

**UNIVERSITI TEKNOLOGI MARA**

**FACTORS INFLUENCING  
DESTINATION MANAGEMENT  
ORGANISATION MANAGERS'  
ATTITUDE AND BEHAVIOURAL  
INTENTION TOWARDS CRISIS  
PLANNING**

**MOHMED RAZIP BIN HASAN**

Thesis submitted in fulfillment  
of the requirements for the degree of  
**Doctor of Philosophy**

**Faculty of Hotel and Tourism Management**

**January 2020**

## ABSTRACT

In today's competitive world, a tourist destination has to be resilient and strong against crisis that could destroy and compromise its positive image, economic and social potentials. Crisis has to be managed and needs proper effective plans, resources, readiness and leadership to be implemented. Tools, Standard Operating Procedures (S.O.Ps), manuals and guidelines on managing crisis have been introduced and practiced by relevant organisations and authorities for managers' use including for crisis planning and response. All these challenges and availability of resources have raised a question on how prepared destination managers in managing crisis. This thesis investigates the behavioural intentions of Destination Management Organisations (DMOs) managers towards undertaking crisis planning in their organisations. The study takes an explorative approach to identify several challenges in crisis planning and destination management. A literature review and interviews with travel industry professionals were conducted before an actual survey. The Theory of Planned Behaviour (TPB) was used to develop the framework underpinning the study based on three psychological factors: social influence (SI), perceived behavioural control (PBC) and past crisis experience (PE) and, two external contextual environmental factors i.e. the national culture of safety and security (NC) and operation in crisis prone locations (LO), and attitude (ATT) as a mediating variable, were investigated to determine their relationship with behavioural intention (BI) (dependent variable) to undertake crisis planning. A total of 400 questionnaires were distributed to DMO managers, with a 68.8 percent, or 275 usable responses for data processing and analyses using PLS-SEM. The result shows that all indicators used in the study have a high level capability to capture the issue of interest. The measurement models either first or second order, also shows acceptable level of capability to capture the study phenomena. The findings shows that perceived behaviour and location have significant effect on managers' attitude. The social influence and national culture, however, give no effect toward managers' attitudes. On the other hand, managers' experience, social influence and attitudes have strong effects on their behavioural intentions towards crisis planning. If the average level of the above factors were high, then the average level of behavioural intention of the managers to perform will increase too. There was no effect of national culture and location on managers' behavioural intention to undertake crisis planning. It is important for DMO managers to be exposed to crisis training, related committees and tools so that they are more prepared and ready to take responsibility in crisis planning.

**Keywords:** Destination Management Organisation, Crisis Planning, Theory of Planned Behaviour, Social Influence, Perceived Behavioural Control, Past Experience, Attitude, National Culture, Location of Operation, Behavioural Intention.

# ACKNOWLEDGEMENT

Bismillahirrahmannirrahim

In the name of Allah the Most Merciful

All praise to Allah swt Almighty and the Most Merciful, Peace be upon Prophet Muhammad s.a.w. the Messenger of Allah.

Firstly, alhamdulillah, I have successfully completed the long and challenging journey of my PhD. My gratitude and thanks go to my principal supervisor, Professor Dr. Nor'ain Othman and co-supervisor, Associate Professor Dr. Norliza Aminudin for their endless support, encouragement, coaching and patience accorded to me for the success of this PhD project. I dedicate this thesis to my beloved country Malaysia and the University of Teknologi MARA that provides me the platform and opportunity to pursue my dream in post graduate study.

In sharing this success I also like to dedicate this particular thesis to my loving parents who are not other than such a dedicated and visionary father (Abah) Tuan Haji Hasan bin Haji Sini (92 year-old) and my caring mother (Emak) Puan Hajah Siti Norjani binti Haji Mohkta bin Ahmad (85 year-old) as well as my late father-in-law, Abang Haji Zaidan bin Abang Haji Mansawi and loving mother-in-law Puan Dayang Fatimah @ Aishah binti Abang Abdul Wahab. My dear wife Datin Dayang Hamdiah binti Abang Haji Zaidan bin Haji Mansawi, my daughter (Along) Siti Nurul'Aisyah (UiTM Seri Iskandar and Shah Alam, Faculty of Architecture), (Angah) Siti Nadhirah (Universiti Malaysia Sabah (UMS), Faculty of Business Administration) and her husband, Hakeem Azman, (Along) Siti Nurhidayah (Local Chef), (Uda) Muhammad Hasanul Arifin (German Malaysia Institute), Utih – Siti Nursyafiqah (Politeknik Ungku Omar (Finance) & Universiti Pendidikan Sultan Idris (UPSI, Faculty of Economy) and Adik (Usu) Siti Nurul Sophia Aliyah (Politeknik Kuching, Sarawak, School of Accountancy). Also my thank goes to my siblings, Rozita, Roslenda, Rozilina, Rosidawati and Mohd Zamri and their families. It is my fervent hope that my achievement in this Phd will encourage and motivate my children and siblings and their children to further excel in their education and life, inshaaAllah. Not forgetting all respondents and friends who were supportive of my journey as student of PhD.

Also to the management and officers & managers in Tourism Malaysia, the Ministry of Tourism, Arts and Culture Malaysia (MOTAC), States Tourism Boards, Malaysia Airports Holding Berhad (MAHB), Putrajaya International Convention Centre (PICC), Islamic Tourism Centre (ITC), Malaysia Tourism Information Complex (MATIC) and Malaysia Convention Bureau (MyCEB), for the support and participation in this study. Also, my sincere thanks go to my former editorial officers, Anis Ramli and Siti Rahmah and staff namely Ismi, Farhanah, Soleha, Aiman and Razali of Deputy Director General's Office of Tourism Malaysia for their support and patience.

# TABLE OF CONTENTS

	<b>Page</b>
<b>CONFIRMATION BY PANEL OF EXAMINERS</b>	<b>ii</b>
<b>AUTHOR'S DECLARATION</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ACKNOWLEDGEMENT</b>	<b>v</b>
<b>TABLE OF CONTENTS</b>	<b>vi</b>
<b>LIST OF TABLES</b>	<b>xiv</b>
<b>LIST OF FIGURES</b>	<b>xvii</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xix</b>
<b>CHAPTER ONE: INTRODUCTION</b>	<b>1</b>
1.1 Overview	1
1.2 Tourism Contribution to National Economy	1
1.3 Destination Safety and Security	2
1.4 Destination Resilience	3
1.5 Destination Image and Reputation	4
1.6 National Crisis Management	6
1.7 Crisis Impact on Tourist Arrivals	8
1.8 Crisis Management as New Practice in Tourism	9
1.9 Studies on Crisis Management	9
1.10 Research Gap	10
1.11 Background of the study	11
1.12 Purpose of the Study	12
1.13 Problem Statement	14
1.14 Research Objectives	17
1.15 Research Questions	19
1.16 Operational Terms of DMOs	21

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Overview**

This introductory chapter of the thesis outlines and discusses the background of the research including the research problem, research questions and objectives, scope, theoretical framework and hypotheses, methodology of which is detailed out in chapter three, of the study. The Theory of Planned Behaviour (TPB) developed by Ajzen (1991, 1996) was used in this study to determine the effect of psychological and environmental contextual factors on Destination Management Organisations (DMOs) managers' behavioural intention towards undertaking crisis planning for the organisation. In TPB (Ajzen, 1991) the individual's behaviour is best predicted by one's intentions, intentions are in turn predicted by attitudes about the behaviour, the subjective norms and one's perception of their control over their behaviour.

### **1.2 Tourism Contribution to National Economy**

The World Tourism Organisation (UNWTO)'s Tourism 2020 Vision forecasts that international arrivals will exceed 1.56 billion by the year 2020 and out of these arrivals 1.18 billion will be intra-regional and 337 million will be long-haul travellers (UNWTO Barometer, 2016). By region, the top three receiving regions will be Europe, East Asia and the Pacific and the Americas. An exceptional increase is expected in the Asia Pacific, South Asia, the Middle East and Africa regions with 5 per cent growth per year compared to the world average of 4.1 per cent. For Malaysia, the target for tourist arrivals is 36 million by 2020 with RM168 billions in tourism receipts (Tourism Malaysia Annual Report, 2016). Tourist arrivals grew by 4.0 percent to 26.8 million in 2016 while tourism receipt rose by 18.8 percent to contribute RM82.1 billion to the country's revenue (Tourism Malaysia Annual Report, 2016). The earlier target of 36 million arrivals was revised by the Government to 30 million arrivals and RM100 billion in receipt. Tourism demand depends above all on economic activities, but safety and security are among the most significant factors influencing demand at the tourist destination area, apart from the