increases the business capital in short-term while enhances the capability and efficiency of business in long-term. This is because the importance of environmental and social context is the strategy to foster the business to survive in the high competition.

      5.4.1.3 Marketing utility has the positive direct effect on perceived destination competitiveness

     Thus, to have the better perceived destination competitiveness the importance of marketing utility should be recognized in order to use it as the tool for upgrading the competitiveness. Marketing is important to the consumers by building the satisfaction to the consumer, adding value to tourist attractions to be able to win over the competitors to create the quality service for customers as well as to promote the assessment of customer' satisfaction and to follow-up their satisfaction to allow the business to understand the need of customer and provide the valuable service to them to achieve the need of target customers. Moreover, it helps the business to have a quick response to the change of competitor as there are the increasing changes on the macro environment so the business may have opportunity or threat in operating business. Therefore, in order to perform the business to be in accordance with the change of environment, the business need to have the proficiency about the need of current customers and the customer-to-be, the customers information sharing among the departments and the quick response to the changes. Besides, focusing on marketing in the business helps to design and offer the excellent quality service to the tourists as it supports the business to collect and gather knowledge and learning constantly in the information of customers and competitors and build the superb value to customer and the competitiveness. Therefore, focusing on marketing helps to understand the customers' need and the external environment, including to have the capability to perform the efficient tasks that is consistent with each incident and the trend concerning with marketing in the future.

5.4.1.4 Perceived destination competitiveness has the positive direct
effect on intention to travel

Incentive travel behavior, activity based oriented and marketing utility should be focused on since they affect the perceived destination competitiveness which leads to the intention to travel that creates the perception and competitive advantages as the basement of the business capability and sustainability to build the competitive advantages in incentive travel.

5.4.2 Recommendation for Further Research

Findings of this research can be used as the guidelines for the further research as following details.

1) Further research should apply quality research method by conducting focus group or in-depth interview with the tourism stakeholder in the area to study and find the supportive factors of decision making on the tourist destination. Moreover, the tourism business should pay more attention on the development and use it as the tool for upgrading the competitiveness.

2) Other factors should be focused on the further research such as the responsibility of incentive tourists.

3) Model and variables of this research should be reapplied in the research on other service businesses in the context of Thailand or other countries to examine the model whether it is consistent with the empirical data.

4) The comparison on the capability of tourist attractions to support the incentive tourist should be conducted to examine the area management level. This is because the different level of standard in each level may affect the satisfaction level of the incentive tourist and their decision making on the revisit.

5) The government can be used as a guideline for both public and private sectors to maintain the competitiveness of the industry. The major problems with MICE industry, pointed by the respondents, were the inconvenience of transportation system, safety and security of the venue, insufficient and variety of dining room and restaurant at the venue and appearance of the announcement and signage.

6) In the future, Thailand will be promoted as MICE hubs of Asia. Not only the variety of tourism resources such as temples, beautiful beaches and shopping

center but also the standard of meeting facilities will helps Thailand to become the leading MICE industry in Asian region. As the government planned to promote the advantages to hold meeting and exhibition in Thailand, private sectors such as convention and exhibition center have to develop their facilities in order to maintain the competitiveness of the industry.

7) The recommendation on the future study, the researcher would recommend to study on the new technology, facilities and the human recourses in the MICE industry. Regarding to the globalization, the new technology and equipment will help the venue and destination to maintain and develop the competitiveness of the destination. Furthermore human resources in mice industry still lack of skills and industry knowledge. The study on Incentive travel industry human resources will help Andaman to compete against the international market.

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APPENDIX

| A development model of strategic planning in promoting incentive travel program among Malaysian tourists to Andaman cluster (Phuket, PhangNga and Krabi) |

QUESTIONNAIRE

Introduction: This questionnaire is part of the research undertaken in a doctoral degree study in the doctoral program in integrated tourism management at the National Institute of Development Administration (NIDA).

The purpose of this research study is to find out the decision-making factors of incentive travel destinations among Malaysian tourists for the Andaman cluster (Phuket, PhangNga, Krabi) and to provide policy makers in the relevant industry strategic suggestions for sustaining competitiveness. This research project gives significant contribution to not only universities to develop innovative R & D for sake of the overall society and commercial purpose.

Definition: Incentive Travel: means reward or remuneration for the achievements made in performances of work, which are normally given by a company or a private entity to its staff who have succeeded in their sales or work performance, in the form of touring or taking rest in the country or aboard. In some case, this tour may include the reward in a form of travelling to participate in a meetings, a seminar to further encourage inspiration, presenting the new products, or for training to enhance skills.

Instructions:

In total, there are 5 parts 6 pages. (including this page) Please answer every question and be assured that your responses are strictly confidential, only aggregate reports are reported.

Thank you in advance for your time and effort in contributing to this study.

<div style="text-align:right">

Cherdchai Klinthongchai,

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Part I: Respondent's General Information

1. Gender: ☐ Male ☐ Female

2. Age

   ☐ 20-30 years old ☐ 31-40 years old

   ☐ 41-50 years old ☐ above 60 years old

3. Religion:

   ☐ Buddhism ☐ Christianity ☐ Brahmanism/Hinduism

   ☐ Islamic ☐ Sikh ☐ Taoism

   ☐ Irreligious ☐ Others (please specify) ....

4. Education:

   ☐ Below Bachelor Degree ☐ Bachelor Degree

   ☐ postgraduate ☐Others……………

5. Average annual income: _____/Year(Currency : MYR)

6. Marital status:

   ☐ Single ☐ Married ☐ Divorced/ widowed

7. Position:……………………………

Part II: Incentive Tourist Behavior

We would like to ask you to indicate whether you agree or disagree with the following

statements and to what extent on a scale 1-5

(1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

1. Incentive Travelling abroad frequency: _____times / year

2. Duration of your trip: _____ days

3. Accompanying person

   ☐ Alone ☐ Friend(s) / colleague(s)

   ☐ Family (ies) ☐ Others (please specify) ....

   Including you, how many people in your group? : _____ persons

4. How many times have you visited Andaman Cluster (Phuket, PhanngNga, Krabi)?

   ☐ This is my first time ☐ 2-5 times ☐ More than 5 times

5. How much did you approximately spend during the visit in Andaman Cluster

   (Phuket, PhangNga, Krabi)?..............................MYR.

6. How often do you travel within 1 year for Incentive Travel purposed?

   ☐ 1 time   ☐ 2 -3 times

   ☐ 4 – 5 times   ☐ More than 5 times

7. Where do you look for information before traveling?

   ☐ Internet, Social media   ☐ Exhibition

   ☐ Poster/Brochure/Leaflet   ☐ Friends and Family

   ☐ TV   ☐ Travel Agencies or Tour Operators

   ☐ Others please specify…………………………………………………...

8. Who has influences on each trip selection? (can be selected more than 1)

   ☐ Owner   ☐ Executive

   ☐ All Staff in the company   ☐ Travel Agency

   ☐ Others please specify………………........................

9. The respondents of this study intend to revisit and recommend Andaman cluster to family and friends as a holiday destination in the future, what did you think about the following statement?

(1 = Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

Revisit and recommend Andaman cluster to family and friends	Extent				
	1	2	3	4	5
Intention to visit					
9.1 The Andaman cluster should be visited for incentive travel in next 2-3 years					
9.2 Andaman cluster for incentive trip would impress to other people too.					
9.3 The Andaman cluster should be recommended to family and friends as an incentive travel destination.					
Tourist loyalty					
9.4 The likelihood of visiting the Andaman cluster is high.					
9.5 New destinations other than Andaman cluster has been visited by company previously					
9.6 This trip has comparably bigger companions in the current visit.					

Revisit and recommend Andaman cluster to family and friends	Extent				
	1	2	3	4	5
Tourist satisfaction					
9.7 This trip has been very good experience.					
9.8 Very good Service quality in Andaman cluster.					
9.9 Overall impression of the Andaman cluster.					

Part III: Antecedent Activity

10. To what extent do you agree or disagree with this statement about your corporate trip.

(1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree)

Antecedent Activity	Extent				
	1	2	3	4	5
Incentive scheme					
10.1. Entertaining performance is more preferable					
10.2. Sun Sand & Sea destination makes more relax.					
10.3. Accommodation nearby the beach is the must.					
10.4. The awards dinner entertainment during the trip was energizing					
10.5. Shopping is a must to do during traveling					
Networking					
10.6. Having party with friends and family during the trip is fun					
10.7. The internet connectivity is very important for me.					
10.8. Religious life should be concerned even when traveling.					
Training and Developing					
10.9. Team building activity makes me feel motivated.					
10.10. Exploring new destination is a good practice.					
10.11. Learning how to cook Thai food is preferable					
Marketing Utility					
Form					
11.1 Andaman night life is the must.					

Antecedent Activity	Extent				
	1	2	3	4	5
11.2. Andaman Cluster has a variety of entertainment attractions such as Phuket Fantasea theme parks, Patong beach sport, Jun Ceylon shopping centers, Central festival Department store etc.					
11.3. Incentive travel is proud to the opportunity the closed relationship with colleagues.					
Time					
11.4. Spending spare time for relaxing (i.e. watch a movie, read a popular book, traveling) is another good choice					
11.5. Local politics brings more concerns to travelers					
11.6. Optional tours should be taken when traveling.					
Place					
11.7. Thai and Malaysia culture is closed.					
11.8. Andaman cluster travel news should be followed before traveling.					
Possession					
11.9. Incentive travel can increase job performance.					
11.10. Incentive travel makes my motivations on the job.					
11.11 The incentive trip made me feel that the company truly appreciates me.					

Part IV: Please rate the strength of image you have of Andaman cluster (Phuket, PhangNga, Krabi) on a scale of 1-5 where 1 mean very low you feel that this image verylow and 6 mean this image very high (1 = very low, 2 = low, 3 = Normal, 4 = high, 5 = very high)

Image you have of Andaman cluster	Extent				
	1	2	3	4	5
Destination resources					
12.1. History and Cultural sites					
12.2.Exotic and unique local custom					
12.3.Uniqueness of tourist attractions					
12.4. Tour excursions					
Destination management					
12.5.Access to telecommunication facilities					
12.6. Tourist guidance and information					
12.7.Generates social improvements					
12.8.Generates pollution problems					
Human related factors					
12.9. Knowledge of the tourism industry by staff					
12.10. Information technology used by staff					
12.11. New innovation of tour staff					
12.12Professional competence of tourism staff					
12.13 Ability to communicated in other foreign languages of staff					
12.14. Availability of training in managerial skills					
Destination image					
12.15. Relaxing destination for tourist					
12.16. Reputation for local food					
12.17. Reputation for services					
12.18. Reputation for incentive travel					
12.19. Personal safety and security					

Part V: In your opinion how can the Andaman cluster be enhanced?

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Thank you for completing the survey. For any inquiries please do not hesitate to contact
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BIOGRAPHY

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                                      at Phuket Rajabhat University

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